Florida State College at Jacksonville
3District Board of Trustees
Minutes of the September 8, 2026, Regular Meeting
Cecil Center North, Room A-109, 1 p.m.

PRESENT:

Roderick D. Odom, Chair
Andrew B. Shaw, Vice Chair
April A. Carney
Steven F. Hughes
Daniel F. Martell
Thomas R. McGehee, Jr.
Alan S. Wachs
O. Wayne Young

ABSENT:

Virginia H. Berg

CALL TO ORDER:

Chair Roderick Odom called the meeting to order at 1:18 p.m. and welcomed all those in attendance.

PLEDGE:

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

COMMENTS BY THE PUBLIC:

Chair Odom opened the Public Comments portion of the meeting and invited members of the public to address the Board regarding matters under consideration.

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

MINUTES:
(Ref. Board Agenda for September 8, 2026; Pages 5 – 40)

Chair Odom noted that, in the interest of efficiency, he would entertain a motion to approve the Florida State College at Jacksonville (FSCJ) District Board of Trustees (DBOT) meeting minutes as presented on pages 5 – 40 of the agenda, including:

- July 14, 2026, Deep Dive Workshop (agenda pages 5 – 12);
- August 11, 2026, Workshop (agenda pages 13 – 16); and
- August 11, 2026, Regular Meeting (agenda pages 17 – 40).

MOTION: (McGehee – Shaw) The motion was made to approve the FSCJ DBOT meeting minutes as presented on pages 5 – 40, from the July 14, 2026, Deep Dive Workshop; the August 11, 2026, Workshop; and the August 11, 2026, Regular Meeting, as recommended.

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

Motion carried unanimously.

REPORT OF THE COLLEGE PRESIDENT:

Convocation Recap:

College President John Avendano, Ph.D., shared information with the Board regarding Convocation 2026:

- He thanked the Trustees who attended Convocation 2026 and noted that presenters from across the College highlighted the institution's priorities and focus areas for the 2026-27 academic year.
- He stated that the annual event marked the beginning of the academic year and was especially significant as FSCJ concluded its 60th anniversary celebration with an employee luncheon recognizing those who contributed to the success of the milestone year.

60th Anniversary Gala:

President Avendano shared information with the Board regarding the College's 60th Anniversary Gala:

- He reminded the Board that the College's 60th Diamond Anniversary Gala is scheduled for Friday, October 2, 2026, at the Florida Blue Conference Center.
- He reported that fundraising efforts and planning for the evening's program are ongoing and expressed enthusiasm for the event.
- He encouraged Trustees to attend and participate in the celebration.

Great Colleges to Work For:

President Avendano shared information with the Board regarding the College's recognition as a Great College to Work For:

- He announced that FSCJ had been named a Great College to Work For for the third consecutive year.
- He reported that the College earned nine of the ten Honor Roll designations, reflecting strong performance across multiple assessment categories.
- He explained that the recognition was based on a national survey of colleges and universities evaluating institutional practices, workplace culture, and employee-focused policies.

FLAG Cecil Center Tour:

President Avendano shared information with the Board regarding the Florida Legislative Aerospace Group (FLAG) Cecil Center Tour:

- He reported that, on August 24, 2026, FSCJ welcomed members of the FLAG, led by Representative Kim Kendall, for a tour of the College's aviation programs at Cecil Center.
- He noted that the delegation included approximately 15 state and local legislators who also toured Jacksonville Aviation Authority (JAA) and Boeing facilities.
- He stated that the tour provided an opportunity to showcase the College's existing aviation workforce programs and to highlight high-demand programs, including Aviation Maintenance Technology (AMT).
- He advised that enrollment demand for the AMT program has reached capacity and emphasized the need for additional state support to expand program availability and meet workforce needs.

House Bill 757:

President Avendano shared information with the Board regarding House Bill 757:

- He reported that the College continues to advance implementation of House Bill 757, which expands Florida school safety requirements to public postsecondary institutions and requires comprehensive planning related to active assailant response, threat management, security assessments, and campus safety protocols.
- He advised that College representatives have actively participated in statewide Florida College System workgroups and implementation discussions to align FSCJ's policies, procedures, and safety practices with evolving state requirements and guidance.
- He stated that, as part of the College's compliance efforts, the Board is being asked to approve the Active Assailant Response Plan and Reunification Plan, both of which were included in the meeting materials and are required to support implementation of House Bill 757.
- He noted that state requirements mandate implementation of these plans by October 1, 2026, and that Board approval will help ensure the College remains on schedule for full compliance with the legislation.

