

**Florida State College at Jacksonville
District Board of Trustees
Minutes of the February 11, 2025, Regular Meeting
Administrative Offices, Board Room 405, 1 p.m.**

PRESENT:

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

ABSENT:

None

CALL TO ORDER:

Chair Wayne Young called the meeting to order at 1:08 p.m. and welcomed those in attendance.

PLEDGE:

Chair Young led the Pledge of Allegiance.

**COMMENTS BY THE
PUBLIC:**

Chair Young 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, noting that consideration of today's Action Items would also constitute a public hearing under the Administrative Procedures Act. Therefore, any comments regarding the revised Board Rules should also be made at this time.

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

MINUTES:
(Ref. Board Agenda for
February 11, 2025; Pages
202500251 – 289)

Chair Young noted in efficiency of time, he would like to entertain a motion to approve the Florida State College at Jacksonville (FSCJ) District Board of Trustees (DBOT) minutes as presented on pages 251 – 289: The November 12, 2024, Finance & Audit Committee Quarterly Meeting, on agenda pages 251 – 253; November 12, 2024, Workshop, on agenda pages 254 – 259; and November 12, 2024, Regular Meeting, on agenda pages 260 – 289.

MOTION: (McGehee – Shaw) The motion was made to approve the FSCJ DBOT minutes as presented on pages 251 – 289, from the November 12, 2024, Finance & Audit Committee Quarterly Meeting; November 12, 2024, Workshop; and November 12, 2024, Regular Meeting, as recommended.

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

Motion carried unanimously.

REPORT OF THE COLLEGE
PRESIDENT:

Florida College System (FCS)
in Tallahassee:

College President John Avendano, Ph.D. shared with the Board information relating to FCS in Tallahassee:

- Last week the FCS, along with the Trustees, Government Affairs members and the Council of Presidents had the opportunity to visit with the delegates and special members of the legislature to talk about the State College System (SCS) needs as well as the College's own institutional needs.
- He thanked Director of Government and Community Relations Taylor Mejia Roberts and The Southern Group-Florida Partner Karis Lockhart for coordinating the great lineup of meetings in Tallahassee.
- He thanked Trustees Michael Bell and Thomas McGehee, Jr. for joining FSCJ on the visits.
- The asks for the SCS are an additional \$200 million for the colleges through the formula, and PECO funding. The ask for support for the State's Health Insurance was still a primary ask. However, the Florida Division of Management Services took that issue through their process. On the institution's side, the Burn Building for FSCJ's Fire Academy of the South was the College's primary ask, Allied Health at North Campus was second and the expansion of the Nassau Center was third.

Federal Pause on Funding:

President Avendano shared with the Board information relating to the Federal Pause on Funding:

- As Trustees may have heard, the White House paused on all Federal Funding pending reviews of all grants and programs.
- At this time, the pause has been rescinded, so FSCJ continues to operate business as usual.
- As new information arises, the College will be sure to keep the Trustees informed.

PAWS Program Press
Conference with the City of
Jacksonville (COJ):

President Avendano shared with the Board information relating to the PAWS Program Press Conference with COJ:

- During a press conference at the end of January 2025, FSCJ was excited to share the wonderful news of an expansion of our dual enrollment program with the Arc Jacksonville, called PAWS, which stands for Professional Animal Workers.

- Through the partnership with the Arc Jacksonville, COJ and Animal Care and Protective Services, the College is offering students with intellectual and developmental differences the opportunity to work toward a rewarding career in the animal care industry.
- The 12-week program is being offered to Arc Jacksonville's secondary transition programs. FSCJ is providing content through an online course and the participants will also take part in a 50-hour internship to gain work experience through COJ's Animal Care and Protective Services.
- The first cohort is underway, and the College looks forward to seeing them succeed. The College anticipates expanding this type of programming to other industries so FSCJ can serve even more students in this way.

Board Retreat Recap:

President Avendano shared with the Board information relating to the Board Retreat:

- He thanked the Trustees for their participation at the Board Retreat, noting he always enjoys the event when they can focus their attention on the year ahead. It was a productive day, and he is excited for all that is on the horizon, especially FSCJ's 60th anniversary and the comprehensive campaign.

