

Florida State College at Jacksonville
District Board of Trustees
Minutes of the November 12, 2025, Regular Meeting
Administrative Offices, Board Room 405, 1 p.m.

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

ABSENT: None

CALL TO ORDER: Chair Roderick Odom called the meeting to order at 1:06 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, during which members of the public were invited to address the Board on matters under its consideration. He noted that consideration of today's action items would also constitute a public hearing under the Administrative Procedures Act. Accordingly, any comments pertaining to the revised Board Rules were to be offered at this time.

Chair Odom advised the Board that no member of the public had requested to speak. He then asked whether there were any comments from the Trustees; none were received.

MINUTES: (Ref. Board Agenda for November 12, 2025; Pages 6 – 34)
Chair Odom 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 6 – 34: The September 9, 2025, Finance & Audit Committee Quarterly Meeting, on agenda pages 6 – 7; September 9, 2025, Workshop, on agenda pages 8 – 11; September 9, 2025, Regular Meeting, on agenda pages 12 – 27; and October 14, 2025, Deep Dive Workshop, on agenda pages 28 – 34.

MOTION: (McGehee – Bell) The motion was made to approve the FSCJ DBOT minutes as presented on pages 6 – 34, from the September 9, 2025, Finance & Audit Committee Quarterly Meeting; September 9, 2025, Workshop; September 9, 2025, Regular Meeting; and October 14, 2025, Deep Dive Workshop, as recommended.

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

Motion carried unanimously.

REPORT OF THE COLLEGE
PRESIDENT:

Spirit Week/Manta Madness: College President John Avendano, Ph.D. shared with the Board information relating to FSCJ's Spirit Week and Manta Madness:

- Continuing the celebration of FSCJ's 60th Anniversary, the College hosted its first-ever Spirit Week, featuring themed days designed to bring students, faculty, staff and the community together. The week included Manta Monday, Twin Tuesday, Sports Wednesday and Throwback Thursday. On Thursday afternoon, the festivities culminated with a Manta Rays Spirit Tailgate at South Campus, followed by Manta Madness in The Reef at South Campus.
- During Manta Madness, attendees enjoyed a variety of games and activities, while FSCJ spotlighted its Men's and Women's Basketball teams during a scrimmage. A major highlight of the event was the announcement of the College's new Athletics Hall of Fame, honoring its inaugural class of inductees: Track and Field/Cross Country Coach Larry Monts, Baseball Coach Howard Roey, Baseball Player Jeffrey Gidcumb and the 1982-83 Women's Cross Country Team.
- On Friday, the celebration continued with FSCJ's Women's Volleyball team vs. Gulf Coast State College.

Mei Chiang, Women's Cross Country Student-Athlete:

President Avendano shared with the Board information relating to Mei Chiang, FSCJ Women's Cross Country student-athlete:

- With great enthusiasm, he highlighted that one of the College's standout athletes, Mei Chiang placed first in the Florida College System Activities Association (FCSAA) Region 8 Cross Country Championship.
- During the Championship, Mei set a race record time in the 5K, winning by 35 seconds, and was named FCSAA Runner of the Year.
- Mei and the Cross Country team also represented the College well at the National Junior College Athletic Association (NJCAA) Cross Country Championship in Iowa last week, and the snow didn't stop Mei from earning All-American honors.

- State Basketball Tournament: President Avendano shared with the Board information relating to the State Basketball Tournament:
- The Florida High School Athletic Association (FHSAA) has selected Jacksonville as the host city for the Boys and Girls State Basketball Championships over the next three years.
 - This exciting opportunity allows FSCJ to serve as the welcome center and practice facility for 67 teams, each filled with prospective student-athletes, and to showcase The Reef at South Campus.
 - Special thanks were extended to Foundation Vice Chair and Chair-Elect Michael Corrigan, in his role as President & CEO of Visit Jacksonville, for his instrumental work in helping bring this tournament to the city – an event expected to have a significant economic impact on the community.

