

**Florida State College at Jacksonville
District Board of Trustees
Minutes of the December 11, 2018, Regular Meeting
Betty P. Cook Nassau Center, Room T-126, 1 p.m.**

PRESENT:

Candace T. Holloway, Vice Chair, Nassau County
Michael M. Bell
Laura M. DiBella
D. Hunt Hawkins
Thomas J. Majdanics
O. Wayne Young

ABSENT:

Karen E. Bowling, Chair
Thomas R. McGehee, Jr., Vice Chair, Duval County
J. Palmer Clarkson

CALL TO ORDER:

On behalf of Chair Bowling, Vice Chair Holloway called the meeting to order at 1:06 p.m. and welcomed those in attendance.

PLEDGE:

Vice Chair Holloway led the Pledge of Allegiance.

MINUTES:

(Ref. Board Agenda for
December 11, 2018; Pages
201900152 – 185)

Vice Chair Holloway asked the Board if there were any comments or recommended revisions to the Florida State College at Jacksonville (FSCJ) District Board of Trustees (DBOT) minutes – as a slate – of the September 11, 2018, Finance & Audit Committee Quarterly Meeting, on agenda pages 152 – 154; September 11, 2018, Workshop, on agenda pages 155 – 157; September 11, 2018, Regular Meeting, on agenda pages 158 – 171; September 12, 2018, Ad Hoc Committee Meeting, on agenda pages 172 – 175; September 19, 2018, Ad Hoc Committee Meeting, on agenda pages 176 – 177; October 3, 2018, Ad Hoc Committee Meeting, on agenda pages 178 – 180; and October 19, 2018, Special Meeting, on agenda pages 181 – 185; and there were none.

MOTION: (Bell – Hawkins) The motion was made to approve the FSCJ DBOT minutes – as a slate – from the September 11, 2018, Finance & Audit Committee Quarterly Meeting; September 11, 2018, Workshop; September 11, 2018, Regular Meeting; September 12, 2018, Ad Hoc Committee Meeting; September 19, 2018, Ad Hoc Committee Meeting; October 3, 2018, Ad Hoc Committee Meeting; and October 19, 2018, Special Meeting, as recommended.

Motion carried unanimously.

REPORT OF THE COLLEGE
PRESIDENT:

- Giving Tuesday: Interim College President Mr. Kevin Hyde shared with the Board that on Tuesday, November 27, the FSCJ community joined forces to serve our neighbors and give back during Giving Tuesday. Students, faculty and staff contributed a total of 246 volunteer hours across Jacksonville.
- There were some who were unable to volunteer but donated instead to the FSCJ H.O.P.E. Food Pantry. The Pantry received 5,217 pounds of food and \$5,277 in monetary donations. He thanked everyone for their time and support for such worthwhile causes.
- Downtown Vision Award: President Hyde shared with the Board that earlier this morning, the College was honored to accept the 2018 Downtown Project of the Year Award from Downtown Vision for the 20West Cafe and Housing projects. The award is given each year to honor a project that has significantly enhanced the economic revitalization of Downtown Jacksonville through the activation of underutilized resources, job creation or leading design practices.
- The announcement of FSCJ's award took place during the inaugural #DTJax Awards Breakfast.
- Business Speaker Series: President Hyde shared with the Board that another event held this morning was FSCJ's Business Speaker Series, which welcomed Dr. Mary O'Hara-Devereaux to speak on the topic of Disruption: The Future of Work.
- The Business Speaker Series continues to be a great learning experience for the community, our students, faculty and staff. As the College builds the series for 2019, Board members will continue to be invited to each of these events. Therefore, please plan to join us as your schedule permits.
- Business Tuition Plan: President Hyde noted that being involved with businesses throughout the community is extremely important to enhancing the College's position as a workforce partner. Many of FSCJ's divisions and departments are working together to assist with not only Career Development and Employment Services, but also to work with employers to ensure the institution has the programs available to meet their specific needs.

FSCJ's corporate outreach discussions continue to be focused on three things:

- Providing educational opportunities for their employees
- Opening doors for our students to obtain internships, work experience and jobs
- Offering contract training and educational services to enhance and expand the companies' in-house abilities

President Hyde noted that at each Trustees' seat were three fliers, which are currently being used as a guide during the conversations with prospective partners.

Data Dashboard Update:

President Hyde noted that at each Trustees' seat was a copy of the latest data dashboard for their information and review.

Holiday Message:

President Hyde shared with Trustees his sincere gratitude for their ongoing support and commitment to the institution, noting the remarkable year in terms of change and progress and that he looked forward to continuing that momentum in the months ahead.