Commencement:

President Avendano shared with the Board information relating to Commencement:

- He reminded Trustees of the date change for FSCJ's 2025 Commencement Ceremony. Traditionally these events are held on Thursdays. However, due to scheduling at the Arena, this year's event will take place on Wednesday, May 7.
- Another exciting change is FSCJ is incorporating the College's Adult Education graduates into the program, noting that the inclusion will bring them much pride. The College also anticipates it will inspire their continued educational pursuit.
- There will be a Grad Bash event at South Campus on Saturday, May 3. This event will be similar to the Grad Fest events the College held on the different campuses and centers in the past. The event will expand the activities students can participate in during Grad Bash.
- Graduates will be able to come to the celebration to pick up honors and military cords, take photos with their families, visit the alumni team, celebrate with their family and more.

- As always, communications will be shared with additional details, and the College hopes you can all join us!

President's Circle Event:

President Avendano shared with the Board information relating to the President's Circle Event:

- He looks forward to seeing the Trustees at FSCJ's Annual President's Circle event being held on Thursday, February 13th at The River Club.
- The annual event is where FSCJ honors its generous donors who make our work possible.
- The College is excited to award some of our donors for their generosity and also hear additional highlights from the Foundation and Vice President of Institutional Advancement and Executive Director of the FSCJ Foundation Scott Evans.

Academic Accomplishments
by Athletic Program:

President Avendano shared with the Board information relating to the Academic Accomplishments by Athletic Program:

- The College's Athletic Program and FSCJ athletes are crushing it in the classroom.
- The College has eight teams that compete on behalf of FSCJ, and following the Fall Term, 7/8 had a team Grade Point Average above a 3.0. Only one team did not surpass the "Team" GPA, and theirs was at a 2.93 GPA.
- For information a 3.0 GPA receives national recognition. In addition to the Team GPAs, FSCJ had 17 student athletes with a perfect 4.0 GPA. The Men's Basketball Team has a team GPA of 3.23 and ranked #9 in the Country.

Data Dashboard:

President Avendano shared with the Board information relating to the February 2025 Data Dashboard/high-level view of the institutional data sets:

- Fall Term College Credit Enrollment:
 - Positive variance of 10.6% credit hours for fall 2024 over fall 2023.
 - Positive variance of 46.6% compared to the same day in the enrollment cycle for Fall Term 2023 relating to clock hour enrollment.
- Spring Term College Credit Enrollment:
 - Positive variance of 8.1% credit hours for spring 2025 over spring 2024.

- Positive variance of ~16% compared to the same day in enrollment cycle for Spring Term 2024 relating to clock hour enrollment.
- Spotlight on Three Programs that Align with Corporate Operations:
 - Supervision and Management B.A.S.;
 - Business Administration B.S.; and
 - Business Administration A.S. Programs.
- Finance Report shows actual revenues and expenditures compared to budget for the period ending December 31, 2024 and December 31, 2023.
 - Unrestricted fund revenues were up approximately \$2.7 million compared to prior year, primarily due to an increase in student fee revenues.
 - Expenditures were up approximately \$4.5 million, due to an increase in personnel and current expenses.
 - The restricted fund revenues and expenditures reflect both student and grant activities.
 - Revenues from restricted fund revenues remained constant compared to last year and expenditures decreased by about \$2.8 million. Year-over-year differences are attributed to varying grant cycles and types of grants.
- Grants Report:
 - For the 2024-25 award year, FSCJ received more than \$12.1 million in grants.
 - The total received for the 2023-24 fiscal year was more than \$11.6 million.

Alliance for Innovation &
Transformation (AFIT) Event:

President Avendano shared with the Board information relating to the upcoming AFIT event:

- AFIT is a grouping of 50 community colleges from around the country, who are focused on excellence and being the best institution in the country.
- FSCJ is part of the AFIT organization.
- The College is hosting the AFIT – 2025 CEO Forum & Reps Meeting on February 26 – 28, 2025 at FSCJ's Administrative Offices as well as the Advanced Technology Center.

STRATEGIC
PROGRAMMATIC
DISCUSSION:

Chair Young asked if there were any questions or comments by the Board related to President Avendano's Report, Data Dashboards and/or any other College Strategic matters, and there were none.

CONSENT AGENDA:

(Ref. Board Agenda for
February 11, 2025; Items 1
through 4, Pages 202500290 –
298)

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

ACTION ITEMS:

(Ref. Board Agenda for
February 11, 2025; Items 1
through 9, Pages 202500299 –
346)

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

Chair Young noted he did not wish to remove any items from the Consent Agenda for discussion. However, he did wish to highlight Consent Item CA-3, Purchasing: Property Insurance. He shared that the Finance & Audit Committee met earlier today, wherein CA-3 was a discussion item. He noted for policy year 2025-2026, there will be no increase in the property insurance premium. Even with catastrophic events in 2024, the market has stabilized due to large increases the last two years and increased market competition. He shared this is very good news for the College.