- Council of Presidents (COP) & Trustee Legislative Fly-In: President Avendano shared with the Board information relating to the COP & Trustee Legislative Fly-In:
- He expressed his appreciation to the Trustees for attending the annual Legislative Fly-In in Tallahassee. The group engaged in discussions on a number of topics in preparation for the upcoming legislative session.
 - As always, the legislative delegation was able to accommodate FSCJ the Friday prior at the Delegation Luncheon held at the College's Downtown Campus. Several members of the delegation were also able to meet with FSCJ again the following week. He noted that the delegation is very supportive of FSCJ and clearly understands the College's vision, mission and top priorities. Each member is an avid supporter.
 - In addition to meetings with legislators, Tony Carvajal and the Trustees Association did an excellent job coordinating meetings with several legislators in key leadership positions for the group of presidents and trustees.
 - As a quick overall summary, these were the top take-aways:
 - Last year, the "Great 28" State College System experienced notable increases: enrollment grew by 7.2% in credit hours, completions increased by 4.0% and industry certifications rose by 8%. FSCJ matched or exceeded these numbers.
 - The COP is in full alignment with this year's Legislative Budget Recommendation (LBR). The recommendation includes \$70M to be distributed through the statewide funding formula – one of the highest recommendations in several years. With this, FSCJ is hopeful the

Governor's budget recommendation may be even higher. In addition to the \$70M, there is also a recommendation for \$123.9M in maintenance and repairs, of which \$44M is designated specifically for safety and security needs to harden our campuses.

Texas Visit for Maritime Program:

President Avendano shared with the Board information relating to the upcoming Texas visit for Maritime Program:

- He shared that next week, a few members of the College's team will be visiting Texas A&M and San Jacinto to explore their maritime programs. The FSCJ team is visiting at the invitation of Crowley and its leadership.

Holiday Party:

President Avendano shared with the Board information relating to the upcoming holiday party:

- He invited everyone to attend the annual Holiday Party on Monday, December 8, at 5:30 p.m. at Epping Forest Yacht & Country Club.
- This annual event is a wonderful time of celebration and fellowship, bringing together the District Board of Trustees and the Foundation Board of Directors to kick off the holiday season.
- For any questions or to RSVP directly, members were encouraged to contact Board Liaison Kimberli Sodek.

DBOT Planning Meeting/Retreat:

President Avendano shared with the Board information relating to the DBOT Planning Meeting/Retreat:

- Date: Friday, January 30, 2026.
- Time: 9 a.m. – 4 p.m.
- Location: Hyatt Regency Jacksonville Riverfront.
- More details to follow in the coming month.

Data Dashboard:

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

- Fall Term College Credit Enrollment:
 - Positive variance of 3.3% credit hours for fall 2025 over fall 2024.
- Spring Term College Credit Enrollment:
 - Positive variance of 55.9% credit hours for spring 2026 over spring 2025.

- Spotlight on Six Programs that Align with Support Industries:
 - B.S. Human Services.
 - A.S. Culinary Management.
 - A.S. Building Construction Technology.
 - A.S. Criminal Justice Technology.
 - A.S. Funeral Services.
 - A.S. Theatre and Entertainment Technology.
- Grants Report:
 - For the 2025-26 award year to date, FSCJ has received close to \$8.5M, with \$5.5M of that reflected in this report alone.

FSCJ Named in Top 200
Community Colleges Eligible
for 2027 Aspen Prize:

President Avendano shared with the Board information relating to FSCJ being named among the top 200 community colleges eligible for the 2027 Aspen Prize:

- The Aspen Institute named FSCJ as one of the 200 institutions eligible to compete for the \$1M Aspen Prize for Community College Excellence, the nation's premier recognition of high achievement and performance among two-year colleges. Established in 2010, this is the ninth cycle of the Aspen Prize.
- He shared that being recognized once again among such a distinguished group of community colleges is a significant honor for FSCJ. This continued recognition reaffirms the unwavering dedication and commitment of the College's faculty, staff and administrators to the success of FSCJ students – both inside and outside the classroom.
- More details will be shared in the coming months.

FSCJ Receives Collegiate
Purple Star Campus
Designation:

President Avendano shared with the Board information relating to FSCJ also being designated as a Collegiate Purple Star Campus:

- In October 2024, FSCJ was officially designated a Collegiate Purple Star Campus in recognition of the services offered for active military and veteran students and their families.
- FSCJ will maintain this designation for three academic calendar years.

STRATEGIC
PROGRAMMATIC
DISCUSSION:

Chair Odom asked if there were any questions or comments from the Board related to President Avendano's Report, Data Dashboards, or other College Strategic matters; none were received.

CONSENT AGENDA:
(Ref. Board Agenda for
November 12, 2025; Items 1
through 8, Pages 35 – 50)

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 asked whether there were any items the Trustees wished to remove from the Consent Agenda for individual consideration or discussion under Action Items; none were requested.