President Hyde wished everyone a joyful, healthy and peaceful holiday season.

COMMENTS BY THE
PUBLIC:

Vice Chair Holloway 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.

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

CONSENT AGENDA:
(Ref. Board Agenda for
December 11, 2018; Items 1
through 6, Pages 201900186 –
193)

Vice Chair Holloway noted the Trustees had fully reviewed all Consent Agenda items prior to today's meeting and had the opportunity to discuss questions and/or concerns with the College President through individual Trustee calls. As a result, questions and concerns regarding agenda items were addressed and resolved in advance of Board meetings. She then asked if there were any items the Trustees would like to remove from the Consent Agenda for individual consideration and discussion as Action Items, and there were none.

ACTION ITEMS:

(Ref. Board Agenda for
December 11, 2018; Items 1
through 6, Pages 201900194 –
202)

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

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

Motion carried unanimously.

President Hyde presented the administration's recommendation on Action Item 2, Administration: College President Search, on agenda pages 195 – 196.

MOTION: (Hawkins – Bell) The motion was made to approve the charge of the College President Search, as recommended.

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

Motion carried unanimously.

President Hyde presented the administration's recommendation on Action Item 2.A., Administration: College President Search – Presidential Search Profile, on agenda page 196-A.

DBOT Presidential Search Committee Co-Chair Trustee Bell shared with the Board that the executive search firm, AGB Search, had recently conducted a two-day event wherein the firm gathered information from a number of active collegewide listening sessions. Based on the information gathered, a leadership profile was developed and being presented for review and approval at today's meeting.

MOTION: (Bell – Majdanics) The motion was made to approve the College President Search – Presidential Search Profile, as recommended. (Appendix B)

Vice Chair Holloway asked if there were any questions or comments by the Board. There was discussion by the Board regarding the desired characteristics the president should possess, challenges and opportunities facing the new president and that the search committee welcomes applications from leaders in professions other than higher education.

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

Motion carried unanimously.

President Hyde presented the administration's recommendation on Action Item 3, Human Resources: Lump Sum Payment, on agenda page 197.

MOTION: (Hawkins – Young) The motion was made to approve the Lump Sum Payment, as recommended.

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

Motion carried unanimously.

President Hyde presented the administration's recommendation on Action Item 4, Finance: Fiscal Year 2018-19 Operating Budget Amendment No. 2, on agenda pages 198 – 199.

MOTION: (Bell – DiBella) The motion was made to approve the Fiscal Year 2018-19 Operating Budget Amendment No. 2, as recommended.

President Hyde asked Vice President of Business Service Mr. Al Little to provide the Board with a snapshot of the impact and reasons for Amendment No. 2.

Vice President Little shared with Trustees that the amendment involves two major driving factors to the personnel expense side: 1) Cost of adjunct instructors for the additional class sections to accommodate the increased enrollment and 2) Expense of functional analysts and programmers needed to maintain the Enterprise Planning (ERP) system after the consultants complete their work. As to the revenue side, the increase reflects the College's increase in tuition and fee revenue to date through the fall term due to enrollment increase.

Vice Chair Holloway asked if there were any questions or comments by the Board. There was discussion by the Board regarding the salary expense breakdown of the previously mentioned positions, tuition and fee revenue, fall term enrollment comparison and spring term enrollment trend.

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

Motion carried unanimously.

President Hyde presented the administration's recommendation on Action Item 5, Academic Affairs: Inactivation of Mortgage Loan Originator (20-Hour SAFE Comprehensive Mortgage Loan Originator) Post-Secondary Adult Vocational Certificate Program, on agenda page 200.

MOTION: (Hawkins – Young) The motion was made to approve the Inactivation of Mortgage Loan Originator (20-Hour SAFE Comprehensive Mortgage Loan Originator) Post-Secondary Adult Vocational Certificate Program, as recommended.

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

Motion carried unanimously.

President Hyde presented the administration's recommendation on Action Item 6, Academic Affairs: Inactivation of College Credit and Post-Secondary Adult Vocational Courses, on agenda pages 201 – 202.

MOTION: (Young – Bell) The motion was made to approve the Inactivation of a College Credit Course, as recommended.

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

Motion carried unanimously.

INFORMATION ITEMS:
(Ref. Board Agenda for
December 11, 2018; Items
A – E, Pages 201900203 –
240)

Vice Chair Holloway asked the Board if there were any questions or comments related to Information Items A – E, on agenda pages 203 – 240, and there were none.