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

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 2, Administrative Procedure Act – Board Rules, Section 2 – Administration, on agenda pages 300 – 302.

MOTION: (Bell – McGehee) The motion was made to approve revised Board Rules 6Hx7-2.16 – Reimbursement of Relocation and Travel Expenses and 6Hx7-2.25 – Contracts, Grants and Agreements under Section 2, as recommended.

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

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 3, Administrative Procedure Act – Board Rules, Section 3 – Human Resources, on agenda pages 303 – 309.

MOTION: (McGehee – Bell) The motion was made to approve revised Board Rules 6Hx7-3.1 – Authority to Hire; 6Hx7-3.3 – Pay Plan; 6Hx7-3.45 – Benefits Program; and 6Hx7-3.48 – Employee and Dependent Tuition and Fees under Section 3, as recommended.

Chair Young 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, Human Resources: Collective Bargaining Agreement (Full-time Faculty), on agenda pages 310 – 325. The CBA was ratified by the Faculty last week.

MOTION: (McGehee – Shaw) The motion was made to approve the Collective Bargaining Agreement (Full-time Faculty), as recommended.

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

Trustee McGehee stated that the Finance & Audit Committee discussed various Action Items from today's agenda, noting there was consensus among committee members to provide the full Board with a brief overview of the item as the items were brought forward for action.

Therefore, as Committee Chair, he shared the following information relating to Action Item A-4:

A committee, with equal representation from the Union and the Administration met to explore options and develop recommendations associated with potential changes to the content and modality of faculty evaluations for the purpose of achieving a more holistic and efficient faculty evaluation process. The faculty unanimously voted in favor of ratifying the new Article 11 and evaluation tool on January 31, 2025.

The F&A Committee supports approval of this item.

Chair Young 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, Human Resources: Salary Increase for Full-Time Employees, on agenda page 326.

MOTION: (McGehee – Shaw) The motion was made to approve the Salary Increase for Full-Time Employees, as recommended.

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

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

The F&A Committee recommends the approval of a recurring base salary increase of \$750.00 for all eligible instructional and non-instructional full-time employees hired as of November 30, 2024. This increase recognizes the continued efforts of our faculty and staff and acknowledges the cost-of-living changes and benefit programs. As such, it will apply to both faculty and staff in accordance with the following provision that was ratified in the Compensation article of the CBA in September 2024.

The F&A Committee supports approval of this item.

Chair Young 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 6, Finance: Fees and Charges, on agenda pages 327 – 339.

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

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

F&A Committee Chair McGehee shared the following information relating to Action Item A-6:

The F&A Committee recommends the approval of the fee changes for the courses listed in the packet to be effective Summer Term 2025. These fees do 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 fee changes

are adjustments needed due to an increase in the cost of materials and supplies, implementation of new training or software, the elimination of a courses, material and supplies no longer needed, or an increase in the cost of insurance.

The F&A Committee supports approval of this item.

Chair Young 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 7, Finance: Fiscal Year 2024-25 Operating Budget Amendment No. 2, on agenda pages 340 – 341.

MOTION: (McGehee – Bell) The motion was made to approve the Fiscal Year 2024-25 Operating Budget Amendment No. 2, as recommended.

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

F&A Committee Chair McGehee shared the following information relating to Action Item A-7:

The Committee recommends approval of this action item, which is increasing the current expense budget due to an increase in outside legal expenses and claim settlements, and increased costs of travel, educational materials and supplies. The \$611,984 in the category of Transfer Expense is to move PIPELINE Nursing funds from the Operating Expense Budget to the Capital Outlay Budget to be used for the design services for renovations to the Nursing facilities at North Campus.

The F&A Committee supports the approval of this amendment.

Chair Young 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 8, Finance: Fiscal Year 2024-25 Capital Outlay Budget Amendment No.3, on agenda pages 342 – 344.

MOTION: (McGehee – Shaw) The motion was made to approve the Fiscal Year 2024-25 Capital Outlay Budget Amendment No. 3, as recommended.

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

F&A Committee Chair McGehee shared the following information relating to Action Item A-8:

The Committee recommends approval of this item, which was discussed during the meeting. The amendment is requested to adjust the Capital Outlay Budget to add \$611,984 in PIPELINE funding from Fund 1 to Fund 7 and add \$600k for the South Campus Gym Bleacher Upgrades project.