ACTION ITEMS:
(Ref. Board Agenda for
November 12, 2025; Items 1
through 13, Pages 51 – 77)

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

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

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 2, Administrative Procedure Act – Board Rules, Section 2 – Administration, on agenda pages 52 – 54.

MOTION: (Young – Bell) The motion was made to approve Board Rule 6Hx7-2.5, Signing Authority, as recommended.

Chair Odom asked 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, Administrative Procedure Act – Board Rules, Section 4 – Finance, on agenda pages 55 – 57.

MOTION: (McGehee – Young) The motion was made to approve Board Rules 6Hx7-4.10, Electronic Transfer of Funds and 6Hx7-4.23 Travel and Per Diem, as recommended.

Chair Odom asked 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 4, Administrative Procedure Act – Board Rules, Section 6 – Business Services, on agenda pages 58 – 59.

MOTION: (Bell – McGehee) The motion was made to approve Board Rule 6Hx7-6.2, Safety and Security, as recommended.

Chair Odom asked 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 5, Administration: Purchase of Property at Cecil Center North, on agenda page 60.

MOTION: (McGehee – Bell) The motion was made to approve the Purchase of Property at Cecil Center North, as recommended.

Chair Odom asked 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 6, Finance: Fees and Charges (Academic Assessments), on agenda pages 61 – 65.

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

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

Trustee Thomas McGehee, Jr. reported that the Finance & Audit (F&A) Committee had reviewed several action items on the day's agenda. He stated that the Committee reached a consensus to present the full Board with a brief overview and to convey their approval of the items.

As Committee Chair, Trustee McGehee stated that the F&A Committee supports the approval of Action Items A-6 through A-10, all of which relate to Fees and Charges.

Chair Odom asked 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: Fees and Charges (Application Fee), on agenda page 66.

MOTION: (Young – McGehee) The motion was made to approve the Fees and Charges item, as recommended, noting no changes are being recommended regarding current rates.

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

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 8, Finance: Fees and Charges (Course Fees), on agenda pages 67 – 68.

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

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

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 9, Finance: Fees and Charges (Distance Learning and Transcript Fees), on agenda page 69.

MOTION: (Young – McGehee) The motion was made to approve the Fees and Charges, as recommended, noting no changes are being recommended regarding current rates.

Chair Odom asked 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 10, Finance: Fees and Charges (Tuition Rates), on agenda pages 70 – 71.

MOTION: (Bell – McGehee) The motion was made to approve the Fees and Charges, as recommended, noting no changes are being recommended regarding current rates.

Chair Odom asked 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 11, Finance: FSCJ ACCESS Program, on agenda page 72.

MOTION: (McGehee – Young) The motion was made to approve the FSCJ ACCESS Program, as recommended.

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

F&A Committee Chair McGehee shared the following information relating to Action Item A-11:

The F&A Committee reviewed and discussed this agenda item. Students enrolled in FSCJ ACCESS classes for the Spring Term 2025 realized total savings of more than \$910K, while total savings for the Summer Term 2025 amounted to \$471K. In accordance with Florida Statute 1004.085, Textbook and Instructional Materials Affordability, the bookstore is able to provide course materials at a reduced cost through volume purchasing and contractual agreements with publishers.

The F&A Committee supports approval of this item.

Chair Odom asked 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 12, Finance: Fiscal Year 2025-26 Operating Budget Amendment No. 2, on agenda pages 73 – 74.

MOTION: (McGehee – Young) The motion was made to approve the Fiscal Year 2025-26 Operating Budget Amendment No. 2, as recommended.

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

F&A Committee Chair McGehee shared the following information relating to Action Item A-12:

The F&A Committee reviewed and discussed this agenda item. The amendment requests an increase to the operating budget in the amount of \$4.8M. Of this amount, \$4.5M is needed to cover the cost of the State Group Insurance, which will increase by 9.5% effective January 1, 2026, and \$300K is needed to transfer to Fund 7 in support of the Collegewide Signage project.

The F&A Committee supports approval of this item.

Chair Odom asked 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 13, Finance: Fiscal Year 2025-26 Capital Outlay Budget Amendment No. 1, on agenda pages 75 – 77.

MOTION: (Bell – Young) The motion was made to approve the Fiscal Year 2025-26 Capital Outlay Budget Amendment No. 1, as recommended.