INTRODUCTION OF NEW
EMPLOYEE(S):

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

REPORT OF THE BOARD
CHAIR:

There was no report provided by the Board Chair.

REPORT OF THE BOARD
FINANCE & AUDIT
COMMITTEE CHAIR:

Finance & Audit Committee Chair Majdanics provided the Board with an overview of the December 2018 quarterly meeting, which included information regarding tuition revenue, review of the interim financial statement and early discussion of 2019-20 budget considerations.

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

FSCJ Foundation Board Liaison Holloway provided the Board with an overview of the written report relating to the FSCJ Foundation Board of Directors September 2018 meeting. (Appendix C)

REPORT OF THE
PRESIDENTIAL SEARCH
COMMITTEE CO-CHAIRS:

FSCJ Presidential Search Committee Co-Chair Trustee Bell provided the Board with a status update of the committee meeting held on December 6. The update included information regarding the survey findings, search profile text, timeline of events, outreach plans, draft advertisement, candidate sourcing pool and the discussion of next steps. The next meeting of the Committee is set for January 18, 2019.

For information on the 2018 FSCJ President Search, please visit fscj.edu/president-search.

REPORT OF TRUSTEES:

Trustee Holloway shared with the Board an update on FSCJ Alumna Ms. Sarah Childers, who earned a Bachelor of Science degree in Biomedical Sciences. Ms. Childers' goal was being accepted at the University of Florida – College of Veterinary Medicine, which she was accepted/enrolled as the first openly autistic woman in 2017. She has now successfully completed her first year – not completely without challenges but willing to accept them all. Trustee Holloway commended the institution and its faculty for being a part of Ms. Childers' successful journey.

Trustee Holloway shared with the Board a time in which she had an opportunity to attend Professor Ranjan Chhibber's class wherein the students had such respect for the faculty member, noting respect of faculty from FSCJ goes far and wide. Along those same lines, as the College searches for the next president, one of the characteristics Trustee Holloway will personally look for is – respect for the institution by whoever leads it and the respect is to be seen at all levels (by students, faculty and administration). She thanked everyone for their work towards making the next choice to lead the College.

REPORT OF THE
ADMINISTRATIVE AND
PROFESSIONAL
COLLABORATIVE (APC):

Administrative and Professional Collaborative Chair Ms. Lori Cimino provided the Board with a written report relating to current APC initiatives and activities. (Appendix D)

REPORT OF THE CAREER
EMPLOYEES COUNCIL
(CEC):

Career Employees Council Chair Mr. Robbie Peeples provided the Board with a written report relating to current CEC initiatives and activities. (Appendix E)

REPORT OF THE FACULTY
SENATE (Senate):

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

REPORT OF THE STUDENT
GOVERNMENT
ASSOCIATION (SGA):

Student Government Association Collegewide Executive President Ms. Ta’Nasha Parker provided the Board with a written report relating to current SGA initiatives and activities. (Appendix G)

NEXT REGULAR BOARD
MEETING:

Vice Chair Holloway announced the Board will meet in January 2019 at the College’s Administrative Offices for a Deep Dive Workshop. The date of the workshop will be forthcoming within the next week.

ADJOURNMENT:

There being no further business, Vice Chair Holloway declared the meeting adjourned at 1:58 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 - 5**

Subject:	Purchasing: LED Theatrical Lighting Fixtures – South Campus Wilson Center
Meeting Date:	December 11, 2018

RECOMMENDATION: It is recommended that the District Board of Trustees authorize College administration to award a contract to Pro Sound, Inc. dba/ Stage Equipment and Lighting as the responsive low bidder meeting specifications for the purchase of LED Theatrical Lighting Fixtures and equipment in an amount not to exceed \$374,238.

~~Due to a November 26, 2018 bid opening date, this bid is in the process of being evaluated.~~

BACKGROUND: The theatrical lighting currently in use was installed during the original building construction in 1995 and has reached the end of their service life. It is no longer cost effective to continue to repair/maintain the existing lighting units. The lighting and equipment will be used in an educational environment at the College's South Campus Wilson Center for theatrical performances and classes to teach and train students.

The College elected to direct purchase the LED Theatrical Lighting and Equipment for the retrofitting of the South Campus Wilson Center Theater construction project awarded to E. Vaughan Rivers Inc. to update the antiquated theater lighting to current standards of theater operations. The College selected Haddad Engineering Inc. as the Engineer of Record as having the most extensive electrical experience.