Board Emails:

President Avendano shared information with the Board regarding his monthly communications to Trustees:

- He expressed his hope that the information provided in his monthly Board emails has been helpful to Trustees as they engage with community members and stakeholders regarding FSCJ and its initiatives and accomplishments.
- He noted that, given the breadth of programs and services offered by the College, it can be challenging to remain informed about all opportunities available to students.
- He stated that the program spotlights, videos, and website resources included in the monthly communications are intended to provide Trustees with an overview of College programs, student opportunities, and institutional successes.
- He encouraged Trustees to provide suggestions and feedback regarding future Board email content and invited them to identify specific programs, initiatives, or areas of the College they would like featured in upcoming communications.

Heart Walk:

President Avendano shared information with the Board regarding the American Heart Association Heart Walk:

- He reported that FSCJ will once again participate as a team in the Heart Walk, which is scheduled for Saturday, October 3, 2026.
- He invited Trustees to join the College's fundraising efforts and participate in the walk.
- He advised that registration and donation information could be provided to any Trustee interested in supporting the event.

Data Dashboard:

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

- Summer Term College Credit Enrollment:
  - He reported a positive variance of 0.3% credit hours for Summer 2026 compared to Summer 2025.
- Fall Term College Credit Enrollment:
  - He reported a positive variance of 0.3% credit hours compared to Fall 2025.
- Dashboard Spotlight:
  - He highlighted enrollment data by ZIP code and median household income.
  - He reviewed Fall-to-Spring persistence rates.

- He provided an overview of selected Aviation and Skilled Trades programs, including:
  - Aviation Maintenance Administration Associate in Science (A.S.).
  - Welding Technology Career Certificate (C.C.).
  - Heating, Ventilation, Air-Conditioning/Refrigeration Career Certificate (C.C.).
  - Electricity Career Certificate (C.C.).

- Finance Report:
  - He reviewed actual revenues and expenditures compared to budget for the periods ending July 31, 2026, and July 31, 2025:
  - He reported that unrestricted fund revenues remained relatively consistent, increasing by approximately $31,000 compared to the prior year.
  - He noted that unrestricted fund expenditures decreased by approximately $217,000 compared to the prior year.
  - He advised that restricted fund revenues and expenditures, which reflect student and grant activities, decreased by approximately $1.5 million year over year, primarily due to the timing of revenue recognition associated with the CAP grant.
  - He further reported that restricted fund expenditures increased by approximately $75,000 compared to the prior year.

- Grants Report:
  - He reported that, for the 2026-27 award year, the College has received two grant awards totaling $490,000 since July 1, 2026.
  - He advised that the grant writing team continues to develop a portfolio of grant proposals and has recently submitted additional applications, with award notifications anticipated in the coming months.

STRATEGIC PROGRAMMATIC DISCUSSION:

Chair Odom inquired whether there were any questions or comments from the Board regarding President Avendano's Report, the Data Dashboard, or other College strategic matters. The Board discussed House Bill 757 (School Safety), including the concept of operations, implementation and operational flexibility, and the College's efforts to advance the initiative. Trustees expressed appreciation for the successful implementation and accomplishments achieved to date.

CONSENT AGENDA:
(Ref. Board Agenda for September 8, 2026; Items 1 through 4, Pages 41 – 123)

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

ACTION ITEMS:
(Ref. Board Agenda for September 8, 2026; Items 1 through 9, Pages 124 – 251)

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

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

Motion carried unanimously.

Chair Odom stated that, as Chair, he would present Action Item 2 as it relates to President John Avendano's employment contract.

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

Chair Odom presented the administration's recommendation on Action Item 2, Office of the General Counsel: College President's Contract of Employment; Amendment Eight, on agenda pages 125 – 129.

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

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

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 3, Office of the General Counsel: Finance and Audit Committee of the District Board of Trustees, on agenda pages 130 – 132.