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

F&A Committee Chair McGehee shared the following information relating to Action Item A-13:

The F&A Committee reviewed and discussed this agenda item. The amendment requests an increase to the Capital Outlay Budget from \$46.6M to \$47M. This adjustment is necessary to reconcile the May 2025 budget estimate with the actual year-end figures following the processing of prior year expenditures. The amendment also includes an additional \$300K for signage (as previously discussed), \$2M in PECO funds, and \$3.5M from the City for the Burn Building project.

The F&A Committee supports approval of this item.

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

Motion carried unanimously.

INFORMATION ITEMS:
(Ref. Board Agenda for
November 12, 2025; Items
A – F, Pages 78 – 90)

Chair Odom asked the Board whether there were any questions or comments related to Information Items A – F, on agenda pages 78 – 90; none were received.

REPORT OF THE BOARD
CHAIR:

Chair Odom reported that he, President Avendano and Trustees Michael Bell and Wayne Young attended the Legislative Fly-In held last week in Tallahassee. The FSCJ Team met with other Florida college presidents and trustees, as well as with state legislators. There was agreement to re-establish the Council of Trustees to support the Council of Presidents, with the primary goal of ensuring that strong and consistent messages are communicated to legislators and local community leaders.

The FSCJ Team also met with Representatives Dean Black and Wyman Duggan to review the College's priorities and financial needs for the upcoming year. FSCJ continues to maintain strong relationships with its legislative representatives, due in large part to the efforts of President Avendano and College staff.

Chair Odom expressed appreciation to all who contribute to cultivating and maintaining these vital relationships with Florida's legislative delegation and local representatives, noting that their efforts have established an environment of credibility and trust that is invaluable to the College.

Chair Odom conveyed his deep pride in the FSCJ Military & Veterans Service Center. He commended the ongoing efforts to provide veterans with access to VA work skills, communication resources, and multiple avenues toward full employment and a successful life in Jacksonville. He extended his appreciation to all involved, as well as to the Board for its steadfast support of the Center's mission.

REPORT OF TRUSTEES:

There were no reports provided by Trustees.

REPORT OF THE BOARD
FINANCE & AUDIT
COMMITTEE CHAIR:

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

The next meeting of the FSCJ F&A Committee is scheduled for Tuesday, February 17, 2026, at the College's Administrative Offices. The Committee will convene at 10:45 a.m. in Room 406.

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 outlining the FSCJ Foundation Board of Directors' quarter-to-quarter meetings, as well as updates on related committee meetings and activities. (Appendix B)

REPORT OF THE
ADMINISTRATIVE AND
PROFESSIONAL
COLLABORATIVE (APC):

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

REPORT OF THE CAREER
EMPLOYEES' COUNCIL
(CEC):

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

REPORT OF THE FACULTY
SENATE (Senate):

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

REPORT OF THE STUDENT
GOVERNMENT
ASSOCIATION (SGA):

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

NEXT MEETING:

Chair Odom announced the Board will meet on Friday, January 30, 2026, for a Deep Dive Workshop/Planning Meeting beginning at 9 a.m.

The next regular meeting of the Board is scheduled for Tuesday, February 17, 2026, at the College's Administrative Offices, Board Room 405, 1 p.m.

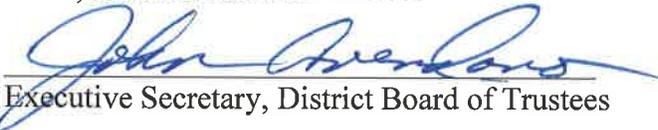
ADJOURNMENT:

There being no further business, Chair Odom declared the meeting adjourned at 1:55 p.m.

APPROVAL OF MINUTES:



Chair, District Board of Trustees



Executive Secretary, District Board of Trustees

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



REPORT OF THE FINANCE & AUDIT COMMITTEE
COMMITTEE CHAIR, TRUSTEE THOMAS MCGEHEE, JR.
NOVEMBER 12, 2025

Interim Financial Statement:

Vice President of Finance and Administration Dr. Wanda Ford and Associate Vice President of Administrative Services Steve Stanford provided an overview of the Interim Financial Statement/Summary of Net Position, Revenues, and Expenditures as of September 30, 2025. The only significant change is the increase in salaries and benefits expense resulting from cost of the State Group Insurance. All other line items within the revenue and expense categories including tuition and fees are trending as anticipated. The projected ending fund balance is currently 9.4%.