The F&A Committee supports the approval of this amendment.

Chair Young 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 9, Academic Affairs: Academic Calendar, 2025-2026, on agenda pages 345 – 346.

MOTION: (Bell – McGehee) The motion was made to approve the Academic Calendar, 2025-2026, as recommended.

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

Motion carried unanimously.

INFORMATION ITEMS:
(Ref. Board Agenda for February 11, 2025; Items A – H, Pages 202500347 – 358)

Chair Young asked the Board if there were any questions or comments related to Information Items A – H, on agenda pages 347 – 358, and there were none.

REPORT OF THE BOARD CHAIR:

There was no report provided by Chair Young.

REPORT OF TRUSTEES:

Trustee Bell echoed President Avendano's comments relating to the Tallahassee trip. He thanked Director Mejia Roberts and Southern Group-Florida Partner Lockhart along with others at the Southern Group, noting it was abundantly clear there was

extensive leg work accomplished before the FSCJ group arrived in Tallahassee. The group was met with a warm reception from both the House and Senate leadership. He shared his appreciation for their time and efforts in making sure the trip was a success.

Trustee McGehee provided a follow-up to President Avendano's and Trustee Bell's comments, adding he is very impressed with the amount of work that groups like the Southern Group perform on behalf of their clients. The Southern Group is working on behalf of the College. As such, the awareness of FSCJ and its needs are known everywhere you go in Tallahassee. The Southern Group's involvement is well worth the investment FSCJ places in them.

REPORT OF THE BOARD
FINANCE & AUDIT
COMMITTEE CHAIR:

FSCJ F&A Committee Chair McGehee provided the Board with an overview of the written report relating to the February 2025 quarterly meeting. (Appendix A)

The next meeting of the FSCJ F&A Committee is scheduled for Tuesday, April 8, 2025, at the College's Kent Campus, Room D-111. The Committee will meet at 10:45 a.m.

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

FSCJ Foundation Board Liaison Michael Bell provided the Board with an overview of the written report relating to the FSCJ Foundation Board of Directors quarter-to-quarter Board meetings along with other committee meetings and activities. (Appendix B)

REPORT OF THE
ADMINISTRATIVE AND
PROFESSIONAL
COLLABORATIVE (APC):

Administrative and Professional Collaborative Chair Terence Wright provided the Board with a written report relating to current APC initiatives and activities. (Appendix C)

REPORT OF THE CAREER
EMPLOYEES' COUNCIL
(CEC):

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

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 E)

REPORT OF THE STUDENT
GOVERNMENT
ASSOCIATION (SGA):

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

NEXT MEETING:

Chair Young announced the next regular meeting of the Board is scheduled for Tuesday, April 8, 2025, at the College's Kent Campus, Room D-120, 1 p.m.

ADJOURNMENT:

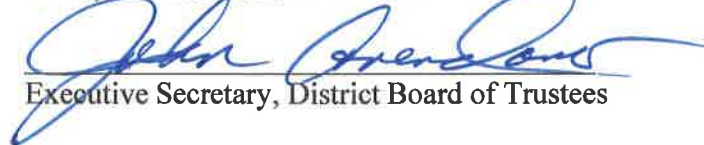
There being no further business, Chair Young declared the meeting adjourned at 1:57 p.m.
RODERICK D. ODOM, VICE CHAIR,

APPROVAL OF MINUTES:

NASSAU COUNTY ON BEHALF OF

A blue ink signature of Roderick D. Odom, written in a cursive style.

Chair, District Board of Trustees

A blue ink signature of John A. Andrews, written in a cursive style.

Executive Secretary, District Board of Trustees

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



REPORT OF THE FINANCE & AUDIT COMMITTEE
COMMITTEE CHAIR, TRUSTEE THOMAS MCGEHEE, JR.
FEBRUARY 11, 2025

Vice President of Finance and Administration Dr. Wanda Ford and Associate Vice President of Administrative Services Steve Stanford provided a preliminary budget outlook for fiscal year (FY) 2025-26. The estimates were based on several assumptions and showed the projected fund balance with and without any additional state appropriations and/or reimbursement for state group health insurance. Receiving additional state appropriations and reimbursement of the insurance is an ask by the Council of Presidents (COP) and is imperative for the College to continue remaining financially stable.