MOTION: (McGehee – Young) The motion was made to approve the Statement of Purpose and Responsibilities of the Finance and Audit Committee of the District Board of Trustees, as recommended.

Chair Odom inquired whether there were any questions or comments from the Board.

Trustee Thomas McGehee, Jr. reported that the Finance & Audit (F&A) Committee reviewed several action items included on the agenda. He advised that the Committee reached consensus to recommend approval of the items and to provide the full Board with a brief overview of each item.

Acting as Committee Chair, Trustee McGehee provided the following remarks regarding Action Item A-3:

The Committee reviewed proposed revisions to its Statement of Purpose and Responsibilities. The proposed revisions would allow the Committee to consist of three to five trustees, update references to the Vice President and Associate Vice President positions, and revise the Audit and Compliance provisions to reflect current practices.

The F&A Committee recommended approval of this item.

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

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 4, Human Resources: Collective Bargaining Agreement (Full-time Faculty), on agenda pages 133 – 221.

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

Chair Odom inquired whether there were any questions or comments from the Board.

F&A Committee Chair McGehee provided the following remarks regarding Action Item A-4:

On August 21, 2026, the Faculty Union and College administration reached agreement on all items under negotiation. The agreement includes compensation provisions and reflects the parties' shared commitment to supporting faculty while maintaining the College's long-term fiscal sustainability. The Faculty Union subsequently ratified the agreement, and it is now presented to the Board for consideration and approval.

The F&A Committee recommended approval of this item.

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

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 5, Finance: Fees and Charges (Course Fees), on agenda pages 222 – 227.

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

Chair Odom inquired whether there were any questions or comments from the Board.

F&A Committee Chair McGehee provided the following remarks regarding Action Item A-5:

The Committee reviewed the proposed course fee changes. The revisions provide students with access to required course materials and resources, eliminate fees for courses no longer offered, and align certain fees with current instructional costs and enrollment levels.

The F&A Committee recommended approval of this item.

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

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 6, Finance: Fiscal Year 2026-27 Operating Budget Amendment No. 2, on agenda pages 228 – 229.

MOTION: (Shaw – McGehee) The motion was made to approve the Fiscal Year 2026-27 Operating Budget Amendment No. 2, as recommended.

Chair Odom inquired whether there were any questions or comments from the Board.

F&A Committee Chair McGehee provided the following remarks regarding Action Item A-6:

Vice President of Finance and Administration Dr. Wanda Ford and Associate Vice President of Administrative Services Steve Stanford presented the proposed budget amendment, which adjusts the beginning reserve balance to reflect the actual balance as of June 30, 2026. The amendment also allocates

$1,083,288 for personnel expenses, $400,000 for additional operating expenses associated with the Cecil Training Hub and the Fire Academy, and $1.9 million for critical deferred maintenance projects and initial infrastructure needs at the Cecil Training Institute. The remaining balance will be placed in reserves.

The F&A Committee recommended approval of this item.

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

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 7, Finance: Fiscal Year 2026-27 Capital Outlay Budget Amendment No. 1, on agenda pages 230 – 232.

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

Chair Odom inquired whether there were any questions or comments from the Board.

F&A Committee Chair McGehee provided the following remarks regarding Action Item A-7:

The proposed amendment increases the Capital Outlay Budget from approximately $48 million to approximately $50 million. The amendment provides funding for critical deferred maintenance projects identified in the Carry Forward Spending Plan, the renovation and modernization of Veteran Service Centers through Foundation support, initial infrastructure needs at the Cecil Training Institute, and routine year-end adjustments based on prior-year fiscal data.

The F&A Committee recommended approval of this item.

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

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 8, Finance: Fiscal Year 2026-27 Carry Forward Spending Plan, on agenda page 233.

MOTION: (Young – Shaw) The motion was made to approve the Fiscal Year 2026-27 Carry Forward Spending Plan, as recommended.

Chair Odom inquired whether there were any questions or comments from the Board.

