


September 7, 2021

MEMORANDUM

TO: Florida State College at Jacksonville
District Board of Trustees

FROM: John Avendano, Ph.D. 
College President

RE: September 2021 Board Agenda

Enclosed please find materials in support of the September 14, 2021, Board meeting.

All meetings of the Board will be held at the College's Advanced Technology Center, 401 West State Street, Jacksonville, FL 32202.

The Board Workshop on the topics listed below will convene from noon – 1 p.m. in Room T-140. The Board regular meeting will begin at 1 p.m., Rooms T-140 & 141.

- Equity Report
- Achieving the Dream

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

Florida State College at Jacksonville
District Board of Trustees
Regular Meeting
A G E N D A
September 14, 2021 – 1 p.m.
Advanced Technology Center, Rooms T-140 & 141

CALL TO ORDER AND PLEDGE OF ALLEGIANCE

COMMENTS BY THE PUBLIC

The District Board of Trustees welcomes comments before the Board relating to matters under the Board's consideration during today's meeting. Those who wish to address the Board are required to complete a Public Comment Request form* prior to the meeting. Requestors will be called upon by the Board Chair. Comments are limited to three minutes per person, and the Board is not required to respond.

MINUTES OF THE JULY 13, 2021, DISTRICT BOARD OF TRUSTEES DEEP DIVE WORKSHOP (p. 181-184)

MINUTES OF THE AUGUST 10, 2021, DISTRICT BOARD OF TRUSTEES WORKSHOP (p. 185-188)

MINUTES OF THE AUGUST 10, 2021, DISTRICT BOARD OF TRUSTEES REGULAR MEETING (p. 189-213)

REPORT OF THE COLLEGE PRESIDENT

STRATEGIC PROGRAMMATIC DISCUSSION

CONSENT AGENDA

There are no items to be presented at this time.

ACTION ITEMS

1. Purchasing: Annual Contract Extensions (p. 214-216)
2. Purchasing: Employee Group Plans for Health, Dental and Vision Insurance (p. 217-221)
3. Finance: Fiscal Year 2020-21 Operating Budget Amendment No. 3 (p. 222-223)
4. Finance: Fiscal Year 2021-22 Operating Budget Amendment No. 1 (p. 224-225)
5. Finance: Fiscal Year 2021-22 Carry Forward Spending Plan (p. 226)
6. Finance: Fiscal Year 2021-22 Capital Outlay Budget Amendment No. 1 (p. 227-229)
7. Academic Affairs: Florida College System Affordability Report (p. 230-244)

INFORMATION ITEMS

Trustees may request discussion of the Information Items.

- A. Human Resources: Personnel Actions (p. 245-246)
- B. Purchasing: Purchase Orders Over \$195,000 (p. 247-248)
- C. Finance: Investment Reports for Quarter Ended June 30, 2021 (p.249-288)

Subject: Regular Meeting
September 14, 2021, Board Agenda
(Continued)

REPORT OF THE BOARD CHAIR

REPORTS OF TRUSTEES

REPORT OF THE FINANCE & AUDIT COMMITTEE CHAIR

REPORT OF THE BOARD LIAISON, FSCJ FOUNDATION BOARD OF DIRECTORS

REPORT OF THE ADMINISTRATIVE AND PROFESSIONAL COLLABORATIVE
(Written report provided by Dr. Mark Boese)

REPORT OF THE CAREER EMPLOYEES COUNCIL (Written report provided by
Mr. Matt Wetzel)

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

REPORT OF THE STUDENT GOVERNMENT ASSOCIATION (Written report provided by
Ms. Breana White)

NEXT MEETING

The Board will meet on Tuesday, October 12, 2021, at the College's North Campus for a Deep Dive Workshop. The workshop will convene at noon in Room A-236.

The next regular meeting of the Board is scheduled for Tuesday, November 9, 2021, at the College's Nassau Center.

ADJOURNMENT

**Florida State College at Jacksonville
District Board of Trustees
Minutes of the July 13, 2021, Deep Dive Workshop
Administrative Offices, Board Room 405, Noon**

PRESENT:

Thomas R. McGehee, Jr., Chair
O. Wayne Young, Vice Chair, Duval County
Jennifer D. Brown
Shantel N. Davis
Laura M. DiBella
D. Hunt Hawkins
Roderick D. Odom (via remote attendance)

ABSENT:

Michael M. Bell, Vice Chair, Nassau County
Andrew B. Shaw

CALL TO ORDER:

Chair McGehee called the meeting to order at 12:12 p.m. and welcomed those in attendance. He acknowledged the presence of Trustees Roderick Odom and Wayne Young via remote attendance, noting Trustee Young will arrive at the workshop location within the hour.

**WELCOME/
INTRODUCTIONS:**

Prior to getting the meeting underway, College President John Avendano, Ph.D. shared information relating to the reappointments of Trustees Michael Bell and Wayne Young and the appointment of Andrew Shaw, M.D., who succeeds Thomas Majdanics, to the Florida State College at Jacksonville (FSCJ) District Board of Trustees (DBOT). These appointments will serve 4-year terms, and are subject to confirmation by the Florida Senate. He congratulated Trustees Bell and Young on their reappointments. Although Dr. Shaw was not in attendance at today's workshop, President Avendano moved forward with providing Trustees with his professional bio.

President Avendano noted he had the opportunity to speak with Trustee Majdanics after receiving the Governor's announcement of the appointments. He thanked Trustee Majdanics for his 8 years of service on the Board and numerous contributions to the institution, noting his spirit had been captured through his remarks within the summary of the DBOT Evaluation of the President.

President Avendano welcomed all those in attendance, and shared that today's agenda had three discussion topics. He introduced Interim Vice President of Institutional Effectiveness and Advancement Dr. Jerrett Dumouchel, who will share with the Board a brief overview of the FSCJ DBOT Self-Evaluation Results. He then introduced Chief Human Resource Office (CHRO) Mark Lacey, who will share information pertaining to the College President's Performance Evaluation and 2021-22 Goals & Objectives.

Additionally, President Avendano shared with Trustees that a printed copy of the College's FACT Book 2019-20 was at their place for information purposes.

INFORMATION/
DISCUSSION:

A. FSCJ DBOT Self-
Evaluation Results:

Interim Vice President Dumouchel provided the Board with an overview of the DBOT's Self-Evaluation results. The overview included information pertaining to the following:

- Discussion/Feedback on the New Self-Evaluation Instrument
- Revisions/Additional Questions, Obtained from Aspen Awarding Winning Schools
- Common Themes Resulting from the Self-Evaluation
- Understanding the Role of the Board
- Preparation Prior to Meetings
- Collaborative Conversations During Workshops/Meetings
- Open Communication Relating to Meeting Materials
- Event Opportunities/Professional Development
- Common Perspective of Excellent Board Performance
- Board Evaluation by Professional Consultant
- Board Involvement with Establishing Collegewide Goals and Strategies
- Active Role in Community and State

There was discussion by the Board regarding the common themes generated by the Self-Evaluation results and how to best move forward with the information. President Avendano shared that at the January 2022 DBOT Planning Meeting the Board will discuss in-depth the information resulting from the DBOT Self-Evaluation. Moving forward, he will begin a new practice wherein he calls Trustees in advance of the meetings to discuss meeting materials and answer any questions/concerns, create a new section within the regular meeting agenda to bring forward collaborative conversations, expand the DBOT Data Dashboard Spotlight to include degrees/programs and provide Trustees with event opportunities.

B. College President
Performance Evaluation:

CHRO Lacey provided Trustees with a summary of the College President Performance Evaluation. The summary included information pertaining to the following:

- Review and Discussion of the Aggregated Results
- Timeline of Next Steps
- Preparation of August 2021 Board Agenda Item
- SACSCOC Requirement
- Feedback on the Evaluation Tool
- Common Themes Resulting from Evaluation

There was discussion by the Board regarding the evaluation process, evaluation results, rethink enrollment, student success, 2020-21 Goals & Objectives, challenges due to COVID-19 and President Avendano's effective management/leadership despite all the obstacles COVID-19 and the year presented.

C. 2021-22 Performance Goals & Objectives for FSCJ President John Avendano, Ph.D.:

President Avendano and CHRO Lacey provided the Board with information relating to the 2021-22 Performance Goals & Objectives for FSCJ President John Avendano, Ph.D.

There was discussion by the Board regarding President Avendano's 2021-22 Performance Goals & Objectives for the coming year and in-depth discussion regarding his 2020-21 Performance Goals & Objectives relating to his Performance Incentive bonus, noting various offerings of compensation for his performance.

Per the President's Contract, annual salary may be subject to revisions at annual performance review. Additionally, the goals and objectives shall be established and serve as a basis of his performance incentive and his annual evaluation. Therefore, after in-depth discussion, there was consensus among the Trustees to propose at the August 2021 regular meeting a motion relating to the goals and objectives for President Avendano's 2020-21 Performance Incentive.

The Board would present President Avendano with \$50,000 of the performance incentive bonus based on the performance evaluation and assessment of established goals and objectives as provided for by the employment contract between the Board and the President. Effective September 1, 2021, the College President will receive an annual salary of Three Hundred Thirty-Seven Thousand Dollars (\$337,000) and benefits as negotiated. The 2021-22 goals and objectives for President Avendano shall be added to the College President's Contract of Employment.

COMMENTS BY THE
PUBLIC:

There were no comments made by the public.

ADJOURNMENT:

There being no further business, Chair McGehee declared the meeting adjourned at 2:32 p.m.

APPROVAL OF MINUTES:

Chair, District Board of Trustees

Executive Secretary, District Board of Trustees

Submitted by: Kimberli Sodek, Secretary to the Board

**Florida State College at Jacksonville
District Board of Trustees
Minutes of the August 10, 2021, Board Workshop
Advanced Technology Center, Rooms T-140 & 141, Noon**

PRESENT:

Thomas R. McGehee, Jr., Chair
Michael M. Bell, Vice Chair, Nassau County
O. Wayne Young, Vice Chair, Duval County
Jennifer D. Brown
Shantel N. Davis
Laura M. DiBella
D. Hunt Hawkins
Roderick D. Odom
Andrew B. Shaw

ABSENT:

None

CALL TO ORDER:

Chair McGehee called the meeting to order at 12:10 p.m. and welcomed those in attendance.

WELCOME/
INTRODUCTIONS:

College President John Avendano, Ph.D. welcomed all those in attendance, noting there were a number of items on today's agenda. He introduced Associate Vice President for Strategic Priorities Dr. Deb Fontaine, and stated later in the workshop she would provide Trustees with a presentation on the topic "Results of the 2020-21 Visionary Impact Plan (VIP)." However, first was the Board's Governance Structure, which included the organization of the Board for Fiscal Year 2021-22.

Prior to getting the meeting underway, President Avendano shared information relating to newly appointed Florida State College at Jacksonville (FSCJ) District Board of Trustees (DBOT) member, Andrew Shaw, M.D. He welcomed Dr. Shaw, noting he looks forward to Dr. Shaw's guidance and input as part of the DBOT.

INFORMATION/
DISCUSSION:

A. District Board of Trustees
Governance Structure:

President Avendano provided the Board with a brief overview of the Fiscal Year 2021-22 Governance Structure. The overview included information pertaining to the upcoming election process, officers' two-year term cycle, approval of the Board's meeting schedule, seating of the Finance & Audit Committee members and the appointment of liaison to the FSCJ Foundation Board of Directors.

Additionally, President Avendano thanked Chair McGehee for his guidance and leadership as Board Chair from 2019-21 as well as his 21-years of service as a Board member. President Avendano shared he was very fortunate as a new president to work with Chair McGehee, noting he has been a great mentor with his insight and history.

1. Organization of the Board for Fiscal Year 2021-22:

President Avendano brought forward the discussion of the Organization of the Board for Fiscal Year 2021-22.

a. Election Board Officers:

Trustee Hawkins proposed a slate of officers to be considered at the August 2021 regular meeting. The proposed slate was as follows: Trustee Michael Bell as Chair; Trustee Laura DiBella as Vice Chair, Nassau County; and Trustee Wayne Young as Vice Chair, Duval County.

There was consensus among Trustees to move forward the proposed slate of officers for FY 2021-22.

President Avendano shared he looks forward to working with Trustee Bell as Chair and others as Vice Chairs, and as always is available to all Trustees. He added to feel free to always call him directly with any questions and/or concerns.

b. Board's Meeting Schedule:

President Avendano provided Trustees with the proposed DBOT Meeting Schedule for Fiscal Year 2021-22, noting one or two meetings may be moved over the course of the year to different locations in order to familiarize Trustees with different campuses and centers and showcase certain areas.

There was consensus among Trustees to move forward the proposed meeting schedule for FY 2021-22.

c. Liaison & Committee Appointments:

President Avendano shared with the Board that through his prior conversations with Trustees relating to the Finance & Audit Committee, three members showed interest in serving on the committee. The members were Trustees Hunt Hawkins, Rod Odom and Wayne Young. Therefore, if there were no other volunteers, the members would move forward to be appointed to the committee.

There was consensus among Trustees to move forward with the three members to be appointed to the Finance & Audit Committee for FY 2021-22.

President Avendano shared that Trustee Shantel Davis agreed to volunteer to serve as the liaison to the FSCJ Foundation Board of Directors (FBOD). Therefore, if there were no other volunteers, Trustee Davis would move forward to be appointed to serve as liaison.

There was consensus among Trustees to move forward with the appointment of Trustee Davis as the liaison to the FSCJ FBOD for FY 2021-22.

President Avendano thanked Trustee Brown for her service and time as liaison from 2019-21.

Chair McGehee expressed his appreciation for the Trustees willingness to serve as officers, liaisons and committee members, however, not to take the rolls lightly. He commended administrative staff member, Board Liaison Kimberli Sodek for her service to the Board, noting she will assist the new officers/members during the transition with her excellent organizational skills.

B. Presentation of Results of
the 2020-21 FSCJ
Visionary Impact Plan
(VIP):

Associate Vice President for Strategic Priorities Dr. Deb Fontaine provided the Board with a presentation of “Results of the 2020-21 FSCJ Visionary Impact Plan (VIP).” The presentation included information pertaining to the following:

- Priority 1: Increase Enrollment
- Priority 2: Retention and Completion
- Priority 3: Improve Processes
- Key Performance Indicator (KPI): Enrollment
- KPI: Persistence
- KPI: Completion
- Mission, Vision and Core
- Visionary Impact Plan 2.0 Strategic Priorities

There was discussion by Trustees regarding reduction of fake applications, reduction in drops for non-payment, coordination/communication of drop payment, targeted marketing campaigns, advising outreach campaign, credit for prior learning, assessment certifications and portfolio review.

President Avendano thanked Dr. Fontaine and all the team members who worked on the presentation. He asked the Board members to pay particular attention to the Mission, Vision and Core Values along with the Strategic Priorities, noting the Board will vote on those at a future meeting to provide charge for the College to move forward.

Additionally, the Board at their January 2022 DBOT Planning Meeting will review the data and KPI's to provide the priorities of the institution.

COMMENTS BY THE PUBLIC:

There were no comments made by the public.

ADJOURNMENT:

There being no further business, Chair McGehee declared the public meeting adjourned at 12:58 p.m.

APPROVAL OF MINUTES:

Chair, District Board of Trustees

Executive Secretary, District Board of Trustees

Submitted by: Kimberli Sodek, Secretary to the Board

Florida State College at Jacksonville
District Board of Trustees
Minutes of the August 10, 2021, Regular Meeting
Advanced Technology Center, Rooms T-140 & 141, 1 p.m.

PRESENT:

Thomas R. McGehee, Jr., Chair
Michael M. Bell, Vice Chair, Nassau County
O. Wayne Young, Vice Chair, Duval County
Jennifer D. Brown
Shantel N. Davis
Laura M. DiBella
D. Hunt Hawkins
Roderick D. Odom
Andrew B. Shaw

ABSENT:

None

CALL TO ORDER:

Chair McGehee called the meeting to order at 1:10 p.m. and welcomed those in attendance. He shared information relating to newly appointed Florida State College at Jacksonville (FSCJ) District Board of Trustees (DBOT) member Dr. Andrew Shaw, noting he succeeds Thomas Majdanics and his appointment is subject to confirmation by the Florida Senate. The Board welcomed Trustee Shaw.