The committee also received an overview of the Interim Financial Statement as of December 31, 2024. Total liabilities, deferred inflows and net position is \$64m. Student fees are trending upward, and other revenues are trending as anticipated. Expenses are also trending as projected. The estimated fund balance is 9.5%. The current unknown is whether the College will be required to fund the transition to the state group insurance plan, which could cost approximately \$4.7m.

Controller Lindsey Thomas provided an update on the Financial Statement Audit for FY 2023-24. The auditors reported no audit findings, which indicates that the financial records and processes reviewed were in compliance with the relevant standards and regulations.

Associate Vice President of Facilities Morris Bellick and his team led the discussion regarding the College's plan to enhance wayfinding at the various campuses. FSCJ's exterior monuments are outdated, damaged and display outdated branding that no longer reflects the institution's vision and values. Replacing them provides an opportunity to refresh FSCJ's visual identity, enhance curb appeal and improve the arrival experience at all seven locations. A modernized "front door" entrance will leave a lasting and positive impression on students, faculty, staff and the community. Although the project has secured \$845,000 in funding, additional resources will be necessary to fully execute the planned upgrades.

AVP Bellick also provided an update on the San Jose Early College project. San Jose Schools just received approval from Water Management District, Army Core of Engineers and City of Jacksonville to build their permanent drive to access their Charter School at Cecil North. The ground lease with FSCJ allowed the charter school two years from opening to engineer, permit and construct a permanent access drive. The new road to the charter school required development through Florida designated wetlands. Currently the school uses a temporary paved road that originates off FSCJ Cecil Drive. The temporary road was constructed on land identified in FSCJ's Master Plan for future development by the College.

Construction of the permanent drive will require closing FSCJ Cecil Drive six months for construction. Access to Cecil North during this period will be re-directed to Finger Lake Road. Finger Lake Road is the next intersection north of FSCJ Cecil Drive on POW MIA Memorial Drive. Temporary signage will be provided to direct vehicular traffic to the site. FSCJ has notified JTA of the temporary road closure and requested buses be re-directed to use Finger Lake entrance to the bus stop on campus. Note: FSCJ's Finger Lake entrance is actively used by our commercial vehicle driving program.

An aerial view of the planned improvements and temporary access to the site during construction was presented during the meeting.

Over the past couple of years, the College has received a significant increase in complaints from students, faculty, and staff concerning the level of service provided by our current bookstore vendor. These concerns have negatively impacted the College community.

After careful evaluation and multiple discussions with the vendor to address these deficiencies, the College determined that a change was necessary to ensure that our bookstore meets the needs of our students and faculty. As a result, on February 4, 2025, we issued a formal notice of termination to Follett, with an effective termination date of June 30, 2025. The College has entered into a new agreement with BibliU, whose contract will take effect on July 1, 2025.

BibliU was chosen based on their demonstrated ability to provide high-quality service, competitive pricing, and innovative solutions to enhance the bookstore experience. We are confident that this transition will lead to improved customer satisfaction and better support our academic mission.

Over the next several months, we will work closely with both vendors to ensure a smooth transition and minimal disruption to bookstore operations. Our goal is to create a seamless handover process that prioritizes the needs of our students and faculty.

This concludes my report.



REPORT OF THE BOARD LIAISON, TRUSTEE MIKE BELL
FEBRUARY 11, 2025

1. FBOD 4th Quarter Board Meeting – December 4, 2024:

- The Foundation Board held its 4th Quarter Board Meeting on Wednesday, December 4th, in the College's AO Boardroom.
- The agenda included the following respective reports:
 - College President's Report, Dr. John Avendano
 - Foundation Chair Report, Brent Lister
 - FY'24 Year End Financial Update, Jeff Mall
 - Campaign Update, Carl Cannon
 - Student Testimonial, FSCJ business student Barbara Powell

2. Action Items:

- FSCJ President Dr. John Avendano presented three Board members (Paige Hakimian, Cheryl Mogavero and Sasha Poulos) for approval and the renewal of three current Board members (Dr. Maggie Cabral-Maly, Emily Lisska and Christopher Verlander) for renewal. The motion was approved.

3. Foundation Chair Report:

- Foundation Chair Brent Lister reported the following:
 - Two Board members are leaving the Board as of December 31, 2024: Tim Tresca and Brian Parks.
 - The Executive Committee will begin meeting regularly, which will help the new VP of Advancement align strategies for 2025.