F&A Committee Chair McGehee provided the following remarks regarding Action Item A-8:

State requirements mandate that the College maintain a minimum reserve of 7% and submit a spending plan for funds in excess of that threshold. As of June 30, 2026, the College's fund balance was 13%. The proposed plan directs excess carryforward funds toward critical deferred maintenance projects, campus renovation and remodeling initiatives, and a portion of the increased costs associated with the State Group Insurance Plan.

The F&A Committee recommended approval of this item.

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

President Avendano presented the administration's recommendation on Action Item 9, Academic Affairs: FSC Affordability and Transparency Report, on agenda pages 234 – 251.

MOTION: (McGehee – Carney) The motion was made to approve the FSC Affordability and Transparency Report, as recommended.

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

Motion carried unanimously.

INFORMATION ITEMS:
(Ref. Board Agenda for September 8, 2026; Items A – C, Pages 252 – 282)

Chair Odom inquired whether there were any questions or comments from the Board regarding Information Items A – C, on agenda pages 252 – 282; none were received.

REPORT OF THE BOARD CHAIR:

Chair Odom reported on the following upcoming events:

- Jacksonville City Council Recognition of FSCJ 60th Anniversary, Tuesday, September 8, 2026, at 5 p.m. in the City Hall Council Chambers.
- FSCJ Years of Service Celebration 2026 – Thursday, September 17, 2026, at 9 a.m. at the College's Advanced Technology Center, Room T-140.
- FSCJ Semiconductor Advanced Manufacturing Learning Laboratory Ribbon-Cutting Ceremony – Monday, September 21, 2026, at 1:30 p.m. at the College's Advanced Technology Center, Room T-120.
- FSCJ Diamond Anniversary Gala – Friday, October 2, 2026, at 5:45 p.m. at the Florida Blue Conference Center.

Chair Odom encouraged Trustees to attend these events as their schedules permit and noted their significance in celebrating the College's accomplishments and ongoing engagement with the community.

REPORT OF TRUSTEES:

There were no reports provided by Trustees.

REPORT OF THE BOARD FINANCE & AUDIT COMMITTEE CHAIR:

FSCJ F&A Committee Chair Thomas McGehee, Jr. provided the Board with an overview of the written report from the September 2026 F&A Quarterly Committee Meeting *(Appendix A)*.

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

FSCJ Foundation Board Liaison April Carney provided the Board with an overview of the written report, which included summaries of the FSCJ Foundation Board of Directors' quarterly meetings, as well as updates regarding Foundation committee meetings, activities, and initiatives *(Appendix B)*.

REPORT OF THE ADMINISTRATIVE AND PROFESSIONAL COLLABORATIVE:

Administrative and Professional Collaborative (APC) Chair Dr. Monica Franklin addressed the Board and provided an overview of the written report outlining current APC initiatives, activities, and accomplishments *(Appendix C)*.

REPORT OF THE CAREER EMPLOYEES' COUNCIL:

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

REPORT OF THE FACULTY SENATE:

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

REPORT OF THE STUDENT GOVERNMENT ASSOCIATION:

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

NEXT MEETING:

Chair Odom announced that the Board will convene for a Deep Dive Workshop on Tuesday, October 13, 2026, at the College's South Campus beginning at noon. He also announced that the next regular meeting of the Board is scheduled for Tuesday, November 10, 2026, at the College's Kent Campus.

TOUR OF CECIL CENTER – NORTH AND SOUTH:

Chair Odom reminded the Board that a guided tour of the College's Cecil Center, including the North and South Center facilities, would be conducted immediately following adjournment of the meeting. He extended an invitation to all available Trustees to participate in the tour.

ADJOURNMENT:

There being no further business, Chair Odom declared the meeting adjourned at 1:58 p.m.

TOUR OF ADVANCED TECHNOLOGY CENTER:

President Avendano, Provost/Vice President of Academic Affairs Dr. John Wall, Associate Provost of Baccalaureate, Career and Technical Education Dr. Tara Haley, and Director of Government and Community Relations Taylor Mejia Roberts led a tour of the College's Cecil Center. Chair Odom and Trustees Hughes, Shaw, and Wachs participated in the tour. The tour included visits to the College's North and South Center facilities and was conducted from 2:11 – 3:15 p.m. No Board business was conducted, no decisions were made, and no Board action was taken during the tour.