Prior to getting the meeting underway, Chair McGehee shared the following information with the Board and meeting attendees:

He noted that throughout the pandemic the College had regularly updated their mask wearing guidance to follow The Centers for Disease Control and Prevention (CDC) guidelines as to COVID-19 and now the new Delta variant.

Accordingly, FSCJ strongly recommends mask wearing while on campus, for all individuals regardless of vaccination status, especially indoors where social distancing cannot be maintained. Chair McGehee noted that the guidelines for social distancing had been adhered to for today's Board meeting. Therefore, Trustees may remove their masks, if they so desire.

PLEDGE:

Chair McGehee led the Pledge of Allegiance.

COMMENTS BY THE
 PUBLIC:

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

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

MINUTES:
 (Ref. Board Agenda for
 August 10, 2021; Pages
 202200003 – 27)

Chair McGehee asked the Board if there were any comments or recommended revisions to the FSCJ DBOT minutes – as a slate – of the May 18, 2021, Deep Dive Budget Workshop, on agenda pages 3 – 5; June 8, 2021, Board Workshop, on agenda pages 6 – 10; and June 8, 2021, Regular Meeting, on agenda pages 11 – 27, and there were none.

MOTION: (Hawkins – Brown) The motion was made to approve the FSCJ DBOT minutes – as a slate – from the May 18, 2021, Deep Dive Budget Workshop; June 8, 2021, Board Workshop; and June 8, 2021, Regular Meeting, as recommended.

Motion carried unanimously.

REPORT OF THE COLLEGE
 PRESIDENT:

Welcome Trustee Andrew
 Shaw, M.D.:

College President John Avendano, Ph.D. joined Chair McGehee in welcoming the Board's newest Trustee, Andrew Shaw, M.D. His addition to the College's esteemed group of Trustees was welcomed as FSCJ values the knowledge that Dr. Shaw will bring from the healthcare industry and looks forward to the guidance he will bring to the institution's many healthcare programs.

Trustee Shaw shared he was thankful to have the opportunity to serve the community and College.

Appreciation of Board Self-
 Evaluation:

President Avendano thanked the Board for their participation in the latest self-evaluation process. He shared he would be working towards implementing several of the items that were discussed, and looks forward to a continued open relationship with each of the Trustees.

Introduction of New Executive
 Leadership Team:

President Avendano introduced to the Board the new FSCJ Executive Leadership Team (ELT). The members of the ELT are:

- Dr. John Wall, Provost/Vice President of Academic Affairs
- Dr. Linda Herlocker, Vice President of Student Services
- Lisa Moore, Chief Officer of Diversity, Equity and Inclusion
- TBD, Vice President of Finance and Administration
- Dr. Jerrett Dumouchel, Interim Vice President of Institutional Effectiveness and Advancement
- Dr. Cedrick Gibson, Associate Vice President of Workforce and Entrepreneurship
- Jill Johnson, Chief Communications Officer
- Mark Lacey, Chief Human Resource Officer
- Cleve Warren, Executive Director of the Foundation

The Board welcomed the ELT members.

Collective Bargaining Agreement:

President Avendano announced a tentative agreement was reached on the Collective Bargaining Agreement (CBA) between FSCJ and United Faculty of Florida – Florida State College at Jacksonville on July 8, 2021. On August 6, 2021, he received notification from the faculty leadership that the agreement was ratified by the bargaining unit with a vote of 183 votes to accept and 4 votes to reject the proposed contract. The teams were able to reach consensus on the seven targeted articles:

- Faculty Evaluation
- Reduction in Force
- Textbook Selection
- Employee Benefits
- Workload
- Compensation
- Term of Agreement

He recognized the representatives from the Administration and Faculty Union teams, along with Janet Meigs for her support during each session:

Administration

- Annette Barrineau
- Dr. Sondra Evans
- Dr. Marie Gnage
- Dr. Richard Greene

- Jana Kooi
- Mark Lacey
- Dr. Sheri Litt
- Al Little
- Dr. Ian Neuhard
- Talani Torres
- Dr. Rich Turner
- Dr. John Wall

Faculty

- Dr. Justin Bateh
- Stacey Burns
- Dr. Jason Gibson
- Chris Goodell
- Bill Meisel
- Steve Milczanowski
- Dr. Lourdes Norman-McKay
- Catherine Rifkin
- Webb Skelton
- Dr. Harvey Slentz
- Rachelle Wadsworth
- Haylan Washington
- Dr. John Woodward

Vice President of Finance and Administration Search:

President Avendano shared with the Board that the latest round of the search for the College's Vice President of Finance and Administration concluded with Open Forums and finalist interviews during the week of July 19.

Following a review of the committee feedback and surveys from our College community, President Avendano decided to take a pause on the permanent search and look at filling the position on a temporary basis utilizing the same search firm that the Board utilized when searching for a new President – Association of Governing Boards of Universities and Colleges (AGB).

President Avendano noted AGB has assured him that they will be able to assist FSCJ in an appointment that will be able to hit the ground running while the College revisits the search to find a permanent replacement for the vacancy.

San Jose Tech Update: President Avendano noted as the Board may be aware, San Jose Tech Charter School has been working towards opening for the Fall Term in their new space at the College's Cecil Center. He was recently informed due to COVID-19 and lagging enrollments, San Jose Tech will be delayed in their school readiness and pushed the official opening to later in the school year.

Additionally, San Jose Tech is exploring the option of utilizing existing space at the College's Cecil Center and Kent Campus until their full opening schedule is determined. FSCJ will stay in communication with San Jose Tech and will keep the Board updated on the matter.

FSCJ Alumni Golf Classic: President Avendano announced on Wednesday, August 25, the FSCJ Alumni Association is hosting its inaugural FSCJ Alumni Golf Classic at The Golf Club at South Hampton.

The cost to participate is \$600 for a foursome and additional sponsorships are available. Funds raised will support the FSCJ Strong program, which is dedicated to empowering our students to begin, sustain and complete their education.

There will be a 9 a.m. shotgun start and a luncheon and awards program will follow between noon and 2 p.m.

President Avendano noted Trustees should have received an invitation via email with all of the information. However, to please let him know if they are interested in participating or learning more. He thanked the members who have already registered and/or sponsored the event.

2021 FSCJ Convocation: President Avendano invited the Board to attend Convocation 2021 on Thursday, August 26, at the South Campus Gymnasium. The event will begin with breakfast at 8:30 a.m., followed by the program at 9:45 a.m. He shared Convocation is one of FSCJ's signature events that staff look forward to each year, and is the institution's opportunity to kick off the academic year together.

Last year's event was held virtually. This year the College is excited to be hosting a live event but will also have a virtual option for those who are unable or uncomfortable with attending an in-person gathering.

President Avendano noted he was especially looking forward to this year's event as a way to reconvene with colleagues and celebrate FSCJ's successes, victories and points of pride, and to look ahead to the 2021-22 academic year. Fittingly, the theme is "We're Better Together," so his hope is to see everyone there.

Return to Campus (RTC):

President Avendano shared the Executive Leadership and Emergency Management teams have been closely monitoring the increase in COVID-19 cases here in the community and within our College.

Phase 3 of our Return to Campus Plan began on July 12 and Phase 4, which is set to bring back all employees on campus, is planned for August 23.

He shared as Trustees may know, Florida is facing a surge in COVID cases, so FSCJ has recently updated our mask wearing guidance to follow CDC guidelines and recommending mask wearing indoors for all individuals, regardless of vaccination status. The College is hopeful that people are respectful of these guidelines and of each other.

FSCJ believes there is no better way to protect oneself than to be vaccinated, if at all possible. The College is doing all we can to help students, faculty and staff educate themselves so they can make the best decisions.

FSCJ is also working to provide on-campus access to vaccines for those who have not yet had the opportunity to get theirs. The College has held vaccine events at both Kent and North Campuses, and will have another at South Campus on September 9.

Data Dashboard:

President Avendano shared with the Board information relating to the August 2021 Data Dashboard.

- Enrollment Dashboard I: The first dashboard is the Summer Term College Credit Enrollment report as of July 20, 2021, which shows a negative variance of 12% credit hours for summer 2021 over summer 2020. That enrollment number is down 13,814 credit hours when compared to the same day in the summer 2019 enrollment cycle.

- Enrollment Dashboard II: The second dashboard is the Fall Term College Credit Enrollment report as of July 20, 2021, which shows a negative variance of 15.1% credit hours for fall 2021 over fall 2020. While FSCJ is still down, the College is hopeful that the return to a more normal fall with more face-to-face classes available will help the numbers continue to improve.
- Spotlight Dashboard: The third dashboard is a spotlight on the College's Annual Unduplicated Headcount and Funded Full-Time Equivalent (FTE), which shows that our annual unduplicated enrollment for the 2020-21 reporting year was 38,137, which is down 12.9% from the 2019-20 annual unduplicated enrollment of 43,789. For the same timeframe, our funded FTE was 15,457.2, which is down 9.9% from 2019-20.
- Finance Dashboard: The fourth dashboard illustrates the actual revenues and expenditures compared to budget for the period ending May 31, 2021 and May 31, 2020.
- Grants Dashboard: The final dashboard is a snapshot of the grants that have been awarded to the College over the 2020-21 fiscal year, which total \$12,752,254.

Also included is information on five individual grants totaling \$265,140.

- Beginning next month, FSCJ will feature highlights from a few of the College's programs in each of the dashboards.

STRATEGIC
PROGRAMMATIC
DISCUSSION:

President Avendano shared with the Board that a new section had been added to the agenda titled, "Strategic Programmatic Discussion." The concept behind the section is to have open discussion related to any topic from the President's Report and/or any thoughts on open strategies the Board may have or wish to discuss.

There was discussion by the Board relating to grant opportunities, opportunities to reinvent/reimage FSCJ due to COVID-19, strategic planning, evaluating capital assets, FSCJ's purpose and mission, COVID-19 and meeting students where they are, statistics of faculty embracing online/hybrid modalities and the delivery of live online classes.

CONSENT AGENDA:
 (Ref. Board Agenda for
 August 10, 2021; No Consent
 Items)

Chair McGehee shared with Trustees that there were no Consent Items on today's agenda. Therefore, the Board would move directly to the Action Item section of the agenda.

ACTION ITEMS:
 (Ref. Board Agenda for
 August 10, 2021; Items 1
 through 7, Pages 202200028 –
 135)

Chair McGehee noted that in order to avoid any awkwardness, as chair, he would like to present the first three Action Items relating to President John Avendano's employment contract.

There being no objections, Chair McGehee proceeded.

Chair McGehee presented the College administration's recommendation on Action Item 1, Administration: Performance Evaluation – Dr. John Avendano, College President, on agenda page 28.

MOTION: (Hawkins – Bell) The motion was made to approve the Performance Evaluation – Dr. John Avendano, College President, as recommended.

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

Motion carried unanimously.

Chair McGehee presented the College administration's recommendation on Action Item 2, Administration: Performance Incentive – Dr. John Avendano, College President, on agenda page 29.

MOTION: (Bell – Hawkins) The motion was made to approve the Performance Incentive – Dr. John Avendano, College President, as recommended.

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

Motion carried unanimously.

Chair McGehee presented the College administration's recommendation on Action Item 3, Office of General Counsel: College President's Contract of Employment; Amendment Three, on agenda pages 30 – 35.

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

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

Motion carried unanimously.

President Avendano expressed his sincere appreciation for the Board's support and generosity, noting he will share the same generosity with the students through contributing to the FSCJ Foundation.

President Avendano presented the administration's recommendation on Action Item 4, Office of General Counsel: Ratification of Action Items, on agenda pages 36 – 38.

MOTION: (Brown – Bell) The motion was made to approve the Ratification of Action Items, as recommended.

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

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 5, Human Resources: Collective Bargaining Agreement (Full-time Faculty), on agenda pages 39 – 132.

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

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

Motion carried unanimously.

Chair McGehee shared his appreciation for all those who worked together on the Collective Bargaining Agreement and for reaching a consensus on the targeted articles.

President Avendano presented the administration's recommendation on Action Item 6, Purchasing: Annual Contract Extensions, on agenda page 133.

MOTION: (Hawkins – Brown) The motion was made to approve the Annual Contract Extensions, as recommended.

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

Chair McGehee declared a conflict of interest on Action Item 6 and recused himself from voting on the item. He stated he has family members who are associated with the supplier, W.W. Mechanical Contractors, Inc. (Appendix A)

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

Motion carried unanimously.

President Avendano noted as to the Annual Contract Extensions item, the terms of “estimated or not-to-exceed value” does not represent a blank approval of funds. As follow-up to today’s meeting, the total amount of funds utilized for these services will be provided to the Board.

Chair McGehee shared that Trustees have good access to the College President, and as such the opportunity to discuss any questions and/or concerns with President Avendano in advance of the Board meeting. As a result, questions and concerns regarding agenda items are often addressed and resolved in advance of the meeting.

President Avendano presented the administration’s recommendation on Action Item 7, Finance: Fees and Charges, on agenda pages 134 – 135.

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

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

Motion carried unanimously.

INFORMATION ITEMS:
(Ref. Board Agenda for
August 10, 2021; Items
A – C, Pages 202200136
– 178)

Chair McGehee asked the Board if there were any questions or comments related to Information Items A – C, on agenda pages 136 – 178, and there were none.

REPORT OF THE BOARD
 CHAIR:

Chair McGehee announced this was his transition report as the gavel will be passed on today to a new Board Chair. The College is blessed to have such a dedicated and capable group of Trustees, and will be in good hands moving forward with Board Liaison Kimberli Sodek to assist in the transition of the new officers.

Chair McGehee shared he enjoyed the role as Board Chair, and he and President Avendano have worked well together as the president moved into his new administration.

Chair McGehee stated he was very comfortable moving a few chairs away to allow someone else to put their mark on the FSCJ Board governance, as we all work together as a group. Though the Board has one Board Chair, the Board does function as one team with nine different perspectives, which is good.

REPORT OF TRUSTEES:

Trustee DiBella expressed her gratitude to Chair McGehee for his time and service as Board Chair.

Trustee Brown dittoed Trustee DiBella's comments.

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

FSCJ Foundation Board Liaison Jennifer Brown 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)

ORGANIZATION OF THE
 BOARD:

Chair McGehee turned the meeting over to President Avendano to conduct the Board's annual election of officers and for acceptance of the proposed Board meeting schedule for Fiscal Year 2021-22.

A. Election of Officers:

President Avendano stated before the Board was the election of three Board officers – the positions of Chair, Vice Chair for Duval County and Vice Chair of Nassau County. He opened the floor for nominations of officers.

Trustee Hawkins nominated the following slate of officers:

Trustee Michael M. Bell for the officer position of Board Chair. Trustee Bell accepted the nomination.

Trustee O. Wayne Young for the officer position of Vice Chair for Duval County. Trustee Young accepted the nomination.

Trustee Laura M. DiBella for the officer position of Vice Chair for Nassau County. Trustee DiBella accepted the nomination.

MOTION: (McGehee – Brown) To close the nominations and approve the proposed slate of officers, as recommended.

President Avendano asked if there was any additional discussion on the motion, and there was none.

Motion carried unanimously.

B. Approval of Meeting Schedule for Fiscal Year 2021-22:

President Avendano stated before the Board was the establishment of the Board's meeting schedule for Fiscal Year 2021-22, noting a copy of the proposed schedule was previously provided to Trustees' for their review and consideration.

MOTION: (McGehee – Hawkins) To accept the proposed FSCJ DBOT meeting schedule for Fiscal Year 2021-22, as recommended. (Appendix C)

President Avendano asked if there were any questions or comments by the Board, and there were none.

Motion carried unanimously.

C. 2021-22 Liaison/ Committee Appointments:

President Avendano stated before the Board was the selection of the 2021-22 Liaison and Committee Appointments, noting the appointments would be the first official actions of the newly elected Board Chair.

The actions of the newly appointed Board Chair would be to appoint a Trustee to serve as the Liaison to the FSCJ Foundation Board of Directors and to appoint three Trustees to be members of the Finance & Audit Committee.

President Avendano then turned the meeting over to Chair Bell to move forward with the appointments.