4. FY '24 Year-End Financial Update:

- The Investment Advisory Committee (IAC) has been working with ClearView fiduciary to revise the investment policy statement and to evaluate proposals from various investment advisory firms.
- The committee received 11 proposals from providers. In February, the IAC will review the proposals and present a recommendation to the Finance, Auditing, and Compliance Committee (FAC) for approval.

5. College President's Report:

- FSCJ President Dr. John Avendano reported on the following:
 - The new VP of Advancement hiring committee will interview three additional candidates from the original candidate pool. This committee includes two Board members. The goal is to have a recommendation and make an offer to start early in the new calendar year.
 - The President's Circle Reception will be held on February 13, 2025, at the River Club.
 - In preparation for the April 2025 kick-off of the quiet phase of the Comprehensive Campaign, President Avendano has been visiting companies and high-capacity individuals.

6. Campaign Update:

- Campaign Cabinet has been strategizing for the next steps for the Comprehensive Campaign. Board support (financially, event participation and donor cultivation) was emphasized as a vital component to the success of the campaign.

7. Student Testimonial:

- FSCJ business student Barbara Powell gave her testimonial about how a scholarship she received helped her complete an AS Degree in Supply Chain and Management.

8. Upcoming Board Meeting:

- The next Foundation Board meeting is Wednesday, April 2, 2025, at 11:30 a.m.

This concludes my report.



Date: February 11, 2025

To: Florida State College at Jacksonville District Board of Trustees

From: Terence L. Wright, Chair of the Administrative and Professional Collaborative, 2024-2025

Re: February 2025 Administrative and Professional Collaborative Report

Chair Young and Trustees:

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

Since our last report, the APC has met twice for monthly meetings, in November and January. As part of our meetings, we invite leaders from the College to provide updates on their areas and address higher-level issues and concerns. In November, we had a guest speaker, Mr. David Baime, M.Sc., Senior Vice President, Government Relations, from the American Association of Community Colleges (AACC). He provided an insightful federal legislative update on many higher education issues. APC had two guests join us for our January meeting. Jill Johnson shared Marketing and Communications updates regarding Commencement, Grad Bash, Marketing request forms, 60th Anniversary events, and more. Dr. Cuyler Mishaw, the new Executive Director of Military Affairs and Veteran Services, joined us to introduce himself and gave an overview of his vision for Military Affairs and Veterans Services. Lastly, we hosted our annual Administrative and Professional Collaborative Holiday Hangout at the Kent Campus in December instead of our normal monthly meeting. It was a festive event with good participation by employees from all over the College. This event provides APC employees an opportunity to come together, fellowship, and celebrate the holiday.

Constituent engagement is our identified priority for this year. APC representatives hosted fall meetings at all campuses to disseminate updates and important information about College-wide and departmental initiatives and planned APC events for the remainder of the year. We also hosted the first of a three-part Brown Bag Professional Development series titled Leadership Journeys: Navigating Paths in Higher Education, where we will explore and discuss different paths to leadership. The three parts are;

Part 1: Rising from Within: Leaders Who Grew at Our College

Part 2: New Perspectives: Leaders Who Came from Beyond

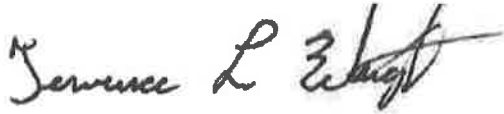
Part 3: Beyond Our Walls: Leaders Who Took the Next Step

The first PD, **Rising from Within: Leaders Who Grew at Our College**, was a huge success. It was attended by more than seventy A&P employees, which is our most attended PD ever. It also shows a high level of interest in the topic. Part 2: New Perspectives: Leaders Who Came from Beyond is scheduled for Tuesday, February 25th. We are planning many other events and experiences for APC employees for the remainder of the year. The social committee has monthly networking events for the remainder of the academic year. Finally, we reviewed, updated, and submitted our APM to the Policy Development & Review Committee for approval. It was approved. Members also shared leadership/organizational updates from various areas and departments throughout the College (Academic Affairs; Baccalaureate, Career, and Technical; Business Services, Institutional

Effectiveness & Advancement; Online and Workforce Education; and Student Services).

The APC will continue to invite College leaders to our monthly meetings to address higher-level issues and provide us with timely updates. We look forward to keeping our members informed and updated with the latest information. We will continue highlighting members through monthly spotlights and promoting professional growth by hosting Brown Bag Professional Development events.

Respectfully,

A handwritten signature in black ink, appearing to read "Terence L. Wright". The signature is fluid and cursive, with a large initial "T" and a stylized "W".