APPROVAL OF MINUTES:

ANDREW B. SHAW, M.D., VICE CHAIR
ON BEHALF OF
Chair, District Board of Trustees

Executive Secretary, District Board of Trustees

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

FSCJ Florida State College at Jacksonville

REPORT OF THE FINANCE & AUDIT COMMITTEE
COMMITTEE CHAIR, TRUSTEE THOMAS MCGEHEE, JR.
SEPTEMBER 8, 2026

Committee Scope and Purpose:
Vice President of Finance and Administration Dr. Wanda Ford reviewed the Finance & Audit Committee's purpose and responsibilities, which is to review and discuss matters affecting the College's financial condition and provides oversight of significant financial matters before they are presented to the full Board. The Committee's role is advisory, and the committee's activities are limited to the review, assessment, and oversight of the financial matters of the College, and then to apprise the full Board of such matters so that the Board may make fully informed decisions.

Committee Chair Selection and Charge:
President John Avendano, Ph.D. led the selection of the Finance & Audit Committee Chair for Fiscal Year 2026-27. Trustee Thomas McGehee, Jr. was selected unanimously.

Fiscal Year 2026-27 Carryforward Spending Plan:
Vice President of Finance and Administration Dr. Wanda Ford and Associate Vice President of Administrative Services Steve Stanford reviewed the proposed Fiscal Year 2026-27 Carryforward Spending Plan. The plan directs available funds above the required reserve level toward critical deferred maintenance, priority renovation projects, and a portion of the increased cost of the State Group Insurance Plan.

Major Project and Partnership Updates:
President John Avendano, Ph.D., Associate Vice President of Facilities Morris Bellick, and Director of Government and Community Relations Taylor Mejia Roberts provided updates on major facilities and community partnership initiatives.

- Cecil Training Institute:

The College completed the purchase of the approximately 43,500-square-feet former San Jose Early College at Cecil facility for $9 million. Supported through a partnership with the City of Jacksonville, the facility will serve as the foundation for the Cecil Training Institute and expand capacity for high-demand workforce programs, including skilled trades, advanced manufacturing, and logistics.

- River City Science Academy | South Campus:

The College has finalized an agreement with River City Science Academy to establish a new high school at the South Campus. This partnership expands educational opportunities for local students and strengthens the pipeline from high school to college programs and workforce pathways. The initiative aligns with the College's commitment to increasing college access, supporting student success, and serving as an educational anchor within the community. Planning and implementation efforts are continuing as the project moves into its next phase of development.

- Burn Building Project | South Campus:

The Burn Building Project has been in development through a collaborative partnership among FSCJ, the City of Jacksonville, Jacksonville Fire and Rescue Department, and State partners to expand firefighter and emergency response training capacity in Northeast Florida. The facility is designed to provide realistic, hands-on training opportunities that support workforce development and public safety needs throughout the region. Committed funding totals $6.5 million: $3.5 million from the City, $1 million from FSCJ, and $2 million from the State. The partners are preparing the project for the next phase of development and implementation.

- Wayfinding Monument Entrances | South Campus:

The South Campus Wayfinding and Signage Project is the first phase of a broader College initiative to enhance campus navigation, improve the visitor experience, and strengthen the FSCJ brand across its locations. The project introduces new entrance monument signage, landscaping, and wayfinding elements designed to provide a stronger sense of arrival and clearer directional guidance for students, employees, and visitors. South Campus was selected as the initial site for implementation, with additional wayfinding and signage enhancements planned for future phases.

- Nursing and Allied Health | North Campus:

The College continues to advance the North Campus Nursing and Allied Health renovation project to expand capacity and support the region's growing healthcare workforce needs. Current activities include review of the project's schematic design, investment in the Diagnostic Medical Sonography program, and enhancements to the Radiology Lab through support from the Riverside Hospital Foundation. These improvements will strengthen student training opportunities and support high-demand healthcare programs. In addition, the FSCJ Foundation is exploring a potential naming opportunity to help secure philanthropic support for the Nursing and Allied Health initiative. This effort is intended to provide additional resources to enhance educational facilities, equipment, and student learning opportunities in these critical workforce programs.