1. Appointment of Liaison – FSCJ Foundation Board of Directors:

Chair Bell appointed Trustee Shantel N. Davis to represent the Board as Liaison to the FSCJ Foundation Board of Directors. Trustee Davis accepted the appointment.

2. Appointment of Committee Members – Finance & Audit Committee:

Chair Bell appointed Trustees D. Hunt Hawkins, Roderick D. Odom and O. Wayne Young to represent the Board as the 2021-22 Finance & Audit Committee. Trustees Hawkins, Odom and Young accepted the appointments.

REPORT OF THE
ADMINISTRATIVE AND
PROFESSIONAL
COLLABORATIVE (APC):

Administrative and Professional Collaborative Chair
Dr. Mark Boese addressed the Board and presented an overview
of the written report relating to current APC initiatives and
activities. (Appendix D)

REPORT OF THE CAREER
EMPLOYEES COUNCIL
(CEC):

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

REPORT OF THE FACULTY
SENATE (Senate):

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

REPORT OF THE STUDENT
GOVERNMENT
ASSOCIATION (SGA):

Collegewide Student Government Association President
Breana White provided the Board with a written report relating
to current SGA initiatives and activities. (Appendix G)

NEXT MEETING:

Chair Bell announced the next regular meeting of the Board is
scheduled for Tuesday, September 14, 2021, at the College's
Advanced Technology Center.

Prior to the meeting adjourning, President Avendano took a
moment to introduce Mr. Carlo Fassi, who is an associate at
The Southern Group in Jacksonville, FL. He noted he looks
forward to working with Mr. Fassi on future legislative and
government relations matters.

ADJOURNMENT:

There being no further business, Chair Bell declared the
meeting adjourned at 2:09 p.m.

APPROVAL OF MINUTES:

Chair, District Board of Trustees

Executive Secretary, District Board of Trustees

Submitted by: Kimberli Sodek, Secretary to the Board

APPOINTED OFFICERS (continued)

- A copy of the form must be provided immediately to the other members of the agency.
- The form must be read publicly at the next meeting after the form is filed.

IF YOU MAKE NO ATTEMPT TO INFLUENCE THE DECISION EXCEPT BY DISCUSSION AT THE MEETING:

- You must disclose orally the nature of your conflict in the measure before participating.
- You must complete the form and file it within 15 days after the vote occurs with the person responsible for recording the minutes of the meeting, who must incorporate the form in the minutes. A copy of the form must be provided immediately to the other members of the agency, and the form must be read publicly at the next meeting after the form is filed.

DISCLOSURE OF LOCAL OFFICER'S INTEREST

I, Thomas R. McGehee, Jr., hereby disclose that on August 10, 20 21 :

(a) A measure came or will come before my agency which (check one or more)

- inured to my special private gain or loss;
- inured to the special gain or loss of my business associate, _____ ;
- inured to the special gain or loss of my relative, who are associated with W.W. Gay Mechanical Contractors, Inc. ;
- inured to the special gain or loss of _____, by whom I am retained; or
- inured to the special gain or loss of _____, which is the parent subsidiary, or sibling organization or subsidiary of a principal which has retained me.

(b) The measure before my agency and the nature of my conflicting interest in the measure is as follows:

Action Item A-6
Purchasing: Annual Contract Extensions
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I have family members who are associated with the supplier, W.W. Gay Mechanical Contractors, Inc.

If disclosure of specific information would violate confidentiality or privilege pursuant to law or rules governing attorneys, a public officer, who is also an attorney, may comply with the disclosure requirements of this section by disclosing the nature of the interest in such a way as to provide the public with notice of the conflict.

August 10, 2021
Date Filed


Signature

NOTICE: UNDER PROVISIONS OF FLORIDA STATUTES §112.317, A FAILURE TO MAKE ANY REQUIRED DISCLOSURE CONSTITUTES GROUNDS FOR AND MAY BE PUNISHED BY ONE OR MORE OF THE FOLLOWING: IMPEACHMENT, REMOVAL OR SUSPENSION FROM OFFICE OR EMPLOYMENT, DEMOTION, REDUCTION IN SALARY, REPRIMAND, OR A CIVIL PENALTY NOT TO EXCEED \$10,000.



REPORT OF THE BOARD LIAISON, TRUSTEE JENNIFER BROWN
AUGUST 10, 2021

In my role as liaison to the Foundation Board I also serve as an ex officio member on the Foundation's several policy committees. These committees generally meet on a quarterly basis and typically in the two-month period preceding the Board's regular meetings each calendar quarter. The committees include an Executive Committee, Finance and Accounting Committee, Governance and Nominating Committee, and the Fund Development Committee. The Foundation Board is comprised of a very diverse group of corporate, private, and philanthropic leaders in the community, all of whom add great value to the work of the Foundation by way of the generous giving of their time, talent and treasure.

"I am very pleased to be a part of this concerted effort by the Foundation Board and staff, and the staff of the Artist Series.

Despite the limiting conditions of the pandemic, the Foundation has done exceptionally well with its prospecting, fund raising, grant writing, and event planning efforts this past year. With nearly sixty days remaining before its September 30th fiscal year end, aggregate gifts to date total nearly \$3 million, which is 300 percent of the year's fund-raising goal. The year's accomplishments can be ascribed largely to the focused effort of the newly assembled development team, to the response of donors to student emergency needs accentuated by the pandemic, to an earnest desire in the community to address at-large issues with workforce preparation and economic mobility, and because of the almost constant outreach to our alumni and other constituent groups.

The October 1, 2021 start of the Foundation's fiscal year included Dr. Avendano's invitation inviting donors to membership in the President's Circle. The President's Circle is a VIP list of donors making gifts, for various causes, of \$1,000 or more for the year. There are currently seventy-six individual, foundation, corporate, staff and faculty members of the President's Circle who have made aggregate gifts to the College exceeding \$1.8 million.

In February the Foundation kicked off an effort to raise \$1 million of the \$3 million total needed to relocate and retrofit the College's Dental Hygiene Clinic located on the North Campus. Momentum on that effort continues with nearly two thirds of the \$1 million goal accounted for.

Credit for the year's performance is also due to the College's Grants Department, whose grant writing skills have contributed much to the year's successes. Key among those was a four-year \$1,000,000 grant from Bank of America; a four-year \$400,000 grant from Florida Blue; a three-year \$180,000 grant from an anonymous donor; and multiple grants of \$25,000 or less.

In addition, the Foundation is also the recent recipient of a \$4 million U.S. Small Business Administration (SBA) Shuttered Venue Operators Grant (SVOG) for the beneficial use of the Artist Series. Proceeds from the grant can be used to cover expenses such as payroll costs, payments to contractors, and administrative costs back to the March 8, 2020 start of the pandemic, and forward to December 31, 2021.

The Foundation Board and team will close the 2020-21 year with the 1st Annual Alumni Golf Outing at the Golf Club at South Hampton in August [to benefit the FSCJ Strong Scholarship Fund] and the Power of Possible Dinner at the Cummer Museum of Art in September [to benefit the FSCJ Power of Possible Scholarship Fund for first time in college and first generation college students]. The 2021-22 fiscal year begins with the 1st Annual President's Forum to be held at Epping Forest in November.

To kick off the new 2021-22 Foundation year, the Artist Series will begin its season with the return of Broadway starting with a three-week engagement of the Broadway musical hit "Hamilton" at the Times-Union Center for the Performing Arts.

More than 18 months after theaters went dark on March 12, 2020, the Artist Series will present 24 performances of Hamilton from September 29 thru October 17. Of the 43,000 seats sold for last year's production, approximately 31,000 remain outstanding. The Foundation and the Artist Series are confident that this three-week will be a sellout as well.

As a reminder, the self-sustaining operations of the Foundation and the Artist Series are supported solely from internally generated funds. Net revenues from Artist Series productions contribute significantly to the endowment growth of the Foundation; and hence, the Foundation's capacity to provide institutional support to the College for student scholarships and a variety of programmatic needs.



**PROPOSED DBOT MEETING SCHEDULE
FISCAL YEAR 2021-22
FINANCE & AUDIT COMMITTEE QUARTERLY MEETINGS,
WORKSHOPS and REGULAR MEETINGS**

DATE/TIME	EVENT	LOCATION
August 2021		
Tuesday, August 10	August 2021 DBOT Meetings	Advanced Technology Center 401 West State St., Jacksonville, FL 32202
Noon – 1 p.m. 1 – 2:30 p.m.	Board Workshop Regular Meeting	Room T-140 Rooms T-140 & 141
September 2021		
Tuesday, September 14	September 2021 DBOT Meetings	Advanced Technology Center 401 West State St., Jacksonville, FL 32202
10:45 – 11:45 a.m. Noon – 1 p.m. 1 – 2:30 p.m.	Finance & Audit Committee Quarterly Meeting Board Workshop Regular Meeting	Room T-116 Room T-140 Rooms T-140 & 141
October 2021		
Tuesday, October 12	October 2021 DBOT Deep Dive Workshop	North Campus 4501 Capper Road, Jacksonville, FL 32202
Noon – 2 p.m.	Deep Dive Workshop	Room A-236
November 2021		
Tuesday, November 9	November 2021 DBOT Meetings	Nassau Center 76346 William Burgess Blvd., Yulee, FL 32097
10:45 – 11:45 a.m. Noon – 1 p.m. 1 – 2:30 p.m.	Finance & Audit Committee Quarterly Meeting Board Workshop Regular Meeting	Room T-117 Room T-126 Room T-126
January 2022		
Friday, January 28	January 2022 DBOT Deep Dive Workshop – Planning Meeting	(TBD)
9 a.m. – 3 p.m.	Deep Dive Workshop – Planning Meeting	
February 2022		
Tuesday, February 8	February 2022 DBOT Meetings	Administrative Offices 501 West State Street, Jacksonville, FL 32202
10:45 – 11:45 a.m. Noon – 1 p.m. 1 – 2:30 p.m.	Finance & Audit Committee Quarterly Meeting Board Workshop Regular Meeting	Room 104A Room 403A Board Room 405

DATE/TIME	EVENT	LOCATION
April 2022		
Tuesday, April 12 10:45 – 11:45 a.m. Noon – 1 p.m. 1 – 2:30 p.m.	April 2022 DBOT Meetings Finance & Audit Committee Quarterly Meeting Board Workshop Regular Meeting	Administrative Offices 501 West State Street, Jacksonville, FL 32202 Room 104A Room 403A Board Room 405
May 2022		
Tuesday, May 17 Noon – 2 p.m.	May 2022 DBOT Deep Dive Workshop – Budget Deep Dive Workshop – Budget (Combine Finance & Audit Committee with full Board to review the FY 2022-23 College Budget)	Administrative Offices 501 West State Street, Jacksonville, FL 32202 Board Room 405
June 2022		
Tuesday, June 14 Noon – 1 p.m. 1 – 2:30 p.m.	June 2022 DBOT Meetings Board Workshop Regular Meeting	Administrative Offices 501 West State Street, Jacksonville, FL 32202 Room 403A Board Room 405
August 2022		
Tuesday, August 9 Noon – 1 p.m. 1 – 2:30 p.m.	August 2022 DBOT Meetings Board Workshop Regular Meeting	Administrative Offices 501 West State Street, Jacksonville, FL 32202 Room 403A Board Room 405

Please note that these meeting dates/locations may be subject to change at the Board's discretion.
 All regular meetings of the Board begin at 1 p.m. unless otherwise noted.

For more information, contact: Kimberli Sodek, Administration Support Manager – Office of College President at Kim.Sodek@fscj.edu



Date: August 10, 2021

To: Florida State at College District Board of Trustees

From: Marc Boese, Chair of the Administrative and Professional Collaborative, 2021-22

Re: August 2021 Administrative and Professional Collaborative Report

Chair McGehee and Trustees:

On behalf of the Administrative and Professional Collaborative (APC), I am honored to represent our administrative and professional staff as the APC Chair for the 2021-22 academic year. As we welcome students, faculty, and staff back to campus this month, there is excitement in the air. We are cautiously optimistic that this wave of excitement will help tackle many of the challenges ahead (or opportunities, as I prefer to call them). These opportunities begin with interrupting the decreasing enrollment, increasing enrollment again, easing the apprehension regarding transitioning back to campus, and preparing the College for long-term growth. While the future of the pandemic is uncertain, the APC is ready to support our colleagues and students as we move forward.

I want to begin by expressing appreciation to the leadership and guidance from the Board of Trustees and Dr. Avendano for continuing to move us forward and bringing the College community together throughout the pandemic. We feel that we are all rowing together, in the same direction, for our students and the community. As our annual employee engagement survey reflects, communication and engagement have excelled under the current leadership in the past two years. Dr. Avendano has driven home the tenets of a participatory governance model, participating in APC meetings and actively listening to the interests and perspectives of administrative and professional employees.

I would like to express my gratitude for the leadership and direction provided by our 2020-21 APC Chair Dr. Heather Kenney this past year. The APC's role at FSCJ is to represent the interests and perspectives of administrative and professional employees. Dr. Kenney listened to our collective voice and shared our interests with College leadership while providing updates on significant developments at the College with the APC. Under her leadership, the APC provided representation on numerous College committees, held professional development events, and hosted collaborative socials.

As we embark upon a new academic year, I look to continue these responsibilities, serving as a representative for all administrative and professional employees so that their feedback is considered in decisions regarding the direction of the College. We also have a few additional goals specific to this upcoming year. The APC would like to continue to serve as a conduit for employee feedback and information regarding the CARE project, the reimagining of our organizational structure, telework policy development, and issues related to the pandemic.

The APC recently concluded its election of officers and representatives for the 2021-22 academic year. Please join me in congratulating the following officers and campus representatives.

Kerry Roth, Chair Elect

Dr. Heather Kenney, Past Chair

Trina McGowen, Secretary

Dr. Jametoria Burton, Campus Representative, AO/URC

Jennifer Mullings, Campus Representative, AO/URC

Kerri Burns, Campus Representative, AO/URC

Jefferson Everett, Campus Representative, AO/URC

Vonnell Baggett, Campus Representative, Downtown Campus

Dr. Tara Haley, Campus Representative, Downtown Campus

Karen Arlington, Campus Representative, Deerwood Center

Robin Herriff, Campus Representative, Deerwood Center

Terence Wright, Campus Representative, Kent Campus/Cecil Center

Dr. Tameiko Grant, Campus Representative, Kent Campus/Cecil Center

Dr. Sondra Evans, Campus Representative, North Campus/Nassau Center

Karen Howard, Campus Representative, North Campus/Nassau Center

Ginny Alexander, Campus Representative, South Campus

Ashli Archer, Campus Representative, South Campus

Respectfully,

Marc Boese, Ph.D.

Executive Director of Organizational Development

Administrative and Professional Collaborative Chair, 2021-22



Date: August 10, 2021

To: Florida State College at Jacksonville District Board of Trustees

From: Matt Wetzel, Career Employees' Council Chair

Re: August 2021 Career Employees' Council Report

Chair McGehee and Trustees:

During the month of May, the Career Employees' Council (CEC) conducted a survey to see who was interested in roles within the Council. This survey served as the nomination process for our Council officers. As a result, I will be the new Chair for the Career Employees' Council. One our main goals this year is to increase the awareness throughout the College community, as to what the CEC is and what we do for the College community. We thank everyone for their continued support of the Council.

Thank you for your time, effort and support that you bring to the College community, staff, and our students.

Respectfully,

Matt Wetzel

Matt Wetzel
Career Employees' Council Chair 2021-22
Florida State College at Jacksonville
904-381-3707 / matt.wetzel@fscj.edu



Date: August 10, 2021

To: Florida State College at Jacksonville District Board of Trustees

From: John A. Woodward, PhD

Re: August Report

Chair McGehee and Fellow Trustees:

“The pandemic is rapidly fading into our history and the faculty are prepared to return to campus and return to the classroom.” That is the way I began my June report to the Board. I think we now see how any attempt to see the future with rose-tinted glasses is undermined by the pandemic and by humanity’s incapacity to truly comprehend risk. I believe that part of that statement, however, is still true. Faculty are generally ready to return to campus and teach face-to-face courses – as are many of our students. Because of the threat to our basic operations in the event of an outbreak, we will need to work on mitigation strategies over the coming weeks.