College administration advertised and publicly issued an Invitation to Bid (ITB) solicitation to Eighteen (18) qualified distributors and posted on the Florida VBS and College's web-sites. Eight (8) firms submitted fixed item cost bids with one (1) firm considered as non-responsive on November 26, 2018 and two (2) firms submitted "no bid" responses.

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

FISCAL NOTES: The contract has a total lump sum base bid of \$374,238. The College is committed to expend the funds from the Capital Improvement Fee Local Funds.

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

AGENDA ITEM NO. A - 2.A.

Subject:	Administration: College President Search – Presidential Search Profile
Meeting Date:	December 11, 2018

RECOMMENDATION: It is recommended that the District Board of Trustees (“Board”) approve the presidential search profile as developed by the Presidential Search Committee.

BACKGROUND: At its August 14, 2018 meeting, the Board authorized College Administration to negotiate and enter into a satisfactory agreement with an executive search firm for the selection of the College President. Through the joint leadership of Presidential Search Committee co-chairs Thomas McGehee and Michael Bell, AGB Search was selected as the executive search firm.

On November 27 and 28, 2018, AGB Search conducted information gathering sessions with members of the College community including community leaders, students, faculty, staff and the Board as a whole. Based on the information gathered, AGB Search developed a draft of the presidential search profile and presented it to Presidential Search Committee for review and discussion. A copy of the resulting profile has been provided to Trustees individually.

RATIONALE: The College President search process is designed to include broad representation of the College community and external stakeholders in a legally defensible selection process under the guidance of the Board. The work of the Search Committee is advisory to the Board and, while the identification of top candidates will be the result of the work of the committee and search firm, the selection of the next Florida State College at Jacksonville President is the responsibility of the Board.

FISCAL NOTES: The fiscal impact is comprehended within the current budget.

FLORIDA STATE COLLEGE AT JACKSONVILLE FOUNDATION TRUSTEE CANDACE HOLLOWAY

BRIEFING NOTES; DECEMBER 12, 2018

Since my last formal report to you on happenings at the Foundation, there has been quite a bit going on that I am delighted to share with you at this time. The very productive list includes:

1. Yesterday's Donor Appreciation and Scholarship Event titled "The Power of Possible" was a tremendous success. The event was hosted by our friends at Florida Blue, was attended by over 300 donors and supporters of FSCJ, and raised a meaningful sum for the benefit of students with varying financial needs. The keynote speaker for the event was Wes Moore; New York Best-Selling author of the book *The Other Wes Moore* - an inspiring life story that gives insight into the nature of destiny and the import of making positive choices in life. The event program along with a copy of the Foundation's 2017-18 Donor Report is included in your meeting materials for today.
2. For a second year in a row the Foundation has partnered with other areas of the College to transform the national day of giving; #GivingTuesday, into an event characterized by our giving back to the community. Over 100 college staff, faculty, student and alumni volunteers gave a total of 246 volunteer hours to 6 non-profit organizations, collected nearly four thousand pounds of food stuffs from across the College to stock the shelves in our College Food Bank, and raised just over \$5,000 to assist with other student needs.
3. Responding to an urgent request from Chancellor Pumariega to the Council of College Presidents to assist with relief efforts for Gulf Coast State College and Chipola College in the aftermath of Hurricane Michael, The Foundation's Board approved a leadership gift in the amount of \$25,000 to the Florida College System Cares Initiative. Proceeds from collected gifts flow through the Florida College System Foundation and directly to the respective colleges to provide aid to students, faculty and staff members displaced or disadvantaged by the storm.

4. The Foundation's Investment Advisory Committee, which is a 7 member committee comprised largely of investment professionals from the community, meets regularly to review the Foundation's Investment portfolio performance, and to make recommendations to the Foundation's Board regarding investment policy, asset allocation and compliance matters. The Committee recently completed a lengthy review and rewrite of the Foundations Investment Policy Statement which will be presented to the Board at its meeting tomorrow. As of this reporting, the Foundations investment portfolio is well in excess of \$53 million dollars, and provides considerable institutional and programmatic support to the College, along with scholarship support to our students.
5. The Foundation's start-up Alumni Advisory Council recently completed the construct of a Charter for the Alumni Association. The Charter will be presented to the Foundation Board for approval at its meeting tomorrow. The charter sets membership, governance and operating parameters, and once approved will allow the Council to move forward with expanding its governing body, work with staff on strategic plans and on various program initiatives currently being contemplated. The Council and the Alumni Development staff are also charged with organizing and conducting the Foundations Annual Fund Campaign.
6. The Foundation's September Board meeting included a welcome from President Hyde, and an orientation from staff to eleven newly elected board members; bringing the Board's total membership up from 9 to 21 active members [including President Hyde and myself]. The Board has been keenly focused on adding new members to its ranks with the time and talent to add value to its fund raising efforts, and who come equipped with the experience and capacity to manage the fiduciary responsibilities of the Board.
7. The Foundation's audit for the year-ending September 30, 2018 is currently in progress. It should be completed in time for timely submittal of its IRS Form 990, and submittal of the same to the DBOT for review and submittal to the State Auditor General's Office. Unaudited results for the 12 month period reflect a very positive performance for the Artist Series, which produced \$8.3 million in gross receipts, over total expenses of \$8.0 million.