- Junior Achievement Experiential Learning Center | Downtown Campus:

The College continues to partner with Junior Achievement on a proposed experiential learning center adjacent to the Urban Resource Center. The center is intended to provide hands-on career exploration and workforce readiness experiences. Junior Achievement is working to secure the funding necessary to begin construction. Groundbreaking is 2027.

- Nassau Center Expansion:

The College is evaluating facility improvements and additional instructional space at the Nassau Center in response to enrollment growth and workforce demand. A Nassau Coalition has been formed to identify philanthropic partners and funding opportunities that could support long-term expansion.

- VyStar Military & Veteran Service Centers | Multiple Campuses:

Through donor support, the FSCJ Foundation has committed $1.5 million to renovate and modernize Military and Veteran Service Centers at the North, Kent, Downtown, and South campuses. The improvements will create more welcoming and functional spaces for military-connected students, veterans, and their families.

- OCEARCH Mayport Operations and Research Center:

The College continues its partnership with OCEARCH in support of the development of the OCEARCH Mayport Operations and Research Center, a project focused on advancing ocean research, education, and public outreach in Northeast Florida. The College is supporting the OCEARCH Mayport Operations and Research Center by serving as the fiscal intermediary for a $2 million State appropriation. FSCJ's role is limited to fiscal administration and oversight of the appropriated funds. OCEARCH remains responsible for the project's design, construction, operations, research, and educational programming.

This concludes my report.

FSCJ | Foundation

REPORT OF THE BOARD LIAISON, TRUSTEE APRIL CARNEY
SEPTEMBER 8, 2026

Foundation Board of Directors (FBOD) Third Quarter Board Meeting – September 2, 2026:

- The Foundation Board held its third-quarter meeting on Wednesday, September 2, 2026, at FSCJ's Advanced Technology Center, Room T-140.
- This was my first FBOD meeting and it was well attended by both current and emeritus members. Key actions taken by the Board included:
  - Approval of a new board member, Tracy Nazzaro, owner and manager of Traders Hill Farm in Nassau County.
  - Approval of four naming opportunities, including one that will require District Board of Trustees approval in November 2026.
  - Approval of the 2026-2027 budget.
  - Approval of the transfer of ownership of General Electric radiographic and sonographic equipment from the Foundation to the College. The equipment was originally purchased by the Foundation using proceeds from two grants.
- President Avendano shared with the Foundation Board the positive updates highlighted earlier in his report today. Vice President Evans provided updates regarding Foundation personnel, including a recent marketing hire, progress on the Campaign, and preparations for the Gala scheduled for October 2026. Consultant Pierre Allaire also presented an expanded list of Campaign priorities and funding opportunities.
- Finally, Foundation Board Chair Michael Corrigan presented President Avendano with a special one-time gift of $175,000 to the College. These additional funds were made available through an operational surplus realized by the Foundation during the fiscal year. According to President Avendano, the funds will be used to support innovation grants and campus beautification initiatives.
- The next quarterly meeting of the FSCJ FBOD is scheduled for Wednesday, December 2, 2026, at 11:30 a.m.

This concludes my report.

FSCJ Florida State College at Jacksonville

Date: September 8, 2026
To: Florida State College at Jacksonville District Board of Trustees
From: Monica Franklin, Chair, Administrative and Professional Collaborative 2026-2027
Subject: September 2026 Administrative and Professional Collaborative Report

Dear Chair Odom and Trustees:

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

The APC held its August meeting and discussed strategies to strengthen engagement with our members. We emphasized the importance of ensuring that employees understand the APC's role in representing the interests and perspectives of administrative and professional employees regarding College policies, procedures, and employment-related matters that affect them. Newly elected campus representatives are sending introductory email communications to their campus constituents, and representatives are scheduling campus meetings in September to encourage dialogue and participation.

The August meeting also served as a strategic planning session. During this meeting, we reviewed the roles and responsibilities of APC officers and representatives and volunteered for committee assignments. In alignment with this year's theme, **"We're Great, but Let's Continue to Elevate,"** members identified several College policies, procedures, and employment-related areas that could benefit from additional attention and *elevation*. Suggested priorities included:

- Advancing awareness and support for the College's accessibility initiative
- Enhancing understanding of the long-term facilities funding prioritization process and its impacts on the College
- Increasing awareness and adoption of software, marketing, and website update request procedures
- Evaluating and strengthening communication and contingency practices that support faculty during facilities-related emergencies

We will continue to gather additional input on these priorities and work towards elevating the processes and experiences.