Due to recent evidence that suggests vaccinated people can transmit the virus at the same rate as unvaccinated people, we must consider any appearance of illness on campus as having the potential to cause a broader outbreak. While those who are vaccinated have a vanishingly small chance of contracting the illness and having serious complications, not all who come to campus will be vaccinated. We hope a concerted push by our faculty and staff as well as tailored and specific messaging (posters, warnings, etc.) will inform our students and staff of the importance of being vaccinated. If this is matched with easily accessible vaccine distribution sights, perhaps even on campuses, I think we can both significantly decrease the danger to our operations while also reinforcing our mission-critical connection with the community at large. We also need good, clear, CDC-informed guidance for faculty about how to mitigate risk. There are still far too many rumors and not enough understanding that risk can never truly be zero but can be mitigated.

While we have a reasonable masks optional policy currently, Duval County schools has just crafted a masks optional policy that requires students to opt-out if they wish to go without a mask. Other school districts are currently wrangling with the need to protect children and forces oriented against such movements. This should not dictate our policy and we have many other considerations. But I will personally be wearing a mask on campus in any close-quarters event (meetings, gatherings, lunches) except for when teaching, where I will insist on maintaining a six-foot distance from my students. I am happily vaccinated and have little concern even if I do contract the illness. But now that I know I can transmit the virus even though I am fully vaccinated, that gives me serious pause. I think the reward of the face-to-face lecture and discussion outweighs the risk so long as I take some basic precautions. We have to realize, of course, that we alone cannot stop the progress of the virus; it will take a concerted community-wide effort. We must, however, play our part.

We will be meeting in the coming weeks to discuss strategies to manage any outbreaks. Happily, we have outlets for temporary classroom disruptions such as moving some lectures online in our live-online format. I think with that format and increasing vaccination rates, we will be able to make it through the Fall semester with few major disruptions and no significant impacts on our students' success.

That concludes my report.

Respectfully,

A handwritten signature in blue ink, appearing to read "J. Woodward". The signature is fluid and cursive, with a long horizontal stroke 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: August 10, 2021

To: Florida State College at Jacksonville District Board of Trustees

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

Re: August 2021 Student Government Association Report

Chair McGehee and Trustees:

The Student Government Association (SGA) is the student body voice at Florida State College at Jacksonville (FSCJ). Please see the following updates and accomplishments since our last report.

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

- In June, student leaders help plan and participated in FSCJ History & Heritage Celebrations such as the AAPI (Asian American Pacific Islander) Violence in the Asian Community Safety Check-In, Mental Health Awareness Month programming, and Pride Month programming. Student leaders also participate in the virtual Connecting Our Diverse Students forums every Thursday this summer at 3:30 p.m.
- On June 11, FSCJ student Kyle Benson placed second in the statewide Super Smash Bros. eSports Tournament as part of the Florida College System Summer of Play Collegiate Invitational Series.
- On July 9, the Society for Human Resource Management (SHRM) awarded a 2020-21 Superior Merit Award designation to the Florida State College at Jacksonville SHRM Student Chapter for providing superior growth and development opportunities to its student members.
- In July, student Athletes and SGA officers began taking the FSCJ Title IX Training course to understand what Title IX is and why it is so important to the College, and the safety of our students.
- On July 16, FSCJ SGA officers joined student leaders from around the state and attended a virtual training on Robert's Rule of Order.
- July 30, the FSCJ SGA Executive Board attended an education session on networking facilitated by Career Development Advisor Alan Pasetti.
- On July 31, members of the SGA participated in two student panels as part of the FSCJ Open House at the Deerwood Center to inform incoming students about why they chose FSCJ and how students can get involved in co-curricular activities.
- The SGA looks forward to attending community events such as THRIVE! 2021, the Florida Black Expo 2021, and the American Heart Association Heart Walk as well as working on September 11 Remembrance Tables and Constitution Day events.
- The SGA looks forward to participating in Welcome Week during the start of the 2021 Fall Term by greeting students, providing directions, as well as passing out information, refreshments and FSCJ branded swag items.
- Finally, the SGA is looking forward to hosting and participating in virtual and in-person events for our students during the 2021 Fall Term.

On behalf of the student body, we extend our deepest gratitude to the District Board of Trustees and FSCJ President Dr. John Avendano for continuing to provide 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,

Breana White

FSCJ Collegewide Student Government Association President

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

AGENDA ITEM NO. A – 1.

Subject:	Purchasing: Annual Contract Extensions
Meeting Date:	September 14, 2021

RECOMMENDATION: It is recommended that the District Board of Trustees authorize College administration to extend the following annual contracts.

	Bid #/ File #	Title	Supplier	Extension Period		Year # of #	Estimated or Not-to- Exceed Value	Annual Change in Price
				From:	To:			
1.	2020C-15	Elevator Maintenance and Repair Services	Oracle Elevator Holdco, Inc.	10/01/2021	09/31/2022	1 of 5	\$500,000	0%
2.	2021C-02cC	Engineering Consultant Continuing Contracting Services (Civil)	CPH, Inc.	10/01/2021	09/31/2022	1 of 5	\$750,000	0%
3.	2021C-02cH		Hanson Professional Services, Inc.	10/01/2021	09/31/2022	1 of 5	\$750,000	0%
4.	2021C-02cM		McKim & Creed, Inc.	10/01/2021	09/31/2022	1 of 5	\$750,000	0%
5.	2021C-02eIH2	Engineering Consultant Continuing Contracting Services (Electrical, Mechanical & Energy / Commissioning)	H2 Engineering, Inc.	10/01/2021	09/31/2022	1 of 5	\$750,000	0%
6.	2021C-02eIH		Haddad Engineering, Inc.	10/01/2021	09/31/2022	1 of 5	\$750,000	0%
7.	2021C-02eIM		McKim & Creed, Inc.	10/01/2021	09/31/2022	1 of 5	\$750,000	0%
8.	2021C-02eIO		OCI Associates, Inc.	10/01/2021	09/31/2022	1 of 5	\$750,000	0%
9.	2021C-02enG	Engineering Consultant Continuing Contracting Services (Environmental & Bldg. Envelope Moisture)	GLE Associates, Inc.	10/01/2021	09/31/2022	1 of 5	\$750,000	0.01%
10.	2021C-02enT		Terracon Consultants, Inc.	10/01/2021	09/31/2022	1 of 5	\$750,000	0%

Subject: Purchasing: Annual Contract Extensions
(Continued)

202200215

	Bid #/ File #	Title	Supplier	Extension Period		Year # of #	Estimated or Not-to- Exceed Value	Annual Change in Price
				From:	To:			
11.	2021C-02fO	Engineering Consultant Continuing Contracting Services (Fire Protection)	OCI Associates, Inc.	10/01/2021	09/31/2022	1 of 5	\$750,000	0%
12.	2021C-02fS		Systech Fire Protection LLC	10/01/2021	09/31/2022	1 of 5	\$750,000	0%
13.	2021C-02gM	Engineering Consultant Continuing Contracting Services (Geo-Technical & Material Testing)	Meskel & Associates Engineering, PLLC	10/01/2021	09/31/2022	1 of 5	\$750,000	0%
14.	2021C-02gT		Terracon Consultants, Inc.	10/01/2021	09/31/2022	1 of 5	\$750,000	0%
15.	2021C-02s	Engineering Consultant Continuing Contracting Services (Structural)	H.W. Keister Associates, Inc. dba/ Atlantic Engineering Services of Jacksonville	10/01/2021	09/31/2022	1 of 5	\$750,000	0%
16.	2021C-13A	Architectural Consultant Continuing Contracting Services	Akel, Logan & Shafer, P.A.	11/01/2021	10/31/2022	1 of 5	\$750,000	0%
17.	2021C-13B		Bhide & Hall Architects, P.A.	11/01/2021	10/31/2022	1 of 5	\$750,000	0%
18.	2021C-13E		Ebert Norman Brady Architects	11/01/2021	10/31/2022	1 of 5	\$750,000	0%
19.	2021C-13H		Harvard Jolly, Inc.	11/01/2021	10/31/2022	1 of 5	\$750,000	0%
20.	2021C-13K		Kasper Architecture and Development, Inc. DBA: Kasper Architects + Associates	11/01/2021	10/31/2022	1 of 5	\$750,000	0%
24.	2021C-13PC		Pond and Company	11/01/2021	10/31/2022	1 of 5	\$750,000	0%
25.	2021C-13P		PQH Group	11/01/2021	10/31/2022	1 of 5	\$750,000	0%
26.	2021C-13T		TTV Architects, Inc.	11/01/2021	10/31/2022	1 of 5	\$750,000	0%

Subject: Purchasing: Annual Contract Extensions
(Continued)

BACKGROUND: The College solicits annual indefinite quantity contracts for various services and products used Collegewide. These contract renewals are negotiated annually for optional extension terms. Each contract requires review to confirm satisfactory performance, terms, conditions and competitive renewal rates.

RATIONALE: Pursuant to State Board of Education Rule 6A-14.0734 annual indefinite quantity contracts minimize purchase costs through collective volume buying.

FISCAL NOTES: The total amount of services provided using these contracts is comprehended in the College's operating or capital budgets.

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

AGENDA ITEM NO. A – 2.

Subject:	Purchasing: Employee Group Plans for Health, Dental and Vision Insurance
Meeting Date:	September 14, 2021

RECOMMENDATION: It is recommended that the District Board of Trustees approve the continuation of insurance benefit premiums for the period of January 1, 2022 through December 31, 2022 (Plan Year), as shown.

Health Insurance – Florida Blue (via the Florida College System Risk Management Consortium (FCSRMC))
 Dental Insurance – Delta Dental (FCSRMC)
 Vision Insurance – Humana
 Life Insurance – The Hartford Company
 Long Term Disability (LTD) – The Hartford Company

The tables listed below are the recommended 2022 Plan year premiums for each of the health, dental and vision plans offered to College employees, employee's spouse and dependent coverage, retirees, retiree's spouse and dependent coverage, and COBRA employee and employee's spouse and dependent coverage. All health insurance amounts reflect an increase of 4.4% over the 2021 calendar year.

BlueOptions 03769 (Core PPO) Health Insurance							Monthly Premiums Proposed 01/01/22 – 12/31/22	
Income Based Range	< \$30,000	\$30,000 – \$39,999	\$40,000 – \$49,999	\$50,000 – \$59,999	\$60,000 – \$69,999	> \$70,000	Retiree	Cobra
Employee (paid by College)	\$844.58	\$844.58	\$844.58	\$844.58	\$844.58	\$844.58		
Employee Contribution	\$0	\$0	\$0	\$0	\$0	\$0		
Individual							\$844.58	\$861.47
Spouse	\$460.58	\$501.71	\$552.51	\$596.09	\$642.05	\$702.54	\$702.54	\$716.58
Children	\$317.62	\$346.66	\$382.95	\$414.41	\$445.88	\$487.01	\$487.01	\$496.75
Family	\$699.02	\$764.35	\$839.34	\$909.52	\$977.26	\$1,069.21	\$1,069.21	\$1,090.59

Purchasing: Employee Group Plans for Health, Dental and Vision Insurance
(Continued)

202200218

BlueCare 51 (HMO) Health Insurance		Monthly Premiums Proposed 01/01/22 – 12/31/22						
Income Based Range	< \$30,000	\$30,000 – \$39,999	\$40,000 – \$49,999	\$50,000 – \$59,999	\$60,000 – \$69,999	> \$70,000	Retiree	Cobra
Employee (paid by College)	\$844.58	\$844.58	\$844.58	\$844.58	\$844.58	\$844.58		
Employee Contribution	\$50.40	\$50.40	\$50.40	\$50.40	\$50.40	\$50.40		
Individual							\$894.97	\$912.87
Spouse	\$474.96	\$518.48	\$566.89	\$612.88	\$658.82	\$719.34	\$719.34	\$733.73
Children	\$328.84	\$357.89	\$391.77	\$425.65	\$457.13	\$498.22	\$498.22	\$508.18
Family	\$727.37	\$792.71	\$867.70	\$937.89	\$1,008.05	\$1,100.00	\$1,100.00	\$1,122.00

Health Savings Account (HSA) High Deductible Plan	Proposed 01/01/22 – 12/31/22
Employee Coverage (paid by College)	\$553.20
Dependent Spouse Coverage	\$460.16
Dependent Child(ren) Coverage	\$318.99
Dependent Family Coverage	\$700.33

PPO Dental Coverage Monthly Premiums (Current Employees)	Proposed 01/01/22 – 12/31/22
Employee Coverage (paid by College)	\$24.95
Employee Dependent Spouse Coverage	\$27.20
Employee Dependent Child(ren) Coverage	\$27.69
Employee Dependent Family Coverage	\$62.37

PPO Dental Coverage Monthly Premiums (Retiree & Cobra)	Proposed 01/01/22 – 12/31/22
Retiree Coverage	\$24.95
COBRA Former Employee Coverage	\$25.45
Retiree Spouse Coverage	\$27.20
Retiree Child(ren) Coverage	\$27.69
Retiree Family Coverage	\$62.37
COBRA Spouse Coverage	\$27.74
COBRA Child(ren) Coverage	\$28.24
COBRA Family Coverage	\$63.62

Purchasing: Employee Group Plans for Health, Dental and Vision Insurance
(Continued)

202200219

DHMO Fully Insured Premium Rates (Current Employees)	Proposed 01/01/22 –12/31/22
Employee Coverage (paid by College)	\$12.68
Employee Dependent Spouse Coverage	\$9.52
Employee Dependent Child(ren) Coverage	\$13.97
Employee Dependent Family Coverage	\$24.74

DHMO Fully Insured Monthly Premiums (Retirees & COBRA)	Proposed 01/01/22 –12/31/22
Retiree Coverage	\$12.68
COBRA Former Employee Coverage	\$12.93
Retiree Spouse Coverage	\$9.52
Retiree Child(ren) Coverage	\$13.97
Retiree Family Coverage	\$24.74
COBRA Spouse Coverage	\$9.71
COBRA Child(ren) Coverage	\$14.25
COBRA Family Coverage	\$25.23

Vision Insurance Fully Insured Monthly Premiums	Proposed 01/01/22 – 12/31/22
Employee Coverage (paid by College)	\$5.65
Dependent(s)	\$6.73
Retiree	\$5.65
Retiree Dependent(s)	\$6.73
COBRA – Former Employee	\$5.76
COBRA – Former Dependent(s)	\$6.86

DV (Dental and Vision) Plans (for opt out employees)	Proposed 01/01/22 – 12/31/22
Employee Coverage (paid by College)	\$111.00
Dependent Spouse Coverage	32.06
Dependent Child(ren) Coverage	32.84
Dependent Family Coverage	71.38

Purchasing: Employee Group Plans for Health, Dental and Vision Insurance
(Continued)

Life Insurance Monthly Premiums	Proposed 01/01/22 – 12/31/22
Per \$1,000 of Coverage	
Employee Coverage (paid by College)	\$0.221
Employee Supplemental (paid by employees)	\$0.267
Retiree Basic, Closed Class (paid by employees, retired or enrolled in the Deferred Retirement Option Plan "DROP" (by December 31, 2003)	\$4.355
Retiree Basic, Open Class (paid by retirees who had not enrolled in DROP by December 31, 2003). Coverage level at \$5,000, no age reduction feature.	\$4.355
Fixed Amount Coverage	
Spouse \$25,000 coverage (paid by employees)	\$7.64
Children \$10,000 coverage (paid by employees)	\$2.10

Long Term Disability Insurance Monthly Premiums	Proposed 01/01/22 – 12/31/22
Per \$100 of Coverage	
Employee Coverage (paid by College)	\$0.150

BACKGROUND:

Group Health Insurance

The College obtains health insurance through the Florida College System Risk Management Consortium (FCSRMC), utilizing Florida Blue group health insurance contracts. The group health plan will experience a 4.4% increase in 2022. Employees who opt out of health insurance coverage are provided the FCSRMC dental/vision insurance plan, as well as \$720 (\$60/month) to offset their health care costs. The premium for the FCSRMC opt out dental/vision, which is paid by the College, remains the same as the 2021 rate.

Qualified retirees may select a FCSRMC BlueMedicare Rx only option or a BlueMedicare PPO plan with Rx.