It is important to note that the cost of the insurance is having an impact on the College's fund balance. Vice President Ford and Associate Vice President Stanford presented budget scenarios for Fiscal Years 2025-26, 2026-27 and 2027-28. If the State does not provide financial support to offset the cost of State Group Insurance and enrollment remains stable, the College may be unable to maintain the required 7% fund balance in future years.

Discussion of Annual Financial Report Summary:

Vice President Ford and Associate Vice President of Finance and Controller Lindsey Thomas provided an overview of the Annual Financial Report Summary. The College's overall financial position decreased by \$17m, or 8.2%, compared to last year. Assets decreased by \$14m primarily due to the spending of the deferred maintenance funding previously received from the State. Total liabilities decreased slightly by \$0.7m primarily due to a drop in pension obligations.

Despite the increase in enrollment on the credit side of the house, total operating revenues declined by 0.5% mainly due to a decrease in net student tuition and fees largely from reduced enrollment in continuing workforce education.

Operating expenses increased by \$12.3m as a result of an increase in scholarships and waivers, as well as other services and expenses. These expenses were offset by a decrease in personnel costs and materials and supplies.

Net nonoperating revenues increased by \$8.8m, which was driven by a \$16.4m boost in Federal and State student financial aid. This increase was offset by decreases in gifts and grants and a \$4.6m decrease in revenue resulting from the sale of property in 2023-24.

FSCJ District Board of Trustees

Report of the Finance & Audit Committee – Committee Chair, Trustee Thomas McGehee, Jr.

November 12, 2025

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Associate Vice President/Controller Thomas also mentioned that the state auditors conducted the Fiscal Year 2024-25 financial statement audit entrance conference on October 7th. The auditors did not express any concerns or issues and expects the exit conference to take place in the near future.

Vehicle Leasing Program Update:

In Fiscal Year 2023-24, the Board approved the College's transition to leasing vehicles for its fleet, addressing ongoing challenges in securing funds for new vehicle purchases. The initiative aims to enhance safety, reduce maintenance costs, improve operational efficiency, and lower overall expenses.

Associate Vice President of Facilities Morris Bellick and Facilities Project Director Cameron Fansher provided a project update. The College currently operates 66 vehicles of which 48 are owned and 18 are leased. To date, 9 vehicles have been sold or auctioned, with 2 more scheduled for disposition this month. An additional 8 vehicles are targeted for sale or auction by the end of Fiscal Year 2025-26.

By the end of Fiscal Year 2025-26, all student carrying vehicles will be model year 2023 or newer and 100% of the fleet will be in good or better condition regardless of age.

Legislative Priorities:

President John Avendano, Ph.D., Provost/Vice President of Academic Affairs Dr. John Wall and other team members shared updates on the College's legislative priorities and pending projects for Fiscal Year 2026-27. Highlights included:

- **Burn Building Project:**
The term sheet is in the final stages of completion. Funding commitments include \$3.5m from the city, \$1m from FSCJ, and \$2m from the State.
- **Cecil Training Institute:**
In partnership with the City, the College will establish workforce training programs at the Cecil location.
- **Career Connections Center:**
The project consists of the relocation and expansion of the Career Connection Center located at FSCJ's Downtown Campus.
- **Nassau Campus Expansion:**
Due to increased enrollment, the College is exploring expansion opportunities at the Nassau Campus.

This concludes my report.



REPORT OF THE BOARD LIAISON, TRUSTEE MIKE BELL
NOVEMBER 12, 2025

1. FBOD 3rd Quarter Board Meeting – September 3, 2025:

- The Foundation Board held its 3rd Quarter Board Meeting on Wednesday, September 3rd in the College's AO Boardroom.
- The agenda included the following respective reports:
 - Campaign Report, Carl Cannon.
 - Alumni Relations Committee Report, Dr. Maggie Cabral-Maly.
 - College Update, Dr. John Avendano.
 - Executive Director Report, Scott Evans.

2. Action Items:

- The Board unanimously approved the 2025-2026 Budget. Management of the Foundation significantly changed the format and structure of the budget for greater efficiency in reporting and understanding by all readers of the document.
- The Board unanimously approved the nominations of four new members:
 - Carter Bryan (Retired, Insurance Executive and former Chairman of the FSCJ Foundation in the 1970s).
 - Michael Burns (Senior Vice President and Chief Legal Officer, CSX).
 - Dr. Barbara Darby (Retired, Higher Education Executive, Florida State College at Jacksonville).
 - Dr. Marie Gnage (Retired, Higher Education Executive, who served Florida State College at Jacksonville and other institutions).