APC also plans to collaborate with the College Employee Collaborative (CEC) to identify potential shared goals and opportunities for partnership. A joint APC/CEC meeting is expected to be scheduled early next year.

We are looking forward to hosting an open APC meeting in October, during which all administrative and professional employees will be invited to participate. Dr. Avendano is scheduled to provide institutional updates, and attendees will have an opportunity to offer feedback and input regarding the APC priorities.

The APC remains committed to fostering a collegial community focused on advancing the College's mission and goals. In support of employee engagement, the APC has formed a team to participate in the 2026 American Heart Association Heart Walk on October 3, we will attend an Icemen hockey game on November 6, and we will also support the FSCJ Artist Series with group seating reserved for *Hamilton* on December 5.

The next meeting of the Administrative and Professional Collaborative will be held on **September 3rd at 8:30 a.m.**

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

Respectfully submitted,

Monica M. Franklin

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

FSCJ Florida State College at Jacksonville

Date: September 8, 2026

To: Florida State College at Jacksonville District Board of Trustees

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

Re: September 2026 Career Employees' Council Report

Chair Odom and Trustees:

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

Respectfully,

RA Nelson

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

FSCJ Florida State College at Jacksonville

Date: September 8, 2026

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

From: John A. Woodward, PhD

Re: September 2026 Faculty Senate Report

Chair Odom and Fellow Trustees:

The Faculty Senate will return to regular meetings in the first week of September. Our agenda will focus on understanding the new guidelines for accessibility for our online content; developing strategies for determining whether our students have mastered the material, including leveraging proctored testing; and of course, the ever-continuing discussion about generative AI and its impact on our students and their futures, whether in work or in academics.

All our online content will be affected by changes to the rules governing accessibility for students with disabilities in the coming year. This issue has already been raised in Senate, and while we have received a reprieve from a postponement of the new rule, we are looking into how to prepare faculty for any potential changes to content. We have a number of very smart people working on the project for the college and faculty will no doubt receive the technical knowledge needed to improve the experience for all students, including those with disabilities. Some disciplines, however, may need to make tough choices about the content that is shared online, including potentially removing content that is not compliant. We will need to work on determining the best process for making such decisions and preventing too much of the cost of attendance—such as book or video purchases—from being passed on to the students.

As I have written about more than once over the past year, the growing presence of AI and the fading boundaries between ethical and unethical usage of AI in academics is a serious concern for our faculty. The most pressing issue is how we ensure that students who take a course at FSCJ have actually learned the material. The method we have begun to focus on is proctored testing. However, proctored testing involves costs to students and the college, costs which can grow exponentially if we do not dedicate ourselves to the question. From the perspective of Senate, whose members include faculty from across all disciplines and programs at the college, it is a difficult question indeed, since what works for math might not work at all for speech. We will dedicate time, however, to working on a solution or developing a joint committee of faculty and administrators who can work on process and communication. It will be a long project, but one we must engage with if we hope to retain our standing in the community as a center for higher education.

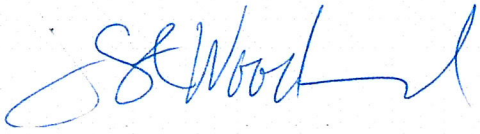
The discussion of how generative AI becomes a part of higher education is on the mind of everyone. The New York Times just published an article about the impacts of generative AI on students, faculty, and programs, and the conclusions were not positive. Some students are actively steering themselves away from generative AI for coursework, seeing how limiting it actually is; while others are not aware of how using generative AI can be unethical and damaging to their intellectual development. They will enter a world where they will be expected to manage it and use it in the course of their work and use it ethically and efficiently. The senate will spend time in the coming months to reevaluate its generative AI statement and

consider how we might push more disciplines to build clearer frameworks for its ethical use, if any, in courses. It opens up questions about our online courses, testing, and more importantly questions about our ethical responsibilities as educators of the next generation.