Group Dental Insurance

The College obtains dental insurance (beginning in the 2020 plan year) through the Florida College System Risk Management Consortium (FCSRMC), utilizing Delta Dental group dental insurance contracts. The group dental PPO insurance plan will experience a 10.0% increase over the 2021 plan year, and the dental DHMO insurance plan will experience a 8.2% increase over the 2021 plan year.

Group Vision Insurance

The College continues to utilize Humana for group vision insurance. This program has defined benefit limits of an annual vision exam and lens replacement, biannual frame replacement and an

Purchasing: Employee Group Plans for Health, Dental and Vision Insurance
(Continued)

annual exam for contact lens users. The group vision insurance plan will experience no rate changes for the 2022 plan year.

Group Term Life Insurance

The College utilizes The Hartford Company for group term life insurance, to include college-paid coverage of insurance equal to one times an employee's base salary. The employee may purchase additional coverage at their expense of one, two, or three times their salary up to a maximum of \$350,000. An employee may also purchase \$25,000 in coverage for a spouse and/or \$10,000 for each child. The employee basic, supplemental life and retiree group term life insurance plan will experience a 30% increase in 2022 with no rate change to supplemental dependent coverage.

Group Long Term Disability Insurance

The College utilizes The Hartford Company for group long term disability insurance that provides a 60% benefit (after a 90-day elimination period). The insurance plan rate will remain the same for 2022.

HDHP with a Health Savings Account (HSA)

Beginning January 1, 2019, the College began offering a High Deductible Health Plan (HDHP) with a Health Savings Account (HSA) to provide employees with a lower-cost insurance option. Lower HDHP premiums are due to slightly higher deductibles and increased consumer participation in their health care needs. As a part of the standard HDHP, the Consortium will provide a funded HSA between \$500 and \$1,500, depending on dependent coverage. The College will contribute an additional \$1,500 to the HSA for year 2022.

RATIONALE: These recommended benefits will provide continued coverage for medical, dental, vision, and life insurance for full-time employees, retirees and their eligible dependents. These benefits also provide for a flexible benefits program for full-time employees and their dependents.

FISCAL NOTES: The Administration's current projections for Plan Year 2022 are that the College will pay approximately \$12,289,853 for employee group health insurance, approximately \$370,652 for dental and vision insurance, and approximately \$204,772 for life insurance. Amounts are comprehended in the College's annual budget.

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

AGENDA ITEM NO. A – 3.

Subject:	Finance: Fiscal Year 2020-21 Operating Budget Amendment No. 3
Meeting Date:	September 14, 2021

RECOMMENDATION: It is recommended that the District Board of Trustees approve Amendment No. 3 to the Fiscal Year 2020-21 Operating Budget.

<u>Budget Amendment #3, FY 2020-21</u>	Current Budget	Changes	Revised Budget
<u>Opening Reserves July 1, 2020</u>			
Designated Reserve for Insurance Programs	\$ 3,830,000		\$ 3,830,000
Unrestricted Board Reserve	13,399,050	\$	13,399,050
Total Reserves	\$ 17,229,050	\$	\$ 17,229,050
Tuition and Fees	\$ 50,288,868		\$ 50,288,868
State Appropriations	79,184,792		79,184,792
Other Revenue	10,368,211		10,368,211
Total Revenue	\$ 139,841,871	\$ 0	\$ 139,841,871
Total Available Funds	\$ 157,070,921	\$ 0	\$ 157,070,921
Personnel	\$ 110,530,617		\$ 110,530,617
Current Expense	21,291,792	\$	21,291,792
Transfers	1,397,030		1,397,030
Equipment	7,744,479	2,054,369	9,798,848
Total Expenses	\$ 140,963,918	\$ 2,054,369	\$ 143,018,287
<u>Year-end Reserves, June 30, 2021</u>			
Designated Reserve for Insurance Programs	\$ 3,830,000		\$ 3,830,000
Unrestricted Board Reserve	11,628,354	\$	11,628,354
Total Reserves	\$ 15,458,354	\$	\$ 15,458,354
Total Expenses and Reserves	\$ 156,422,272	\$ 2,054,369	\$ 158,476,641

Subject: Finance: Fiscal Year 2020-21 Operating Budget Amendment No. 3
(continued)

BACKGROUND: The District Board of Trustees approved the College's Operating Budget on June 9, 2020, approved Amendment 1 on September 8, 2020 and approved Amendment 2 on June 8, 2021. This budget amendment increases Fiscal Year 2020-21 Operating Expenditure Budget by \$2,054,369. The \$2,054,369 increase in Capital Expenses covers a reclassification of expenses from the Capital Outlay Fund (Fund 7) to the Operating Fund (Fund 1) in light of limited revenue sources to Fund 7 for the Fiscal Year 2021-22.

RATIONALE: State Board of Education Rule 6A-14.071 authorizes college boards to amend budgets in compliance with laws, rules, and accepted educational and fiscal principles.

FISCAL NOTES: The net of the items listed above increases the Fiscal Year 2020-21 Operating Expenditure Budget by \$2,054,369.

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

AGENDA ITEM NO. A – 4.

Subject:	Finance: Fiscal Year 2021-22 Operating Budget Amendment No. 1
Meeting Date:	September 14, 2021

RECOMMENDATION: It is recommended that the District Board of Trustees approve Amendment No. 1 to the Fiscal Year 2021-22 Operating Budget.

BACKGROUND: The District Board of Trustees approved the College's Operating Budget on June 8, 2021. This budget amendment adjusts the beginning reserve to actual June 30, 2021 balance.

<u>Budget Amendment #1, FY 2021-22</u>	Current Budget	Changes	Revised Budget
<u>Opening Reserves July 1, 2021</u>			
Designated Reserve for Insurance Programs	\$ 3,830,000		\$ 3,830,000
Unrestricted Board Reserve	11,628,354	\$ 2,358,640	13,986,994
Total Reserves	\$ 15,458,354	\$ 2,358,640	\$ 17,816,994
Tuition and Fees	\$ 48,830,097	-1,166,255	\$ 47,663,842
State Appropriations	80,026,639		80,026,639
Other Revenue	10,920,896	1,166,255	12,087,151
Total Revenue	\$ 139,777,632	\$ 0	\$ 139,777,632
Total Available Funds	\$ 155,235,986	\$ 2,358,640	\$ 157,594,626
Personnel	\$ 110,484,164		\$ 110,484,164
Current Expense	25,665,859	\$ 1,411,659	27,077,518
Transfers	1,457,470		1,457,470
Equipment	2,170,139	66,377	2,236,516
Total Expenses	\$ 139,777,632	\$ 1,478,036	\$ 141,255,668
<u>Year-end Reserves, June 30, 2022</u>			
Designated Reserve for Insurance Programs	\$ 3,830,000		\$ 3,830,000
Unrestricted Board Reserve	11,628,354	\$ 880,604	12,508,958
Total Reserves	\$ 15,458,354	\$ 880,604	\$ 16,338,958
Total Expenses and Reserves	\$ 155,235,986	\$ 2,358,640	\$ 157,594,626

This budget amendment increases the Fiscal Year 2021-22 Operating Expenditure Budget by \$1,478,036. The increase in Current Expense and Equipment Budgets reflect committed but unexpended funds from Fiscal Year 2020-21 that are carried forward into the next fiscal year, consisting of contracts and outstanding purchase orders.

Subject: Finance: Fiscal Year 2021-22 Operating Budget Amendment No. 1
(continued)

RATIONALE: This action involves a routine annual adjustment to the Operating Budget to incorporate year-end fiscal data from the prior year, as well as other noted adjustments. State Board of Education Rule 6A-14.071 authorizes college boards to amend budgets in compliance with laws, rules, and accepted educational and fiscal principles.

FISCAL NOTES: The net of the items listed above increases the Fiscal Year 2021-22 Operating Expenditure Budget by \$1,478,036.

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

AGENDA ITEM NO. A – 5.

Subject:	Finance: Fiscal Year 2021-22 Carry Forward Spending Plan
Meeting Date:	September 14, 2021

RECOMMENDATION: It is recommended that the District Board of Trustees approve the 2021-22 Carry Forward Spending Plan.

BACKGROUND: Each Florida College System institution with a final Full Time Equivalence (FTE) greater than 15,000 the prior fiscal year is required to maintain a minimum carry forward balance of 7 percent in operating funds. The College's FTE the prior fiscal year exceeded 15,000, and the College's operating fund balance on June 30, 2021, is 11.5%. The College proposes a spending plan to use the excess carry forward funds of \$7,009,749 as a contingency reserve for the hurricane deductible.

RATIONALE: Florida Statute 1013.841 states that if a Florida College System Institute fails to maintain a 7 percent balance in operating funds or exceeds a fund balance of 7 percent, the institution shall submit a spending plan to be approved by the District Board of Trustees by September 30, 2021, and submitted to the Florida Department of Education by November 15, 2021.

FISCAL NOTES: This action has no financial impact on the College.

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

AGENDA ITEM NO. A – 6.

Subject:	Finance: Fiscal Year 2021-22 Capital Outlay Budget Amendment No. 1
Meeting Date:	September 14, 2021

RECOMMENDATION: It is recommended that the District Board of Trustees approve Amendment No. 1 to the Fiscal Year 2021-22 Capital Outlay Budget.

BACKGROUND: The Capital Outlay Budget was approved on June 8, 2021.

RATIONALE: Florida Statute 235.18 and State Board of Education Rule 6A-14.0716(6) state that as part of the official budget, community college trustees shall adopt a capital outlay budget for the capital outlay needs of the College. This budget shall designate the proposed capital outlay expenditures by project for the year from all fund sources.

FISCAL NOTES: This increases the Fiscal Year 2021-22 Capital Outlay Budget from \$48,738,028 to \$49,292,415.

2021-22 Capital Outlay Budget

<u>Total Funds by Source</u>	2021-22 Budget	Amended 2021-22 Budget
Capital Improvement Fee Budget	\$ 14,079,871	\$ 11,588,382
Capital Outlay & Debt Service (CO&DS) Budget	\$ 2,743,516	\$ 2,443,363
Transfer Fund Budget	\$ 13,177,949	\$ 13,159,485
Local Funds	\$ 15,072,296	\$ 14,786,789
Guaranteed Energy Performance Loan	\$ 164,396	\$ 164,396
CRRSAA Grant Fund	\$ 3,500,000	\$ 7,150,000
Total Capital Outlay Budget	\$ 48,738,028	\$ 49,292,415

Project Budgets

Capital Improvement Fee Projects

Collegewide Signage	\$ 221,732	\$ 221,732
IT Infrastructure	\$ 2,083,389	\$ 1,627,407
Computer Lab Refresh	\$ 1,492,015	\$ 1,486,035
Energy Performance Upgrades	\$ 403,193	\$ 395,743
North Campus Building C Atrium Roof Repair	\$ 270,000	\$ 270,000
Building Envelope Repairs	\$ 1,215,471	\$ 1,188,220
HVAC Upgrades	\$ 2,153,249	\$ 1,413,243
Guaranteed Energy Performance Contract	\$ 22,744	\$ 42,244
Repair Fire Academy Burn Building	\$ 247,000	\$ 247,000
Dental Classrooms Renovation	\$ 311,160	\$ 100,000
Recurring Maintenance	\$ 2,736,617	\$ 2,209,361
Infrastructure Repair and Replacement	\$ 933,889	\$ 1,188,000
Security Upgrades Collegewide	\$ 532,068	\$ 177,097
Collegewide Interior Upgrades	\$ 967,660	\$ 803,702
Kent and Deerwood Elevator Replacement	\$ 489,684	\$ 218,598
Total Capital Improvement Fee Budget	\$ 14,079,871	\$ 11,588,382

Capital Outlay & Debt Service (CO&DS) Projects

Dental Classrooms Renovation	\$ 1,885,979	\$ 1,341,204
Infrastructure Repair and Replacement	\$ 599,989	\$ 868,234
ADA Upgrades	\$ 257,548	\$ 233,925
Total CO&DS Budget	\$ 2,743,516	\$ 2,443,363

Transfer Funded Projects

Collegewide Signage	\$ 12,223	\$ 12,223
Classroom Technology Upgrades	\$ 1,165,726	\$ 1,147,262
Emergency Hurricane Recovery	\$ 12,000,000	\$ 12,000,000
Total Transfer Funded Budget	\$ 13,177,949	\$ 13,159,485

Project Budgets**Local Funds Projects**

	2021-22 Budget	Amended 2021-22 Budget
Infrastructure Repair and Replacement	\$ 459,021	\$ 217,402
IT Maintenance Local	\$ 1,189,131	\$ 921,264
South Campus Water Meter Replacement	\$ 516,800	\$ 307,716
Collegewide Digital Emergency Communication	\$ 202,000	\$ 202,000
Cardiovascular Technology Relocation	\$ 250,000	\$ 250,000
Develop Five-Year Master Plan	\$ -	\$ 450,000
North Campus Dental Equipment and Consoles	\$ 1,075,266	\$ 1,058,329
Collegewide Renovations and Repairs	\$ 2,448,158	\$ 2,448,158
Emergency Interior Repairs	\$ 1,037,500	\$ 1,037,500
Emergency Classrooms Repairs	\$ 1,320,434	\$ 1,320,434
Emergency HVAC Replacement	\$ 1,500,000	\$ 1,500,000
Emergency Structural Repair	\$ 1,073,986	\$ 1,073,986
Emergency Hurricane Recovery	\$ 4,000,000	\$ 4,000,000
Total Local Fund Budget	<u>\$ 15,072,296</u>	<u>\$ 14,786,789</u>

Guaranteed Energy Performance Contract

Guaranteed Energy Performance Contract	\$ 164,396	\$ 164,396
Total Energy Performance Budget	<u>\$ 164,396</u>	<u>\$ 164,396</u>

CRRSAA Projects

CW Increase Emergency Radio Signal Strength	\$ -	\$ 150,000
CW Building Ventilation	<u>\$ 3,500,000</u>	<u>\$ 7,000,000</u>
Total CRRSAA	<u>\$ 3,500,000</u>	<u>\$ 7,150,000</u>

Total Capital Outlay Budget

	<u><u>\$ 48,738,028</u></u>	<u><u>\$ 49,292,415</u></u>
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**Florida State College at Jacksonville
District Board of Trustees**

AGENDA ITEM NO. A - 7.

Subject:	Academic Affairs: Florida College System Affordability Report
Meeting Date:	September 14, 2021

RECOMMENDATION: It is recommended that the District Board of Trustees approve the attached Florida College System (FCS) Affordability Report for submission to the Florida Department of Education.

BACKGROUND: By September 30th of each year, the Board of Trustees of each institution in the Florida College System must submit a report to the Chancellor which details information about tuition costs as compared to prior year, various fees as compared to prior year, selection processes, cost variance, initiatives to reduce textbook and instructional material costs, the timeliness of textbook adoptions and institutional financial aid policies and programs that promoted affordability. The report was developed according to a template provided by the Division of Florida Colleges.

RATIONALE: Approval of this item will allow submission of the required report as prescribed in s.1004.085, Florida Statutes as amended by House Bill 7019.

FISCAL NOTES: There is no economic impact as a result of this item.

MEMORANDUM

DATE: August 16, 2021

TO: College President Dr. John Avendano and Members of the College's District Board of Trustees

FROM: Dr. John Wall, Provost/Vice President of Academic Affairs

SUBJECT: Florida State College at Jacksonville's 2021 FCS Affordability Report

In accordance with sections (ss.) 1004.084 and 1004.085, Florida Statutes (F.S.), the District Board of Trustees of all Florida College System institutions are required to report to the Florida College System Chancellor the factors that influence college affordability initiatives and the selection of textbook and instructional materials by September 30th. The annual Florida College System Affordability Report reflects a legislative commitment to ensuring maximum college affordability for Florida College System students.

The 2021 Florida College System Affordability Report template requires that Florida College System institutions provide the following information:

- A comparison of tuition versus the prior year;
- A comparison of various fees versus the prior year;
- The selection process for textbook and instructional materials for all high-enrollment courses and any general education courses with a wide cost variance;
- Policies or initiatives designed to reduce the cost of textbooks and instructional materials for at least 95% of all courses and course sections 45 days before the first day of class;
- Policies implemented regarding the posting of textbook and instructional materials;
- The number and percentage of course sections, by semester, that were not able to meet the textbook and instructional material posting deadlines for 2021 reporting year, including Fall 2020 and Spring 2021;
- Examples of why the posting deadlines were not met;
- Specific institutional financial aid policies or programs that promoted affordability.