3. Campaign Report:

Campaign Chairman Carl Cannon reported cash and pledges totaled \$5.5 million since the quiet phase of the *Transforming Tomorrow Together* Campaign was launched in April of this year with much more in the pipeline of potential pledges and gifts.

4. Alumni Relations Committee Report:

Alumni Relations Committee Chair Dr. Maggie Cabral-Maly reported on the progress of the Committee since it was reactivated this year and that a three-year alumni relations plan prepared by Dr. Carolyn Strickland will be presented at the December 2025 Board meeting.

5. College Update:

President John Avendano, Ph.D. provided an update on the College to Foundation Board members on various subjects including enrollment, national recognition, student and student-athlete achievements, and other successes.

6. Executive Director Report:

Vice President of Institutional Advancement and Executive Director of the FSCJ Foundation Scott Evans provided updates on Foundation personnel, the next new Board Member Orientation scheduled for November 2025, Board member giving, the Gala scheduled for October 2, 2026, and a preview of the next Board meeting on Wednesday, December 3, 2025, at 11:30 a.m.

7. Gratitude:

The Foundation expressed its gratitude to the District Board of Trustees for its ongoing support and enthusiasm for the work to strengthen the Foundation and the College for the future through the *Transforming Tomorrow Together* Campaign.

8. Upcoming Board Meeting:

The next Foundation Board meeting is Wednesday, December 3, 2025, at 11:30 a.m.

This concludes my report.



Date: November 12, 2025

To: Florida State College at Jacksonville District Board of Trustees

From: Ashli Archer, Chair of the Administrative and Professional Collaborative, 2025-2026

Re: November 2025 Administrative and Professional Collaborative Report

Dear Chair Odom and Trustees:

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

Our September meeting was held virtually, and Dr. Avendano joined. He discussed the following College initiatives and invited questions and feedback:

- Strategic Plan: Transforming Tomorrow, with a highlight on student retention and persistence
- Strategic Enrollment Management (SEM)
- Accreditation and our commitment to quality instruction and continuous improvement
- FSCJ agreement with ICE
- Facility upgrades (Cecil, North, South, Kent, Nassau, and Downtown)

In an effort to increase connection, communication and engagement throughout the College during this academic year, the APC will be holding quarterly meetings at various campuses other than only meeting virtually. The October meeting was held at the South Campus with all administrative and professional employees invited to attend. In addition to the APC officers and representatives, several new administrative and professional employees also joined the meeting to learn more about the APC and how they can become more involved. The Events and Service Committee provided several ideas on APC get togethers for the fall, including a Happy Hour event in October, a Jacksonville Ice Hockey game in November, and the APC Holiday party in December.

The forthcoming November APC meeting will be taking place at the North Campus and will feature a brief presentation by AVP of Student Affairs and Enrollment Management Lisa Kasper, who will discuss Strategic Enrollment Management (SEM).

During the months of October and November, the campus and center representatives held Fall open house/meet and greet style meetings at their respective locations.

The APC Committee will be meeting at the Downtown Campus on December 4th for a holiday party.

Respectfully,

A handwritten signature in blue ink that reads "Ashli Archer".

Ashli Archer
Department Chair of Humanities
Administrative and Professional Collaborative Chair, 2025-2026



Date: November 12, 2025

To: Florida State College at Jacksonville District Board of Trustees

From: Rebecca A. Nelson, Career Employees' Council Chair, 2025-2026

Re: November 2025 Career Employees' Council Report

Chair Odom and Trustees:

The Council convened its first meeting of the 2025–26 academic year on September 23, 2025, with a notable 35% attendance rate—279 out of 793 Career employees participated. This marks a significant increase in engagement compared to previous years and reflects progress toward the Council's goal of boosting Career employee participation by 10–15% over the coming year. The meeting featured guest speaker Lithesha Holloman, Project Coordinator – HR, who provided an overview of the 2025 Holiday Vacation Leave Cash-Out Request opportunity. Additionally, the Council reviewed and discussed the approved revisions to APM 02-1907. Following the general session, Executive Board members and representatives held a separate meeting to continue strategic planning. The Career Employees Council remains committed to fostering greater involvement across the Career employee community and is encouraged by the strong turnout at this initial meeting.