Terence L. Wright
Director of Campus Enrollment and Student Services
Kent Campus Dean
Administrative and Professional Collaborative Chair, 2024-2025



Date: February 11, 2025

To: Florida State College at Jacksonville District Board of Trustees

From: Rebecca A. Nelson, Career Employees' Council Chair, 2024-2025

Re: February 2025 Career Employees' Council Report

Chair Young and Trustees:

The Career Employees' Council (CEC) continues to hold monthly meetings and serve as a representative voice for all of the College's Career employees.

Since my last report, we are pleased to share that the annual poinsettia and fern sale was a huge success with over one-hundred (100) items sold. During the fundraising event we had active participation from our CEC representatives across all campuses. It is also with sincere appreciation that the Council would like to thank Dr. Avendano and the Executive Leadership Team specifically for their support of the holiday fundraising event.

As we enter the Spring term, we have started the planning phase for the annual rose sale, which will be held on May 7th at this year's Commencement Ceremony. With a dedicated team of individuals who will spearhead this fundraiser, we are looking forward to improved marketing and event setup in order for the sales process to run smoothly for all. As a Council, we look forward to continued partnership with other College departments as we move from the planning to implementation phase.

Over the last several months, the CEC has received ongoing requests to support Career employee participation in a variety of search committees. The Council enthusiastically supports the inclusion of our Career employees in the search committee process as we believe they bring a wealth of knowledge and experience when considering candidates. Of course, the Council always seeks to ensure that a CEC campus representative has the opportunity to be included if it all possible. However, we also recognize that this may not always be feasible but sincerely appreciate the collaboration among hiring managers when forming their specific search committees.

In an effort to focus on increased participation, the Council continues gather ideas on how to increase participation in the monthly meetings as well as campus events. During our last meeting, we discussed as a board the opportunity for possible partnerships with the office of Human Resources to ensure that through the on boarding process, new Career employees are made aware of the Council and provided with contact information for their specific campus representative.

Finally, with the annual CEC board elections just around the corner, we look forward to discussions during our next meetings to gather ideas from our Career employee community as to what their goals and expectations may be for the Council in the upcoming 2025-2026 academic year.

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As always, we thank you, and your colleagues for your continued support of our governance group. On behalf of all Career employees, we express our gratitude to the District Board of Trustees for your time, determination, and care that you bring to the FSCJ community.

Respectfully,

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

Rebecca A. Nelson

Career Employees' Council Chair, 2024-2025

Florida State College at Jacksonville

904-632-3274 / Rebecca.Nelson@fscj.edu



February 11, 2025

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

From: John A. Woodward, PhD

Re: February 2025 Faculty Senate Report

Chair Young and Fellow Trustees:

Our Senate business this semester will focus largely on proctored exams, academic rigor, the curriculum process, and developing more academic guidance for students. We are working in an environment that has been significantly chilled by recent statements from politicians, but we at the College are the route to preserving free speech and free association, rights protected by the Constitution as I described in my previous letter. We are, therefore, the place where students can think freely, and speak openly about our world. We continue to work diligently to protect this environment and to serve our students on their educational journeys.

While it may seem contradictory, rigorous education and attention to preventing cheating is part of our protection of the College environment and our service to our students and their education. In December, the Senate asked the administration to end all offerings of what is called 'automated online' proctoring. In this system, a student is monitored by a computer that will then 'flag' the student for any action it thinks might be evidence of cheating. These systems are well-known to be insecure and they poorly prevent cheating. Importantly, they rely on a single camera on the student's computer to monitor the student's actions. Hence the student can have their phone or other device hidden off camera and use it to cheat on the exam. Stephen Nickell, a highly valued member of our assessment centers, is working with faculty to develop a system that uses two cameras. This will involve more direct interaction by the human proctor or faculty member, but it greatly reduces the chance of error. Senate felt that the use of automated proctoring, where humans only react to flagged material, is not sufficiently rigorous and might lead to a cascade of failures for the student and their academic careers and education. As I tell my colleagues, we all know that with great freedom comes great responsibility – responsibility to our students, to our discipline, and to the truth.