Enclosed herein is Florida State College at Jacksonville's 2021 Florida College System Affordability Report, collaboratively prepared by staff members from the Office of the Provost/Vice President of Academic Affairs and the Office of Student Analytics and Research.

The report appendices contain the following supporting evidence:

- Appendix A: Collective Bargaining Agreement, Article 20: Textbook Selection
- Appendix B: Administrative Procedural Manual 09-0701: Textbook Affordability and Instructional Material Adoption
- Appendix C: Reasons for Late Adoption Postings

Upon your approval, the report will be submitted electronically (via the provided link) to the Florida College System office.

Please let us know if we can furnish any additional information about Florida State College at Jacksonville's 2021 Florida College System Affordability Report, and we will gladly do so.

Thank you.

2021 Florida College System Affordability Report

August 16, 2021

1. College Name: Florida State College at Jacksonville
2. Contact Information: Richard Turner
AVP of Academic Operations
Rich.Turner@fscj.edu

Tuition and Fees

3. Did your institution reduce or hold tuition flat over the prior year?

Yes

No

If you answered "no," provide a short description (250 words or less) of how the decision to increase tuition was made. Specify the amounts and identify the estimated number of students impacted.

4. Did your institution reduce or hold administrative fees flat over the prior year? Administrative fees include financial aid, capital improvement, student activity and service, and technology.

Yes

No

If you answered "no," provide a short description (250 words or less) of how the decision to increase administrative fees was made. Specify the amounts and identify the estimated number of students impacted.

5. Did your institution eliminate administrative fees over the prior year?

Yes

No

If you answered "yes," provide a short description (250 words or less) of how the decision to eliminate fees was made. Specify the amounts and identify the estimated number of students impacted.

6. Did your institution reduce or hold user fees flat over the prior year? (e.g., laboratory, distance learning, parking, etc.)

Yes

No

If you answered "no," provide a short description (250 words or less) of how the decision to increase user fees was made. Specify the amounts and identify the estimated number of students impacted.

7. Did your institution eliminate user fees over the prior year?

Yes

No

If you answered "yes," provide a short description (250 words or less) of how the decision to eliminate fees was made. Specify the amounts and identify the estimated number of students impacted.

Textbook Affordability

8. Describe your institution's selection process for textbook and instructional materials for all high-enrollment courses and any general education courses with a wide cost variance.

The selection process for all textbook and instructional materials, including those for general education courses and other high-enrollment courses, as well as those with a wide cost variance is codified in Florida State College at Jacksonville's Collective Bargaining Agreement (CBA), Article 20: Textbook Selection (see Appendix A). The CBA is available on the College's internal website and is also widely disseminated to faculty and academic administrators, who follow the process as described in Article 20 and summarized herein:

"The selection of textbooks and supplementary materials to be used is the prerogative and responsibility of the full-time faculty member and shall be determined according to departmental guidelines. The parties agree that student access to affordable high quality textbooks and course materials is critical to the academic success of students and consistent with applicable law."

Per the CBA, "Textbooks to be used for a non-sequential, college credit course shall be selected by each faculty member from a list of textbooks agreed upon by the faculty." Additionally, "in the interests of students, academic departments shall agree upon texts to be used college-wide in sequential courses" via college-wide textbook selection committees. Textbooks selected by the collegewide committee will be used for a minimum period of two (2) years unless the committee, on a case-by-case basis, determines that a shorter period is appropriate.

9. Identify specific institutional policies or initiatives designed to reduce the cost of textbooks and instructional materials. Select all that apply.

Adoption of Open Educational Resources

Usage of digital textbooks and learning objects

Textbook affordability committees

Mechanisms to assist in buying, renting, selling, and sharing textbooks and instructional materials

Program(s) with no textbook costs

Faculty grants for development of textbooks

Bulk textbook purchasing

Offering students opt-in provisions for the purchase of materials

Offering students opt-out provisions for the purchase of materials

- Consideration of the length of time that textbooks and instructional materials remain in use
- Course-wide adoption, specifically for high enrollment general education courses
- Other (please specify) Click or tap here to enter text.

10. Describe the policies implemented regarding the posting of textbook and instructional materials for at least 95% of all courses and course sections 45 days before the first day of class.

Florida State College at Jacksonville has codified its policies pursuant to s. 1004.085(6), Florida Statutes (F.S.), in Administrative Procedure Manual APM 09-0701: Textbook Affordability and Instructional Material Adoption (see Appendix B). To ensure that adoptions are made in a timely manner, to confirm availability of requested materials, and to provide maximum availability of used textbooks, the faculty member must submit online the required electronic attestation and e-adoption to the bookstore prior to the bookstore contract-defined adoption deadline dates of April 15th (fall term), October 15th (spring term), and February 15th (summer term). The e-adoption process is executed via Follett Discover, as early as feasible, but not less than forty-five (45) days prior to the first day of class. Follett Discover transfers faculty adopted resources back into the myFSCJ portal where students can easily view all adopted materials, different modalities the materials are available in, new and used options, as well as purchasing and rental options (when applicable and available). The unique ISBN is also displayed, allowing students to search for other sources for their textbook needs.

11. Report the number and the total percentage of courses and course sections that were not able to meet the textbook and instructional materials posting deadline for the academic year. We recognize that COVID-19 may have impacted spring 2020 posting deadlines, as DOE ORDER NO. 2020-EO-01 suspended the 45-day requirement in section 1004.085(5), F.S., for course sections that were modified to virtual or remote delivery modalities.

Fall 2019 Number	91
Fall 2019 Percent	3.48%
Spring 2020 Number	78
Spring 2020 Percent	3.45%

12. Identify examples of why the posting deadlines were not met, if applicable. Select all that apply.
- Changes in accreditation standards that required curricular changes
 - Errors made by the third-party bookstore vendor
 - Teaching assignments given to faculty members after the 45-day window passed
 - Course schedules changed for some faculty after the posting deadline
 - Course sections changed instructional modality
 - Other (please specify) Text Not Available/Publisher Delays; Faculty Member Unavailable (i.e., sabbatical, medical issue, out of the country, etc.); Oversight/Human Error (adoption not completed on time); Data Reporting Error (book was adopted on time, but reported as late)

Financial Aid Policies

13. Identify specific institutional financial aid policies or programs that promote affordability. Select all that apply.
- Targeted aid to students close to completing (Last Mile, Strong Finish)

- Targeted aid to students who were in need, but not eligible for Pell Grants (Blue Wave Grants)
- Emergency financial aid grant to students (HEERF)
- Emergency student aid fund for students in emergency financial situations with unplanned costs (non-HEERF) (SEA Funds)
- Single online scholarship application management system for all institutional scholarships (Foundation)
- Partnerships with community-based organizations
- Other (please specify) Click or tap here to enter text.

Other Affordability Strategies

In the Spring Term 2020 the College piloted FSCJ ACCESS an Inclusive ACCESS Opt-out program. In this pilot we had a total of 17 classes with 260 duplicated enrollments. The total savings to FSCJ ACCESS participants in the Spring Term Pilot was \$14,045.49. The program expanded in both the Summer 2021 and Fall 2021 terms.



2021 FLORIDA COLLEGE SYSTEM AFFORDABILITY REPORT:

APPENDICES

APPENDIX A:
Collective Bargaining Agreement, Article 20:
Textbook Selection

ARTICLE 20: TEXTBOOK SELECTION

The selection of textbooks and supplementary materials to be used are the prerogative and responsibility of the full-time faculty member and shall be determined according to departmental guidelines. The parties agree that student access to affordable high quality textbooks and course materials is critical to the academic success of students and consistent with applicable law. The faculty and the administration are committed to the on-going development of appropriate policies, procedures and standards for the selection of textbooks and course materials to maximize student success, access and affordability. A committee, with equal representation from the Union and the Administration, shall be jointly established to annually develop non-binding recommendations addressing textbook affordability. The initial meeting of this committee shall be no later than September 30, 2016 with initial recommendations delivered to the Provost and the President of the Faculty Senate by the end of each academic year.

Textbooks to be used for a non-sequential, college credit course shall be selected by each faculty member from a list of textbooks agreed upon by the faculty.

The list of textbooks shall be developed by the respective departments on the individual campus and shall be reviewed as appropriate.

In the interests of students, academic departments shall agree upon texts to be used collegewide in sequential* courses using the following procedure:


- Faculty within each department representing each campus shall serve on a collegewide committee to select by majority vote one textbook to be used in each course in the sequence.
- An accompanying list of supplemental texts and ancillary instructional materials may be selected by each faculty in addition to the course text, to meet the needs of the particular discipline.

Textbooks selected by the collegewide committee will be used for a minimum period of two (2) years unless the collegewide committee determines that a shorter period is appropriate, on a case-by-case basis.

The list of selected textbooks will be submitted by the established deadline or the textbooks in current use will be reordered.

* A sequential course is a course as defined by the collegewide committee.

APPENDIX B:
Administrative Procedural Manual 09-0701:
Textbook Affordability and
Instructional Material Adoption


ADMINISTRATIVE PROCEDURE MANUAL				
	SECTION TITLE	NUMBER	PAGE	
	TEXTBOOK AFFORDABILITY AND INSTRUCTIONAL MATERIAL ADOPTION	09-0701	1 OF 2	
	BASED ON BOARD OF TRUSTEES' RULE AND TITLE	DATE REVISED		
6Hx7-9.1 Curriculum	August 31, 2016			

Purpose

To describe the procedures the College shall use to comply with Section 1004.085 Florida Statutes and State Board Rule 6A-14.092(3) "Textbook Affordability", relative to textbook affordability and the adoption of student textbooks and other instructional material.

Procedure

- A. A private corporation under a management contract, which the College awards on a periodic competitive Request for Proposal (RFP) basis, operates the bookstores at each Florida State College at Jacksonville campus.
- B. Each faculty member must submit an electronic attestation and e-adoption that includes the author, title, publisher, edition, ISBN, and estimated quantity of texts and other student procured instructional materials needed for each of the courses they will be teaching (identified by course title and ISBN reference number). The faculty member must also indicate whether procurement of the text and materials by the student is required or optional.
- C. Pursuant to Section 1004.085(4) Florida Statutes and State Board Rule 6A-14.092(3) "Textbook Affordability", each faculty member or campus administration must submit and maintain, before each textbook adoption is finalized, an electronically submitted adoption certification for each course section attesting:
 1. That all textbooks and other instructional items adopted will be used, particularly each individual item sold as part of a bundled package, and
 2. They have evaluated the extent to which a new edition differs significantly and substantively from earlier versions, and confirmed there is significant academic value of changing to a new edition or earlier versions are no longer available from the publisher.
- D. To ensure adoptions are made with sufficient lead time to confirm availability of requested materials and ensure maximum availability of used textbooks the faculty member must submit online the required electronic attestation and e-adoption to the bookstore prior to the bookstore contract defined adoption deadline dates of April 15th (fall term), October 15th (spring term), and February 15th (summer term).
- E. College faculty members shall ensure full compliance with the restrictions defined in Section 1004.085 Florida Statutes.
- F. Pursuant to Section 1004.085 Florida Statutes, the contracted bookstore shall prominently post to their website, as early as feasible, but not less than forty-five (45) days prior to the first day of class for each

 FLORIDA STATE COLLEGE AT JACKSONVILLE	ADMINISTRATIVE PROCEDURE MANUAL		
	SECTION TITLE	NUMBER	PAGE
	TEXTBOOK AFFORDABILITY AND INSTRUCTIONAL MATERIAL ADOPTION	09-0701	2 OF 2
	BASED ON BOARD OF TRUSTEES' RULE AND TITLE	DATE REVISED	
	6Hx7-9.1 Curriculum	August 31, 2016	

term, a list of each textbook required for each course offered by the College during the upcoming term, where the listing shall include the ISBN, title, author(s), publishers, edition number, copyright date, published date and retail prices.

- G. College faculty and academic departments are requested to participate in the development, adaptation, and review of open-access textbooks, and in particular, open access textbooks for high-demand general education courses.

REFERENCES: F.S. 1004.085, SBE Rule 6A-14.092

Adopted Date: May 1, 1981

Revision Date: July 14, 1986, February 5, 2013, February 3, 2015, August 31, 2016