On September 30, 2025, the Council convened a fundraising sub-committee meeting to officially launch the 2025 Annual Poinsettia Sale. Led by Kaelin Guerrero, Accountant IV and fundraising lead representative, the meeting included a comprehensive presentation outlining next steps and coordination efforts. This long-standing CEC tradition not only brings seasonal beauty to campuses and homes, but also directly supports book scholarships for eligible Career employees actively pursuing their educational goals. The sale began on Monday, October 13, 2025, and will conclude with final orders due by Monday, November 24, 2025 at 5:00 p.m. Thanks to the dedication of our CEC campus representatives, all orders will be delivered on Thursday, December 11, 2025, with an option for individuals to pick up their orders directly at the Downtown Campus. The Council also extends an invitation to individuals and departments interested in placing bulk or specialty orders for poinsettias and/or ferns. We welcome the opportunity to collaborate and offer customized pricing for larger requests, further strengthening our community partnerships.

During the next meeting scheduled for November 4, 2025, the Council will be turning its attention to several key initiatives that support both organizational structure and community impact. In addition to reviewing campus representative participation and exploring structural and ratio adjustments, the Council continues its search for a qualified candidate to serve as Secretary on the Executive Board.

Finally, as we enter the winter holiday season, the Council encourages Career employees to embrace the spirit of giving by supporting two vital campus resources: the HOPE Food Pantry and the Career Closet. These initiatives provide essential support to students and colleagues—ensuring access to food, professional attire, and other basic needs during a time that can be especially challenging for many. Contributions, whether through donations or volunteer service, are deeply appreciated and help

strengthen our campus community. The Council is proud to see Career employees actively participating in these efforts, as well as in the ongoing 60th anniversary celebrations taking place collegewide and across individual campuses. Their involvement reflects the dedication and pride Career employees bring to our institution year-round.

On behalf of the Career Employees' Council, I would like to extend sincere appreciation to the District Board of Trustees for your ongoing dedication and leadership. Your thoughtful guidance continues to shape a workplace culture that values inclusivity, support, and professional growth for all employees. We are especially grateful for your continued support of the Career Employees' Council and the work we do to represent and uplift Career employees across the College. Your commitment makes a meaningful difference in fostering a thriving FSCJ community.

Respectfully,



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

Exhibit A

Annual Poinsettia Sale Fundraiser Flyer



Career Employees' Council Annual Poinsettia Sale

The Career Employees' Council is ready to receive your orders!

We are selling florist quality, foil wrapped poinsettias and ferns from a wonderful local nursery partner. Proceeds from the annual sale directly supports the Career Employee book scholarship program.



Red Poinsettia



White Poinsettia



Pink Poinsettia



Ferns

All Poinsettias and Ferns are \$17 per item or buy 3 for \$45

[Pay Here](#) or [Scan the QR Code](#) →



****Please forward a copy of your Quickpay receipt with your order details to CEC@fscj.edu****

This sale ends Monday, November 24, 2025 at 5 p.m.

Delivery will be Thursday, December 11, 2025 at each campus.

Pick up location and time at each campus/center will be announced once all sales are finalized.

Please Note: Plant colors may vary from above pictured examples.

We cannot offer any refunds. Exchanges will be offered for damaged plant(s) only.





Date: October 30, 2025

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

From: John A. Woodward, PhD

Re: November 2025 Faculty Senate Report

Chair Odom and Fellow Trustees:

The Faculty Senate has begun the year by drafting guidelines for hybrid courses. We will spend time in the latter part of the semester looking at crafting guidance to the faculty for further guidelines, including continuing the push to develop discipline specific guidelines for the use of generative AI as well as the development of academic and pedagogic guidelines for adjunct faculty in the online and hybrid environment.

Senate took up the definition of the hybrid modality in large part because we recognized a gap in understanding about the purpose and nature of the hybrid modality. The modality has also been ‘baked in’ to our course scheduling process—sometimes as a method of convenience (fitting a course into a shorter semester) and sometimes for reasons no one remembers. Since the course schedule changes little from semester to semester in most discipline areas, this allows for what one might call ossification. If a faculty member takes a course that was once taught by another, and that original faculty member taught it as a hybrid, there is often not enough information for the new faculty member to know whether the course is hybrid or not—not without counting the contact hours. Moreover, faculty are sometimes unaware of the asynchronous component of a hybrid course which is part of the definition of the modality. Integrating asynchronous (i.e. fully online) components into the hybrid course is not universally understood by faculty and adjuncts. Our definition highlighted this component, namely that a hybrid course is a mixture of face-to-face pedagogy and asynchronous pedagogy; in other words, we wanted to stress that there should be face-to-face ‘contact hours’ and fully online ‘contact hours’ delivered asynchronously. Part of the task was to eliminate the idea that a synchronous online course (what we call “live-online”) can ever be a ‘hybrid’ course. Our definition does not allow for that confusion.