These are some of the issues on the agenda for the coming months. I, however, look forward to getting back into the classroom with a new group of students who are on their own paths of perseverance. In many ways, I think we are partners, they just beginning and us further up the path. However, as it says in James 1.4: "let perseverance finish its work so that you may be mature and complete, not lacking anything." So long as we keep engaged in the struggle, we too will persevere.

That concludes my report.

Respectfully,



John Arrington Woodward, PhD
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FSCJ Florida State College at Jacksonville

Date: September 8, 2026

To: Florida State College at Jacksonville District Board of Trustees

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

Re: September 2026 Student Government Association Executive Board Report

Greetings, Chair and Trustees:

The Student Government Association (SGA) serves as the official voice of the student body at Florida State College at Jacksonville (FSCJ). As we conclude the summer term and transition into the Fall 2026 semester, the SGA Executive Board is proud to present a summary of our internal structural innovations, student engagement achievements, community service initiatives, and upcoming campus programming.

Internal Governance & Leadership Transition

To maximize administrative efficiency, optimize member meeting availability, and provide robust student advocacy, the SGA has initiated significant internal governance enhancements:

- **Committee Restructuring:** The Executive Board voted to implement a strategic departmental model consolidating our standing committees into two core operational divisions:
    - **Student Engagement & Advocacy Committee:** Fuses the History & Heritage, Civic, Communication, and Finance committees to manage campus events, institutional marketing, community volunteerism, and direct student outreach.
    - **Internal Operations & Governance Committee:** Fuses the Policy, Student Feedback, and Judicial committees to manage budget oversight, constitutional updates, disciplinary representation, and student concern tracking.
- **Institutional Collaboration:** Dr. James Artley, Associate Director of Student Conduct, attended the Judicial Committee proceedings to strengthen administrative alignment and disciplinary hearing preparedness.

Student Advocacy & Feedback Initiatives

- **Collegewide Digital Feedback Form:** The Student Feedback Committee successfully passed a formal board measure (7-0 approval) to deploy an online collegewide feedback system, enabling students from every campus and center to directly voice campus concerns, safety inquiries, and infrastructure recommendations.

Summer Programming & Campus Life Highlights

Throughout July and August, campus leaders maintained strong campus engagement through interactive, wellness, and academic-break programming:

- **Campus Engagement & Cultural Activities:** North Campus hosted a July 4th celebration with 161 attendees and Coffee & Conversations. South Campus hosted multiple gaming tournaments, Open Mic sessions, and rock-painting events, while Downtown Campus facilitated Art Walks and movie afternoons.

- **Health & Wellness Support:** Campuses hosted dedicated Stress Relief events (including Kent Campus's multi-day Stress Relief Week and South Campus sessions) to assist students through end-of-term exams. Kent Campus also organized community connection events including a "Manta Ray Allies" clothes swap.

- **Center Traditions:** The Cecil Center and Deerwood Center maintained regular student touchpoints through weekly Caffeine Kickoff sessions and recurring Coffee Stations.

Civic Engagement & Community Service

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

- **"Strollmates" Community Partnership:** Expanding student civic involvement within the Jacksonville community, SGA organized multi-week participation in the "Strollmates" service initiative across June, July, and August.

- **Upcoming 2026 First Coast Heart Walk:** SGA has begun organizing student volunteer mobilization for the annual First Coast Heart Walk scheduled for Saturday, October 3, 2026.

Looking Ahead: Fall 2026 Launch

- **Fall Welcome Week (August 31 – September 4):** All FSCJ campuses and centers are scheduled to host comprehensive Welcome Week events to greet new and returning students.

- **Campus Blood Drives:** In partnership with regional health organizations, North, Nassau, and Deerwood campuses will host campus-wide blood drives during the first week of September.

- **Leadership Conferences:** SGA is preparing its student delegations for the upcoming Florida College System Student Government Association (FCSSGA) conferences, including the November conference at Daytona State College.

On behalf of the entire student body, we extend our sincere gratitude to the District Board of Trustees and College President Dr. John Avendano for their steadfast leadership and continued support of student governance at FSCJ. Thank you for your continued dedication to the students of FSCJ.

Sincerely,
Amadou Doudou Seck
FSCJ Collegewide Student Government Association President