APPENDIX C:
Reasons for Late Adoption Postings

Term	CourseID	Section	Reason	Explanation
Fall 2020	CGS255A	1716	2. Schedule Change/New Faculty Assignment	
Fall 2020	COPI100K	6019	2. Schedule Change/New Faculty Assignment	Assigned 11/1/20
Fall 2020	COPI100C	6115	2. Schedule Change/New Faculty Assignment	Assigned 11/1/20
Fall 2020	COPI100C	6316	2. Schedule Change/New Faculty Assignment	Assigned 11/1/20
Fall 2020	AER1001C	5270	6. Oversight/Human Error (adoption not completed on time)	
Fall 2020	ET1101A	1677	2. Schedule Change/New Faculty Assignment	
Fall 2020	ETM2315C	6242	1. Text Not Available/Publisher Delays	
Fall 2020	ETS1531C	6181	1. Text Not Available/Publisher Delays	
Fall 2020	ET1160A	6126	1. Text Not Available/Publisher Delays	
Fall 2020	EGS1040	5223	2. Schedule Change/New Faculty Assignment	
Fall 2020	EGS2010C	6424	2. Schedule Change/New Faculty Assignment	
Fall 2020	EGS1100	6316	3. Faculty Member Assigned After the Deadline (originally encoded as IBA instructor)	
Fall 2020	EGS1100	6451	2. Schedule Change/New Faculty Assignment	
Fall 2020	EGS1100	6452	2. Schedule Change/New Faculty Assignment	
Fall 2020	CTS1131C	6308	2. Schedule Change/New Faculty Assignment	
Fall 2020	CTS1133C	6310	2. Schedule Change/New Faculty Assignment	
Fall 2020	ENG1100	6260	4. Faculty Member Assigned After the Deadline (originally encoded as IBA instructor)	
Fall 2020	ENG1111	6453	2. Schedule Change/New Faculty Assignment	
Fall 2020	ENG1201	6452	2. Schedule Change/New Faculty Assignment	
Fall 2020	JOS1107	6454	4. Faculty Member Assigned After the Deadline (originally encoded as IBA instructor)	
Fall 2020	JMA11105	6455	4. Faculty Member Assigned After the Deadline (originally encoded as IBA instructor)	
Fall 2020	MGS1107	6456	4. Faculty Member Assigned After the Deadline (originally encoded as IBA instructor)	
Fall 2020	MIA2010	6386	2. Schedule Change/New Faculty Assignment	
Fall 2020	AMT1773	5664	2. Schedule Change/New Faculty Assignment	
Fall 2020	AMT1773L	5665	2. Schedule Change/New Faculty Assignment	
Fall 2020	BSC1005	6398	6. Oversight/Human Error (adoption not completed on time)	
Fall 2020	BSC2085C	4187	7. Data Reporting Error (book was adopted on time, but reported as late)	
Fall 2020	BSC2085C	4275	6. Oversight/Human Error (adoption not completed on time)	
Fall 2020	BSC2085C	4329	7. Data Reporting Error (book was adopted on time, but reported as late)	
Fall 2020	BSE2085C	617A	5. Technical/System Error (adoption did not process)	
Fall 2020	BSE2086C	4169	7. Data Reporting Error (book was adopted on time, but reported as late)	
Fall 2020	ESC1080	4809	5. Technical/System Error (adoption did not process)	
Fall 2020	ESC1000	4910	5. Technical/System Error (adoption did not process)	
Fall 2020	OCE2001	6231	2. Schedule Change/New Faculty Assignment	
Fall 2020	OCE2001	6401	7. Data Reporting Error (book was adopted on time, but reported as late)	
Fall 2020	OCE2001L	6402	7. Data Reporting Error (book was adopted on time, but reported as late)	
Fall 2020	PHI1010C	5653	6. Oversight/Human Error (adoption not completed on time)	
Fall 2020	PHI1020C	6131	7. Data Reporting Error (book was adopted on time, but reported as late)	
Fall 2020	PHI1020C	6132	7. Data Reporting Error (book was adopted on time, but reported as late)	
Fall 2020	PHI1020C	6133	7. Data Reporting Error (book was adopted on time, but reported as late)	
Fall 2020	PHI2049C	6134	6. Oversight/Human Error (adoption not completed on time)	
Fall 2020	PHI2053C	6135	7. Data Reporting Error (book was adopted on time, but reported as late)	
Fall 2020	PHI2053C	6136	7. Data Reporting Error (book was adopted on time, but reported as late)	
Fall 2020	PHI2053C	6137	7. Data Reporting Error (book was adopted on time, but reported as late)	
Fall 2020	PHI2054C	6138	7. Data Reporting Error (book was adopted on time, but reported as late)	
Fall 2020	PHI2054C	6139	7. Data Reporting Error (book was adopted on time, but reported as late)	
Fall 2020	REL160A	5676	2. Schedule Change/New Faculty Assignment	
Fall 2020	REL1201	6473	8. Other ; Please specify >>	Excluded inside 45 day window
Fall 2020	PHI2220C	1332	7. Data Reporting Error (book was adopted on time, but reported as late)	
Fall 2020	OTH1014C	5644	4. Faculty Member Assigned After the Deadline (originally encoded as IBA instructor)	
Fall 2020	MEA1265C	5681	7. Data Reporting Error (book was adopted on time, but reported as late)	
Fall 2020	REL2221	5686	6. Oversight/Human Error (adoption not completed on time)	
Fall 2020	REL2221	5687	6. Oversight/Human Error (adoption not completed on time)	
Fall 2020	CVT2420C	5688	7. Data Reporting Error (book was adopted on time, but reported as late)	
Fall 2020	HSC1660	5744	7. Data Reporting Error (book was adopted on time, but reported as late)	
Fall 2020	CVT1200	5811	7. Data Reporting Error (book was adopted on time, but reported as late)	
Fall 2020	CVT2800	5812	7. Data Reporting Error (book was adopted on time, but reported as late)	
Fall 2020	ITE1110	6123	7. Data Reporting Error (book was adopted on time, but reported as late)	
Fall 2020	ITE1613	6124	7. Data Reporting Error (book was adopted on time, but reported as late)	
Fall 2020	BSC1531	6255	7. Data Reporting Error (book was adopted on time, but reported as late)	
Fall 2020	ENC1101	6412	2. Schedule Change/New Faculty Assignment	
Fall 2020	ENC1101	6367	2. Schedule Change/New Faculty Assignment	
Fall 2020	ENC1102	6433	2. Schedule Change/New Faculty Assignment	
Fall 2020	NUH11A5	6099	2. Schedule Change/New Faculty Assignment	
Fall 2020	NUH1805	6091	2. Schedule Change/New Faculty Assignment	
Fall 2020	NUH1846	1889	6. Oversight/Human Error (adoption not completed on time)	
Fall 2020	AMH2020	6175	4. Faculty Member Assigned After the Deadline (originally encoded as IBA instructor)	Faculty did not adopt the books in the combined course
Fall 2020	AMT1710	6225	4. Faculty Member Assigned After the Deadline (originally encoded as IBA instructor)	
Fall 2020	UCS1011	6441	4. Faculty Member Assigned After the Deadline (originally encoded as IBA instructor)	
Fall 2020	IDS1107	6203	4. Faculty Member Assigned After the Deadline (originally encoded as IBA instructor)	
Fall 2020	IDS1107	6213	4. Faculty Member Assigned After the Deadline (originally encoded as IBA instructor)	
Fall 2020	IDS1107	6331	4. Faculty Member Assigned After the Deadline (originally encoded as IBA instructor)	
Fall 2020	IDS1107	6357	4. Faculty Member Assigned After the Deadline (originally encoded as IBA instructor)	
Fall 2020	PCS1041	6436	4. Faculty Member Assigned After the Deadline (originally encoded as IBA instructor)	
Fall 2020	POS2112	6233	4. Faculty Member Assigned After the Deadline (originally encoded as IBA instructor)	
Fall 2020	PSY1012	6434	4. Faculty Member Assigned After the Deadline (originally encoded as IBA instructor)	
Fall 2020	AWI2000	5637	2. Schedule Change/New Faculty Assignment	
Fall 2020	ENG2100	6147	2. Schedule Change/New Faculty Assignment	
Fall 2020	HUM1020	6190	1. Text Not Available/Publisher Delays	
Fall 2020	HUM2020	6396	2. Schedule Change/New Faculty Assignment	
Fall 2020	HUM2210	6418	2. Schedule Change/New Faculty Assignment	
Fall 2020	PHI1601	6220	6. Oversight/Human Error (adoption not completed on time)	
Fall 2020	MAC1105	6161	2. Schedule Change/New Faculty Assignment	
Fall 2020	MAC2312	6162	2. Schedule Change/New Faculty Assignment	
Fall 2020	MAC1113	6207	2. Schedule Change/New Faculty Assignment	Schedule Consolidation, New Section Encoded After Adoption Deadline
Fall 2020	MAC1117	6216	2. Schedule Change/New Faculty Assignment	Schedule Consolidation, New Section Encoded After Adoption Deadline
Fall 2020	MAC2411	6235	2. Schedule Change/New Faculty Assignment	Schedule Consolidation, New Section Encoded After Adoption Deadline
Fall 2020	MAC1105	6420	2. Schedule Change/New Faculty Assignment	Schedule Consolidation, New Section Encoded After Adoption Deadline
Fall 2020	MGS1106G	6471	2. Schedule Change/New Faculty Assignment	Schedule Consolidation, New Section Encoded After Adoption Deadline
Fall 2020	STA1023	6472	2. Schedule Change/New Faculty Assignment	Schedule Consolidation, New Section Encoded After Adoption Deadline
Fall 2020	MA11031	6459	2. Schedule Change/New Faculty Assignment	Schedule Consolidation, New Section Encoded After Adoption Deadline
Spring 2021	CTS2314	5156	1. Text Not Available/Publisher Delays	Faculty working with the publisher
Spring 2021	CGS2512	5368	8. Other ; Please specify >>	Encoded within 45 days
Spring 2021	CGS2512	5369	8. Other ; Please specify >>	Encoded within 45 days
Spring 2021	CTS1120C	5371	8. Other ; Please specify >>	Encoded within 45 days
Spring 2021	AER1001C	4501	2. Schedule Change/New Faculty Assignment	
Spring 2021	AER1090C	4504	2. Schedule Change/New Faculty Assignment	
Spring 2021	ETS1511A	4873	2. Schedule Change/New Faculty Assignment	
Spring 2021	ETS1511C	4875	2. Schedule Change/New Faculty Assignment	
Spring 2021	ETS1511C	4877	2. Schedule Change/New Faculty Assignment	
Spring 2021	LTD2350	4945	2. Schedule Change/New Faculty Assignment	
Spring 2021	ET1110	5149	2. Schedule Change/New Faculty Assignment	
Spring 2021	ETD1100	5239	8. Other ; Please specify >>	Encoded inside 45 days
Spring 2021	PLC2100	5181	8. Other ; Please specify >>	Encoded inside 45 days

Spring 2021	CTS1131C	5360	8. Other ; Please specify ->	Encoded inside 45 days
Spring 2021	CTS1131C	5362	8. Other ; Please specify ->	Encoded inside 45 days
Spring 2021	IDSC1562	5375	8. Other ; Please specify ->	Encoded inside 45 days
Spring 2021	IDSC1631	5376	8. Other ; Please specify ->	Encoded inside 45 days
Spring 2021	CG51100	5657	8. Other ; Please specify ->	Encoded inside 45 days
Spring 2021	CG51100	5671	8. Other ; Please specify ->	Encoded inside 45 days
Spring 2021	CTS1131C	5700	8. Other ; Please specify ->	Encoded inside 45 days
Spring 2021	CTS1133C	5702	8. Other ; Please specify ->	Encoded inside 45 days
Spring 2021	CG51100	5804	8. Other ; Please specify ->	Encoded inside 45 days
Spring 2021	BSC2085C	4789	6. Oversight/Human Error (adoption not completed on time)	
Spring 2021	BSC2085C	4773	4. Faculty Member Assigned After the Deadline (originally encoded as IBA instructor)	
Spring 2021	BSC2010C	5300	8. Other ; Please specify ->	Encoded inside 45 days
Spring 2021	EV10132C	5373	8. Other ; Please specify ->	Encoded inside 45 days
Spring 2021	EV1001	5382	8. Other ; Please specify ->	Encoded inside 45 days
Spring 2021	CHM2045C	5593	8. Other ; Please specify ->	Encoded inside 45 days
Spring 2021	BSC2010C	5704	8. Other ; Please specify ->	Encoded inside 45 days
Spring 2021	TPA3210	4607	4. Faculty Member Assigned After the Deadline (originally encoded as IBA instructor)	
Spring 2021	TPA3210	4608	4. Faculty Member Assigned After the Deadline (originally encoded as IBA instructor)	
Spring 2021	TPA3211	4609	4. Faculty Member Assigned After the Deadline (originally encoded as IBA instructor)	
Spring 2021	TPA3211	4610	4. Faculty Member Assigned After the Deadline (originally encoded as IBA instructor)	
Spring 2021	IGB3373	5111	3. Faculty Member Unavailable (i.e., sabbatical, medical leave, out of the country, etc.)	
Spring 2021	GT01152	5132	3. Faculty Member Unavailable (i.e., sabbatical, medical leave, out of the country, etc.)	
Spring 2021	FSS2251	5250	7. Data Reporting Error (book was adopted on time, but reported as late)	Encoded inside 45 days
Spring 2021	FSS2251	5251	7. Data Reporting Error (book was adopted on time, but reported as late)	Encoded inside 45 days
Spring 2021	FSS2100	5252	7. Data Reporting Error (book was adopted on time, but reported as late)	Encoded inside 45 days
Spring 2021	FSS2100	5253	7. Data Reporting Error (book was adopted on time, but reported as late)	Encoded inside 45 days
Spring 2021	W11009	5254	7. Data Reporting Error (book was adopted on time, but reported as late)	Encoded inside 45 days
Spring 2021	HFT1750	5255	7. Data Reporting Error (book was adopted on time, but reported as late)	Encoded inside 45 days
Spring 2021	HFT1750	5256	7. Data Reporting Error (book was adopted on time, but reported as late)	Encoded inside 45 days
Spring 2021	ISL1150	5295	8. Other ; Please specify ->	Encoded inside 45 days
Spring 2021	ISC1222	5720	8. Other ; Please specify ->	Encoded inside 45 days
Spring 2021	EDG2940	5231	2. Schedule Change/New Faculty Assignment	Scheduled inside 45 day window
Spring 2021	ENC1531	5374	6. Oversight/Human Error (adoption not completed on time)	Encoded inside 45 days
Spring 2021	CVT2621C	5625	6. Oversight/Human Error (adoption not completed on time)	Encoded inside 45 days
Spring 2021	CVT2621C	5636	6. Oversight/Human Error (adoption not completed on time)	Encoded inside 45 days
Spring 2021	CVT2621C	5678	6. Oversight/Human Error (adoption not completed on time)	Encoded inside 45 days
Spring 2021	CVT2621C	5629	6. Oversight/Human Error (adoption not completed on time)	Encoded inside 45 days
Spring 2021	CVT2621C	5630	6. Oversight/Human Error (adoption not completed on time)	Encoded inside 45 days
Spring 2021	ENC1101	5345	2. Schedule Change/New Faculty Assignment	Encoded inside 45 days
Spring 2021	ENC1101C	5385	2. Schedule Change/New Faculty Assignment	Encoded inside 45 days
Spring 2021	ENC1102	5777	2. Schedule Change/New Faculty Assignment	Encoded inside 45 days
Spring 2021	NUR2960	1975	2. Schedule Change/New Faculty Assignment	Encoded inside 45 days
Spring 2021	BSE1007	5281	4. Faculty Member Assigned After the Deadline (originally encoded as IBA instructor)	Encoded inside 45 days
Spring 2021	ECO1011	5285	4. Faculty Member Assigned After the Deadline (originally encoded as IBA instructor)	Encoded inside 45 days
Spring 2021	WST2010	5392	4. Faculty Member Assigned After the Deadline (originally encoded as IBA instructor)	Encoded inside 45 days
Spring 2021	SOP2223	5561	4. Faculty Member Assigned After the Deadline (originally encoded as IBA instructor)	Encoded inside 45 days
Spring 2021	AMI1020	5646	4. Faculty Member Assigned After the Deadline (originally encoded as IBA instructor)	Encoded inside 45 days
Spring 2021	DEP2004	5651	4. Faculty Member Assigned After the Deadline (originally encoded as IBA instructor)	Encoded inside 45 days
Spring 2021	PSY1012	5654	4. Faculty Member Assigned After the Deadline (originally encoded as IBA instructor)	Encoded inside 45 days
Spring 2021	ENG2100	5348	8. Other ; Please specify ->	Associated with 5347 Encoded inside 45 days
Spring 2021	HUM2020	5349	8. Other ; Please specify ->	Encoded inside 45 days
Spring 2021	HUM2020	5352	8. Other ; Please specify ->	Encoded inside 45 days
Spring 2021	HUM2020	5380	8. Other ; Please specify ->	Encoded inside 45 days
Spring 2021	DA02743	5590	8. Other ; Please specify ->	Encoded inside 45 days
Spring 2021	MU11112	5597	8. Other ; Please specify ->	Encoded inside 45 days
Spring 2021	HUM2020	5852	8. Other ; Please specify ->	Encoded inside 45 days
Spring 2021	MA11011	5280	2. Schedule Change/New Faculty Assignment	Adoption Changed with New Instructor Assignment
Spring 2021	MAP2302	5312	2. Schedule Change/New Faculty Assignment	Adoption Changed with New Instructor Assignment
Spring 2021	MGF1106	5344	2. Schedule Change/New Faculty Assignment	Adoption Changed with New Instructor Assignment
Spring 2021	STA2021	5388	2. Schedule Change/New Faculty Assignment	Adoption Changed with New Instructor Assignment
Spring 2021	MAC1140	5602	2. Schedule Change/New Faculty Assignment	Adoption Changed with New Instructor Assignment
Spring 2021	STA2023	5796	2. Schedule Change/New Faculty Assignment	Adoption Changed with New Instructor Assignment
Spring 2021	IMAC1114	5803	2. Schedule Change/New Faculty Assignment	Adoption Changed with New Instructor Assignment
Spring 2021	MAT1031	5802	2. Schedule Change/New Faculty Assignment	Adoption Changed with New Instructor Assignment
Spring 2021	MGF1106	5891	2. Schedule Change/New Faculty Assignment	Adoption Changed with New Instructor Assignment

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

INFORMATION ITEM I – A.

Subject:	Human Resources: Personnel Actions
Meeting Date:	September 14, 2021

INFORMATION: The Personnel Actions since the previous Board Meeting are presented to the District Board of Trustees for information.

BACKGROUND: This listing provides the District Board of Trustees a timely notification of all recently hired personnel.

FISCAL NOTES: The costs of all personnel actions are covered by the College's annual salary budget or from grant or auxiliary funding.