The next step we will take regarding modalities is to encourage our colleagues in all disciplines to draft guidelines for online and hybrid instruction in their area. This is an approach we are beginning to embrace as the path forward with online and hybrid instruction as well as with generative AI. Discipline faculty are best able to express the professional expectations of their discipline in guidelines for pedagogy and academics. Senate will position itself to provide feedback and encourage that such guidelines are reviewed annually, while also insuring that the guidelines do not unduly interfere with their academic freedom. We will address some of these questions in our November meeting.

November 2025 Faculty Senate Report

November 12, 2025

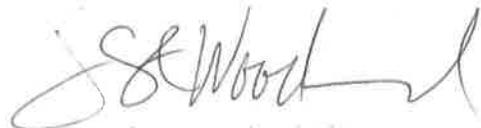
Page 2

Finally, I want to take a moment to promote our virtual exchange programs run through FSCJ Office of Global Learning. I had the distinct pleasure of attending a professional development opportunity this week with Professors Luz Font and Deborah Ferrari. Our virtual exchanges offer rich intellectual and cultural exchanges with students from countries across the globe. The exchanges are meaningful and insightful and do more than just promote a better cultural and linguistic understanding of our complex world; they also work on meaningful projects that produce a better understanding of the content of the course and material for both groups of students. The virtual exchange connects a faculty member from FSCJ with a faculty member from a university elsewhere in the world—Columbia, France, Costa Rica, and perhaps even Kuala Lumpur, among other places. The faculty members work together on an assignment or assignments that will meet meaningful outcomes for their students. The students then work together on the assignment, sometimes even in a target language such as Spanish in the online environment. These are truly excellent opportunities for our students. I look forward to determining how I can integrate it into my material—if only for the opportunity of developing relationships with faculty from across the globe. These opportunities show how important our college and our faculty are to the community and to the state of Florida.

As always, we deeply appreciate all of your support for our college and thank you for your service on the board.

That concludes my report.

Respectfully,

A handwritten signature in cursive script, appearing to read "J. Woodward".

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: November 12, 2025

To: Florida State College at Jacksonville District Board of Trustees

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

Re: November 2025 Student Government Association Executive Board Report

Greetings Chair Odom 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. All programming shared is led by students and for all students.

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

- On September 16th and 17th, the SGA collaborated with Behavioral and Social Sciences and ELEVATE on Constitution Day programming that occurred at all campuses and centers.
- During the month of October, multiple campuses and centers celebrated Hispanic Heritage Month.
- In October and November, the FSCJ Brain Bowl Team traveled to Santa Fe College, College of Central Florida, and Valencia College to participate in three competitions.
- In October, all campuses and centers hosted FSCJ Alcohol and Drug Awareness Programming where students learned about the signs of a Fentanyl overdose, that NARCAN kits are available on campus, and tips for effective bystander intervention to help peers that are intoxicated.
- On October 8th, The Experience Art and Literature Magazine hosted a release party for its 57th annual issue. Students involved in The Experience will attend the Florida College System Publications Conference at the College of Central Florida on November 12th-15th where the issue will be entered into a statewide print media competition.
- On October 10th, the National Cybersecurity Student Association traveled to the University of Central Florida to participate in the Horse Plinko Cyber Challenge and followed that up by participating in the 3rd Annual Florida College System Cybersecurity Competition in Tallahassee on November 5th.
- On October 10th, ten SGA officers traveled to North Florida College to participate in the Florida College System Student Government Association Region 1 Leadership Retreat.
- On October 10th, 24 students participated in a Leadership Retreat at the Deerwood Center as part of the Student Leadership Certificate Program.
- During the week of October 20th, FSCJ celebrated Manta Ray Spirit Week, with a series of themed days leading up to the culmination of the Manta Madness rally in the Reef on October 23rd.
- During the week of October 27th, multiple campuses hosted Fall Fest where students enjoyed games, contests, and refreshments.
- During the week of October 27th, the International Club hosted International Education Week at the Downtown Campus.
- On the week of November 10th, multiple campuses and centers hosted Veterans Week Celebrations.

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 the 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,
Vlad (Uladzislau) Sadowski
FSCJ Collegewide Student Government Association President