Development operations produced \$2.8 million in gross revenues, over total expenses of \$2.5 million. Revenues include income from grants and contributions of \$800,000, while expenses include nearly \$1.7 million in scholarships for students and institutional support to the College.

8. Several development activities; purposed to engage donors, prospective donors, community leaders and alumni, are currently being contemplated by the Foundation's staff and Board, they include:
 - a) A community-wide Annual Fund Campaign
 - b) Leveraging upcoming Artist Series Broadway Events
 - c) A 3rd year hosting at the Tournament Players Championship
 - d) An FSCJ family Homecoming event
 - e) Start-up of "The President's Business Breakfast"
 - f) Formation of a Donor Development Council
 - g) Accelerate the Alumni Outreach and Marketing Campaign

As the Foundation board works at reconstituting itself in preparation for rebooting the College's \$50 million fund raising campaign, it's important that we all take full advantage of this timely opportunity to establish a new culture of giving; the giving of our time, talent and treasure, to the development needs of the College. As a member of the District Board of Trustees, and a member of the Foundation Board of Directors, I am committed to this task and accept the awesome responsibility for doing all I can to insure its success. I challenge you to join me in this pledge of self to the College in this way. Using the pledge cards included in you board packets, I invite you to join me today by making a financial pledge to the Foundation, and by committing yourself to the development work ahead.



Date: December 11, 2018

To: Florida State College at Jacksonville District Board of Trustees

From: Lori Cimino
Chair, Administrative and Professional Collaborative 2018-19

Re: December 2018 Administrative and Professional Collaborative Report

Chair Bowling and Trustees:

Hello again from the APC! With the 2018 calendar year coming to an end and a new year upon the horizon, December's report will highlight reflection and gratitude.

I think I can speak on behalf of all Administrative and Professionals when I say how very different this fall semester was in comparison to last year's. Not only has the College experienced an increase in enrollment, but we have experienced an increase in something that data cannot quite measure. I am happy to report that 'smiles' are on the rise! Although as an employee group we are not completely above water yet, we are at minimum treading on top of the water and, in many instances, into a comfortable doggy paddle. As mentioned in my previous report, the breadth of the work that our Administrators and Professionals do for the College is not only wide, but deep. This vast ocean we call FSCJ has some incredible humans not only steering the ship, but also making repairs, ensuring the engine is running, punching in GPS coordinates, monitoring the tides and weather, and working to ensure that the Career and Faculty ships are also traveling safely, effectively and efficiently to serve our students along with us.

Not only are smiles on the rise, but a sense of College community has begun to swirl along these waters. With that said, with further reflection than just to one year ago, many of us have seen smoother waters and felt safer in the ocean than we do now. It is the relationships we have built, however, that have and will continue to keep us afloat. We look forward to the process we are currently undertaking to identify a leader that can not only align our ships, but also build relationships, inspire others and sail aboard our ships with us.

As I shift to reflect upon the APC's efforts and accomplishments, I must share how grateful I am to be working alongside a great group of officers and representatives who are truly involved to serve. The level of engagement, communication and collaboration these colleagues have demonstrated in just a few short months is admirable. Not only have our meetings been filled with excellent discussion, but the action outside of these meetings and the manner in which our fellow Administrative and Professionals have expressed their gratitude has been heartwarming. This group of wonderful humans unquestionably display the *values of integrity; excellence in teaching and learning; culture of honesty and trust; creativity; and respect for diversity* which continue to be at the forefront of all efforts of the APC.