This decision by the Senate will lead to an increase in the use of our assessment centers. To add to that increase, in January the Social and Behavioral Sciences faculty mandated that all adjuncts teaching AMH2010, AMH2020, and POS2041 use proctored exams in their courses – either using the assessment center or proctoring them in class. This decision, plus a move by the math faculty to increase face-to-face proctoring has led to some discord in the faculty ranks, but also and more importantly has stretched our assessment resources a bit thin. We are working on assisting the administration to find solutions, especially in those cases where this might be a single point in the semester (final exams, for example). We have an ethical responsibility, however, that we feel we must uphold. Making sure students know the material in a course such as Anatomy and Physiology 1 when they complete that course ensures that they will be better prepared for the content of Anatomy and Physiology 2, and consequently better prepared for their eventual nursing exams. Moreover, due to statute, it is difficult for a student to retake a course unless they have made a "D" or less. Passing students who do not know the material because they have cheated is harming their future careers (they will not be able to retake a course they learned nothing from), as much as it may be

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harming our reputation. There is now a groundswell in the faculty to work on improving those outcomes and making sure our students are well prepared for their future coursework and employment. I am confident that we can find a solution to the capacity problem and I know our colleagues in the administration are our partners in this work.

In more positive news, the conversion to Simple Syllabus has been virtually seamless. Yet again, we have Brandi Bleak and her team to thank for this. Brandi led a committee of faculty and staff to look into not only the selection of the product but also the questions surrounding implementation. She and her team have continued to listen to the copious feedback from faculty and from the Senate and have adapted, including determining which sections are required and which are optional, which sections must be made public and which sections can be left for the registered students only. They are responsive to issues both technical and those caused by user error. The team's continuing collaboration with faculty has been outstanding, and we applaud her yet again for the success of the project and the continued work in training faculty and adjuncts in its use.

Finally, in this month of February, I will remember Varlam Shalamov (1907-1982), one of the many writers imprisoned in Soviet Russia for thinking things the state did not allow to be thought. He was arrested on February 19, 1929 for supporting Trotsky under Stalin's regime – the same year Trotsky was exiled for leading his "Left Opposition" to Stalin. Shalamov's criticism of Stalin and the Stalinist government was a practice he refused to give up, and he spent much of his life (off and on from 1929-1951) in the Gulag system where he almost died from malnutrition. Luckily, he escaped the collective murder of so many of his political companions during the Great Purge and became an important, and censored, Russian poet. We in the US have been blessed with an educational and political system that has prevented such abuses of power and permitted criticism of the state to go unpunished. Historical figures such as Shalamov should remind us of how fragile these systems can be. Without a firm, honest, and vocal commitment to universal rights, any political system could slip towards authoritarianism. We can celebrate our freedom in February by remembering the struggles of those who are not free, those who were freed but still oppressed, and those who may never be free.

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

That concludes my report.

Respectfully,

A handwritten signature in blue ink, appearing to read "J. Woodward", with a stylized flourish at the end.

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



Date: February 11, 2025

To: Florida State College at Jacksonville District Board of Trustees

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

Re: February 2025 Student Government Association Executive Board Report

Greetings Chair Young 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 between January 2025 and February 2025. All of the Student Life and Leadership programming is led by students and for all students.

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

- Between January 6-9 all FSCJ campuses and centers hosted Spring Welcome Week where students were able to enjoy activities, refreshments, and free FSCJ branded swag while learning how to read their class schedules and discovering ways to get involved in extracurricular activities.
- During January and the start of February, all campuses and the Deerwood Campuses hosted Club Rush events where students learned about FSCJ clubs and organizations that they can join.
- During the last two weeks of January, multiple campuses hosted student-led Human Rights programming.
- On January 21, South Campus Student Life hosted a Kickball Social where students had the opportunity to have fun, meet new people, and enjoy being outside.
- Between January 23-25, 18 FSCJ students participated in the 2025 FCSAA Winter Music Symposium at Jacksonville University.
- On January 25, members of the FSCJ Math Club traveled to Orlando Science High School to participate in the Mu Alpha Theta January Regional Competition.
- On January 30, the International Student Club hosted a Lunar New Year Celebration at the Downtown Campus where students celebrated Chinese New Year.
- On February 4, students on the History & Heritage Committee hosted a Black Excellence Mixer to kick off Black History Month.
- On February 8, the FSCJ Brain Bowl Team hosted a regional FCSAA competition at the Deerwood Center.
- Between February 10-12, six SGA officers traveled to Tallahassee to participate in the FCSSGA Legislative Conference.

On behalf of the student body, we would like to thank the District Board of Trustees and College President Dr. John Avendano for continuing to provide SGA the opportunity to share updates and accomplishments of our students. Thank you for your time and all that you do for the students of FSCJ.

Sincerely,

Uladzislau (Vlad) Sadouski

FSCJ Collegewide Student Government Association President