The fall has been a busy time for the APC and below is a list of some of the highlights:

- Friday, October 26 – 20West Cafe Networking Breakfast
- Thursday, November 15 – Brown Bag Lunch Enrollment with Rich Turner, Executive Director of Academic Operations
- Tuesday, November 27 – Giving Tuesday at various locations in Northeast Florida
- Wednesday, November 28 – Presidential Search Forums
- Thursday, November 29 – Fasting for Food to support Diversity & Social Change in stocking the H.O.P.E. Food Pantry

Upcoming Events:

- Friday, December 7 – APC Holiday Open House Gathering
- Thursday, January 21 – APC Networking Social
- Saturday, February 16 – Congenital Heart Walk
- Thursday, February 21 – Brown Bag Event, Tentative Topic – Student Services
- Thursday, April 18 – Brown Bag Event, Topic TBD

Additionally, in an effort to bridge communication and have a truly shared voice, APC members have completed the following:

- Provided introductions to their campus Administrative and Professional colleagues with both pictures and contact information.
- APC Chair has sent out welcome letters to all new employees or current employees with new A&P positions. This letter shares the role of the APC as well of a list of APC Officers and Members.
- Updated the APC Blog which includes events, a photo gallery and spotlights colleagues from around the College. <https://blogs.fscj.edu/apcollaborative/>
- Served or are serving on numerous search committees such as the Associate Director of Financial Aid, VP of Student Services, AVP of Enrollment Management, Director of Academic and Student Achievement.

As we move forth in our work, we allow the mission of College, *'to provide high value, relevant life-long education that enhances the intellectual, social, cultural and economic development of our diverse community'* to steer our ship. We have identified a few goals to support our long-term vision and increase our short-term motivation. These goals are listed below:

APC Goals for 2018-19

- Support the efforts of 'rebuilding campus community' as a collaborative.
- Participate in intentional outreach to fellow A&P colleagues for increased engagement and understanding of how the APC can support A&Ps Collegewide.
- Maintain consistency in events, communication approaches and professional development to increase awareness and participation by A&Ps in APC activities.
- Address any concerns of A&Ps Collegewide as they arise in a comprehensive, timely and professional manner.

Not listed in the above goals, but certainly an important focus of all Administrative and Professional Employees at the College is for our voices to be heard during the hiring of the next President. In attending forums and talking with colleagues across the College some points were made that are worth reflection throughout this process. These include:

- Authentically cares for students and commits to connecting with them.
- Ability to build relationships within our College community, local community, business community, and governmental community.
- A leader who exhibits the values of our institution.
- A transformational leader that not only understands the mission of FSCJ, but believes in that mission and is committed to working toward it.
- A leader who has demonstrated experience and success in the above.

In closing, thank you once again for the important work you do and the significant amount of time that you and the board contribute to support Florida State College at Jacksonville and the success of our students. We are especially grateful for the work lead by Trustee Majdanics with the Ad Hoc Committee on Enrollment and Trustees Bell, McGehee and Young for their service on the Presidential Search Committee.

Respectfully,

Lori Cimino, M.Ed., NIC-Advanced
Instructional Program Manager, ASL/English Interpreting and Digital Media
Administrative and Professional Collaborative Chair 2018-19



Date: December 11, 2018
To: Florida State College at Jacksonville District Board of Trustees
From: Robbie Peeples, Career Employees' Council Chair
Re: December 2018 CEC Report

Chair Bowling and Trustees:

I want to recognize Trustee Majdanics for his leadership on the Ad Hoc Committee on Enrollment Report. This report addresses key issues in the organization that needs to be addressed. It is encouraging to know that what many people in the College recognize but have no power to change, know that you have taken the time to take a deeper look and understand issues that are not readily visible on a standard enrollment report but directly affect it. This report will help us focus our search for a new President that will have proven experience in addressing these issues. Again, I want to thank you, Trustees Mike Bell and Mac McGehee again for including us in that process.

I want to recognize Interim President Hyde for his support of a one-time salary payment for career employees. His recognition of the work we do and the steps he has taken to demonstrate our value not only as employees for the tasks we do but also as valuable contributors beyond those tasks is greatly appreciated.

As we near the end of this calendar year, I wish you all a Merry Christmas and Happy New Year.

Sincerely,

A handwritten signature in blue ink that reads "Robbie Peeples".

Robbie Peeples
Career Employees' Council Chair
Florida State College at Jacksonville
904-381-3702 / robbie.peeples@fscj.edu



December 14, 2018

To: Florida State College at Jacksonville District Board of Trustees.
From: John A. Woodward, PhD
Re: October/November/December Report

Chair Karen Bowling and Trustees:

What started as an uneventful year has, of course, become much more eventful.

I and Senate would like to thank Board Member Tom Madjanics publically for his chairmanship of the Ad Hoc Committee on Enrollment as well as all of the board members who served on the committee. Faculty and staff felt it was a rare moment where our concerns were listened to and there was meaningful engagement with them.

Senate was, however, disappointed that the report did not result in an immediate re-evaluation of our enrollment and scheduling processes complete with metrics, desired outcomes, and so forth—or no engagement that included faculty participation. We were also very concerned with the specious presentation on ‘efficiency’ in course scheduling to the ad hoc committee, a report that was somewhat contradicted by the Provost in a later Senate meeting, and has exacerbated course scheduling difficulties. Senate’s position has been and still is that ‘efficiency’ scheduling has exacerbated enrollment problems and is an unreasonable goal in our complicated post-ERP-debacle environment. A committee in Senate has therefore drafted a white paper on the concept of efficiency—really capacity utilization—complete with a brief analysis of our enrollment issues and a proposal for moving forward. By the time you read this, I will have shared the report with the Provost and hope to be able to report on new processes in scheduling for the spring. I am happy to provide a copy of the report to the board at your request.

The report from the ad hoc committee also recognized a very real problem we have at this institution, a problem referred to as ‘cultural’ in the report—I would call it questionable prioritization. This report was a moment for the administration to recognize and openly address as a whole the bad practices that led to the debacle of the ERP, especially questionable prioritization and what an objective observer might call systemic indifference to the interests of faculty. And yet, there was no discussion. Moreover, that indifference to faculty interests seemingly persists in an institution that dedicates up to 40% of its travel budget exclusively to administrative travel, relegating faculty academic travel to just 4% of the total travel budget. We in Senate are struggling to understand how to better communicate our expectations where it comes to travel—we have spoken of it and heard promises from the administration for several years. By the time you read this, we will have resolved in Senate that the administration should significantly increase the budget for faculty academic travel. Such resolutions are meaningless without the active participation by the Provost in defending our interests—which I know he does—as well as an understanding by the rest of the institution that faculty academic travel is vital to a living, breathing, rigorous, and successful academic environment. After all, as the Chancellor recently said on her visit, we must address the issue of the perception of our college as ‘13th grade.’ We must focus on rigor. And that concept of rigor is tied to our own continual growth as scholars and our active engagement with our various fields of study or areas of professional interest.

I am again and again struck by the lack of respect for the centrality of the faculty to the College's mission and the deference one should have for our work towards that mission. Those of my colleagues in the workforce area have long been promised that a process would be developed to allow them to recoup the costs of their yearly credentialing, something they must do in order to satisfy the accrediting bodies. And yet, in spite of a longstanding request, this issue is seemingly not a priority. The process has not been developed. Where it comes to travel, all faculty who have gone to conferences have at some point paid out of pocket for that travel or associated costs. I have yet to see a parallel to that reality where it comes to administrative travel or travel related to administrative interests and priorities. Over the summer, a faculty member was removed by administration from co-chairing the Faculty Academy with no discussion, consultation, or even email explaining the reasons and certainly not in a timely manner. This resulted in losing reassigned time (course release time) and being tossed into new classes. There was seemingly no consideration of the importance of being able to plan schedules, develop class material, and so forth in order to prepare for the new teaching load. And more importantly, there was no protocol or adherence to even perceived protocol or processes—a strike at shared governance. Where it comes to technology, the budget has been set to exclude necessary across-the-board upgrades to our classroom technology, going about it piecemeal instead, and it took an outside consultant on the ERP to get the administration to understand the importance of listening to faculty interests, promoting them, and prioritizing faculty technical issues. And while there was once much discussion of a meaningful feedback system for administrators, in some ways akin to our student evaluation of instruction, such has yet to come to pass and what was once an invigorating idea is now but a whispered memory as of a lost love whose laughter dances on the wind at sunset. These are but some of the conflicts that speak to a general inversion of interests at the institution.

We are also very wary of a new discourse developing in some branches of the administration that confuses the radically different concepts of value and revenue. This discourse seems especially directed towards our adult education and ESOL colleagues. They are told by more than one person and on more than one occasion that they are non-revenue producing, and because of this they have had to struggle throughout the years to get basic rights of access for their students. This argument of revenue is fascinating because it is factual. In fact, many people employed at the institution produce zero revenue. Many of them are, as we know, in the administration. And yet, the poisonous barb is thrown by administrators. There is, I think, a confusion of two concepts: revenue and value. We know that adult education and ESOL both (and I hesitate to include them together in this paragraph since they are very different programs in many ways) are essential to our mission, provide mission critical services to the community—they produce citizens with new skill sets who will go into the economy and pay taxes, become employees, and maybe even start businesses. They are valuable and provide value. As Catherine Rifkin has said on more than one occasion, 14.2% of those who live and work in Jacksonville speak a non-English language. Do we make money off of these students? No...or not very much when they are ESOL students. But if we measure our effect according to how much money we make off students, our mission is meaningless. Our College is dead. Each year, full time faculty instruction provides enough revenue to cover their salary cost and provide about \$20 million beyond that. With that labor, we are happy to support the bettering of our community and the fulfillment of the dreams of our immigrant neighbors. All that to say that we must promote that aspect of our mission and grow it. Firing three faculty from a very small program is not the best way of growing it. Indeed, firing seven faculty is not the way to grow the institution. We cannot cut our way to prosperity, as the saying goes. This is even less the case in a program whose students will become our students—tuition paying students, well-prepared for our classes.

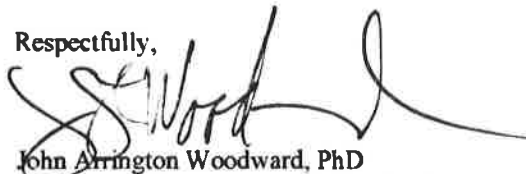
I think I can speak for myself and anecdotally for non-faculty that we have been through seriously demoralizing times. We look at the debacle of the ERP and the subsequent disastrous decline in enrollment and we look at those who were made victim to that decline, i.e. students and the close to 40 people cut in the reduction-in-force—this after we had an express promise that no faculty positions would

be affected by the administration's bungling of enrollment. We see the lives that were affected by this and then we see those who made the disastrous decisions largely unaffected. We see a faculty member, for example, who was fired in the reduction in force and then asked to work as an adjunct at half her salary. She took the job. She had no other choice. We see an administration that has yet to admit that these layoffs constitute a reduction in force, an admission that would give those who were fired the right to reclaim their jobs once they become available. The process of reducing the force was unprofessional and lacked clarity and honesty—I think it is questionable to even call it a process.

I can honestly say that the administration is addressing that lack of clarity and honesty and allowing shared governance to grow again in some parts of the College. But we should not celebrate the repairing of that which was heedlessly broken. We must demand improvement. We must demand better outcomes. And we must demand accountability. Senate thought the report was a step in that direction. The response to it was not encouraging. We hope that the board will continue to require regular updates on specific outcomes and milestones, perhaps even including requirements about process development to assure faculty buy in. We must, perhaps most importantly, reorient the institution back towards the interests of the faculty and promote them, thereby growing a stronger and more rigorous and more successful institution.

That concludes my report to the board.

Respectfully,

A handwritten signature in black 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: December 11, 2018

To: Florida State College at Jacksonville District Board of Trustees

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

Re: October to December 2018 Student Government Association Report

Chair Bowling 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 October to December 2018.

During October, the SGA participated in the following:

- SGA Vice President Syltavius Kelley chaired the Student Organization Council meeting where student organizations and performance groups shared updates and best practices.
- SGA members volunteered to lead tours during the grand opening of FSCJ Student Housing facilities at 20 West Adams St.
- The SGA Executive Board met with FSCJ Open Education Resources and agreed to help promote their courses as the course materials are free or low-cost for our students.
- SGA members attended Florida College System Student Government Association (FCSSGA) Region 1 Leadership Conference held at Pensacola State College. Six SGA members attended leadership and professional development workshops as well as networked with other Florida College System students.

During November, the SGA participated in the following:

- SGA members promoted Early Voting Site Shuttles for students to utilize at our campuses and centers. The SGA Executive Board came up with the theme of "Your Vote, Your Future" that was printed on 272 t-shirts. SGA members then gave away the t-shirts as well as snacks the week before and the week of the midterm elections to get students excited to vote.
- SGA members attended workshops on Robert's Rules of Order and True Colors.
- SGA members polled students on issues related to determining the FCSSGA legislative platform prior to attending the FCSSGA November Conference.
- SGA members attended the FCSSGA November Conference at Palm Beach State College where they voted based on their constituent's feedback to help determine the organization's legislative platform. Members Rico Rios and Seqoya Williams completed the FCSSGA Leadership Training program.
- SGA leaders served as emcees for the Oxfam Hunger Banquet. This annual collegewide event creates awareness of hunger and disparity issues in the community.
- The SGA helped the H.O.P.E. Food Pantry exceed its goal of collecting 1000lbs of food by donating over 700lbs of food to the pantry with donations coming from each campus.

On behalf of the student body, we extend our deepest gratitude to the District Board of Trustees and President Kevin Hyde 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,
Ta'Nasha Parker
FSCJ Student Government Association President