**Faculty, Administrative, Professional and Career Appointments Since Previous Board Meeting
as of September 14, 2021**

Faculty Full-Time Appointments

Alford	Zary	Temporary Professor of Welding
Foster	McShawn	Professor of Health Information Technology
Greenway	Lisa	Professor of Nursing
Lavant	Berneither	Professor of Cosmetology
McGill	Michael	Professor of Heavy Duty Truck and Bus
Monds	Brittany	Professor of Nursing
Smith	James	Professor of Electricity
Spoon	Michelle	Professor of Medical Assisting

Job Title**Change in Faculty Pay Level**

Shapard	Thomas
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New Level

Level III

A&P Full-Time Appointments

Cobb	Jeremiah	Resource Development Grants Manager
Couch	Diana	Coach
Cunningham	Jon	Engineer IV - Software
Direus	Jean	Fire Fighter Training Coordinator
Engelking	Heather	Director of Career Services
Herdon	Kelly	Program Manager
Spears	Oksana	Interim Library and Learning Commons Manager
Williams	Patrice	Program Manager

Job Title**Career Full-Time Appointments**

Barbagallo	Samantha	Human Resources Coordinator
Bereznyak	Inga	Business Office Specialist II
Brantley	Cathy	Accountant IV
Burnette	Gregory	Call Center Representative I
Coppedge	Melissa	Compensation and Classification Analyst
Crawford	Maliaha	Financial Services Coordinator
Dawson	Devon	Academic and Career Coordinator
Gatlin	Bryce	Security Officer I
Greenawalt	DeAnn	Student Success Advisor II
Harmon	Jamie	Student Records Specialist
Jones	Tasha	Student Success Advisor II
Manning	Cordell	Central Services Specialist
Middleton	Marshun	Bachelor Program Advisor
Pineiro-Gerbase	Kara	Student Success Advisor I
Powell	Melissa	Security Officer I
Richards	Kaitlyn	Call Center Representative I
Russ	Randall	Integrated Systems Specialist
Saint Elus	Youdeline	Security Officer II
Spirlin	Jimmy	Plant Service Worker
Stahl	Frank	Security Officer I
Stahl	Joleen	Program Advisor
Williams	Tiffany	Assessment Coordinator

Job Title**Career Part-Time Appointments**

Carmo	Solange	Laboratory Manager
Davis	Ronnie	Security Officer II
Ismail	Hamidullah	Academic Tutor
Madison	Riana	Project Coordinator
Mitchell	Michael	Test Proctor
Parnell	Kifimbo	Academic Tutor
Reyes	Martin	Student Success Advisor II
Said	Tuffa	Academic Tutor
Tapia	Matthew	Academic Tutor
Whitworth-Gaines	Noah	Library Assistant I

Job Title

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

INFORMATION ITEM I – B.

Subject:	Purchasing: Purchase Orders Over \$195,000
Meeting Date:	September 14, 2021

INFORMATION: The following information is provided to the District Board of Trustees pursuant to Board Rule 6Hx7-5.1 for purchases greater than \$195,000.

Contract/ PO No.	Total	Supplier	Description	Authority
PO00012086	\$408,000	ERP Analysts Inc.	PeopleSoft Managed Services	Purchase Authority: SBE 6A-14.0734 & Board Rule 6Hx7-5.1; Strategic Technology Plan; FSCJ Contract 2018-04
PO00012091	\$269,440	Databank IMX LLC	Document Imaging Maintenance and Subscription Services	Purchase Authority: SBE 6A-14.0734 & Board Rule 6Hx7-5.1 Strategic Technology Plan; FSCJ Contract 2021-17
PO00012135	\$252,200	CenturyLink Communications, LLC	PeopleSoft Hosted Environment Services	Purchase Authority: SBE 6A-14.0734 & Board Rule 6Hx7-5.1 Strategic Technology Plan; FSCJ Contract 2018-09
PO00012078	\$332,917	Oracle America Inc.	Oracle Solution Support Center	Purchase Authority: SBE 6A-14.0734 & Board Rule 6Hx7-5.1; Strategic Technology Plan; FSCJ Contract 2014-01
PO00011962	\$640,099	Carnegie Dartlet LLC	Media buying consulting services to raise awareness of the College, generate quality leads, drive applications and convert admitted students through enrollment	Purchase Authority: SBE 6A-14.0734 & Board Rule 6Hx7-5.1; University of Cincinnati - Contract 1798-17L; University of Ohio - RFP #OU-021716DRM; Pennsylvania State System of Higher Education Slippery Rock University- RFP # SRU-RFP-004-16; State of Illinois Public Institutions of Higher Education, Northeastern Illinois University- RFP #201MARK1; FSCJ Contract 2018-21
PO00011963	\$205,300	SHI International Corp.	OneLogIn Adaptive Authentication Software for Employees, Students, Faculty and Alumni	Purchase Authority: SBE 6A-14.0734 & Board Rule 6Hx7-5.1; FL SC #432-300-00-15-02

Contract/ PO No.	Total	Supplier	Description	Authority
PO00011964	\$229,000	Hargray of Florida Inc.	Dark Fiber Services	Purchase Authority: RFP 2021-18; SBE 6A-14.0734 & Board Rule 6Hx7-5.1; Strategic Technology Plan; FSCJ Contract 2021-18
PO00011937	\$339,364	Instructure, Inc.	Canvas Learning Management System	Purchase Authority: SBE 6A-14.0734 & Board Rule 6Hx7-5.1; Strategic Technology Plan; FSCJ Contract 2021-05

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

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

FISCAL NOTES: These purchase orders utilized College restricted and unrestricted budgeted funds in the amount not to exceed \$2,676,320.

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

INFORMATION ITEM I – C.

Subject:	Finance: Investment Reports for Quarter Ended June 30, 2021
Meeting Date:	September 14, 2021

INFORMATION: The Investment Reports for the Surplus Fund Account (Operating Fund) and the Quasi Endowment Fund for the quarter ending June 30, 2021 are presented to the District Board of Trustees (DBOT) for information.

BACKGROUND: The investment objective of the Operating Fund is to maximize income while minimizing market rate risk, and to insure the availability of short-term liquidity to meet the cash flow needs of the College. Consistent with the DBOT approved Investment Policy Statement, the Operating Fund Portfolio is of high credit quality and invested in U.S. Treasury, Federal Agency/GSE, Federal Agency/CMO, Corporate Note, Asset-backed, Mortgage-backed, Municipal, and Supranational Securities. The Operating Fund Portfolio's quarterly total return performance of 0.08% outperformed the benchmark performance of 0.01% by 0.07%. Over the past year, the Operating Fund Portfolio earned 0.62%, compared to 0.27% for the benchmark.

The College utilizes the investment management services of PFM Asset Management LLC (PFM) for intermediate term fixed income investments. As of June 30, 2021, the College had surplus funds of approximately \$35.9 million under management with PFM.

Quasi Endowment Funds are derived largely from auxiliary activities. These funds are also managed by PFM and invested in a diverse portfolio of domestic and international equities, fixed income securities and cash equivalents. The account balance as of June 30, 2021 was \$7.3 million. The Quasi Endowment Fund Portfolio (the "Portfolio") returned 6.30% (net of mutual fund fees) in the 2nd Quarter of 2021, outperforming its policy benchmark return of 5.92% by 0.38%. Over the past year, the Portfolio had a return of 33.55%, outperforming its 29.76% benchmark return. Since the inception date of July 1, 2016, the Portfolio returned 13.37% annually compared to its 12.54% benchmark. In dollar terms, the Portfolio gained \$432,084 in return on investment over the quarter and gained \$1,830,102 over the past 12-months.

The Investment Performance Review for the quarter ending June 30, 2021 will be available at the District Board of Trustees meeting as information. The report is also reviewed at regular meetings of the District Board of Trustees Finance and Audit Committee.

RATIONALE: The sound investment of surplus funds and endowment funds can produce additional income to support the operations of the College and student financial aid programs while meeting the requirements of safety and liquidity.

FISCAL NOTES: As of June 30, 2021, the College had investment balances totaling \$43.2 million, which compares to \$41.2 million as of June 30, 2020.



FSCJ

Florida State College
at Jacksonville

Investment Performance Review
SURPLUS FUNDS
Quarter Ended June 30, 2021

Investment Advisors

Steven Alexander, CTP, CGFO, CPPT, Managing Director
Robert Cheddar, CFA, Chief Credit Officer, Managing Director
Richard Pengelly, CFA, CTP, Director
Scott Sweeten, BCM, CFS, Client Relationship Manager
Sean Gannon, CTP, Senior Managing Consultant

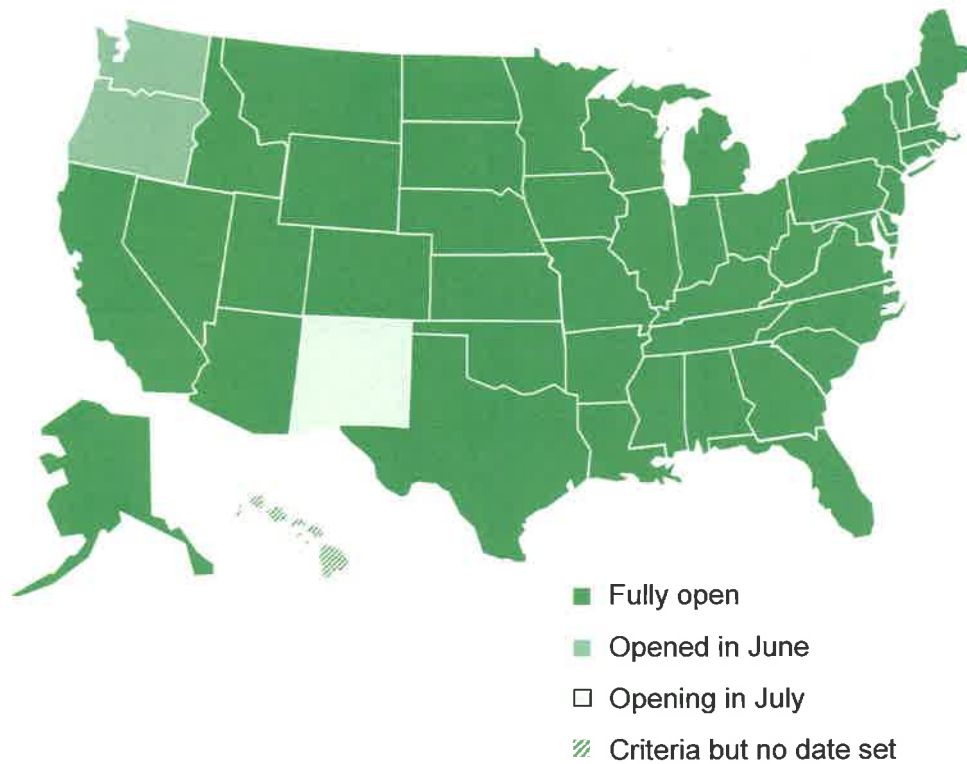
PFM Asset Management LLC

213 Market Street
Harrisburg, PA 17101
717.232.2723
717.233.6073 fax

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

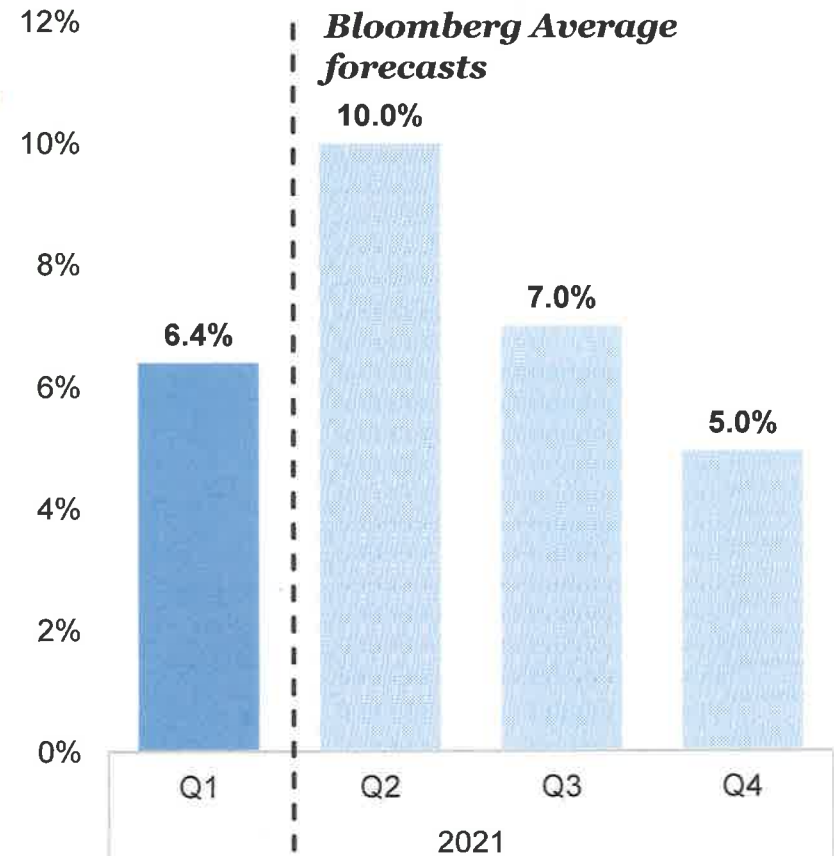
Reopening Economy Drives GDP Growth

Reopening Status of U.S. States



U.S. GDP Forecasts

Annualized Rate



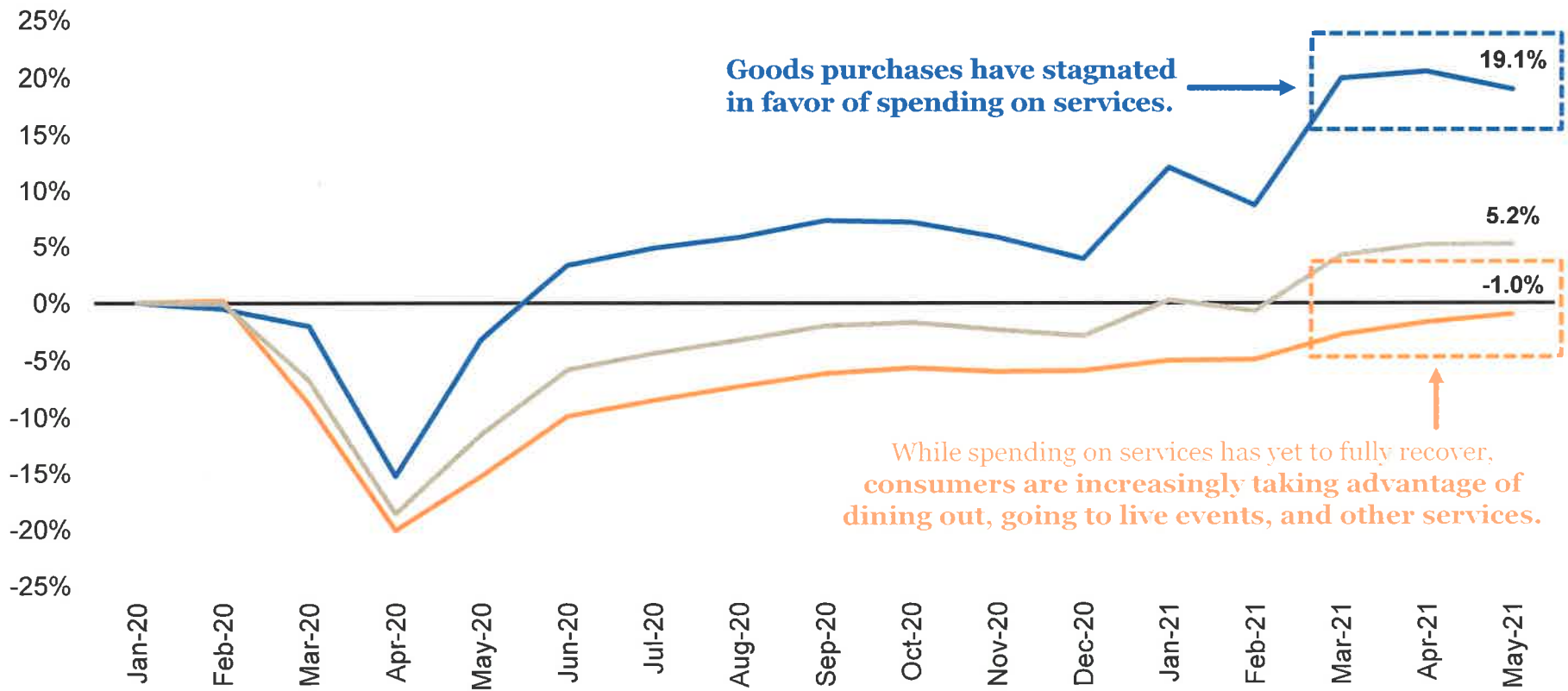
Sources: New York Times (left) and Bloomberg (right), Bureau of Economic Analysis, as of June 30, 2021.

Consumer Spending Experiencing a Shift to Services

Personal Consumption Expenditures (MoM)

Normalized as of January 31, 2020

— Goods — Services — Total

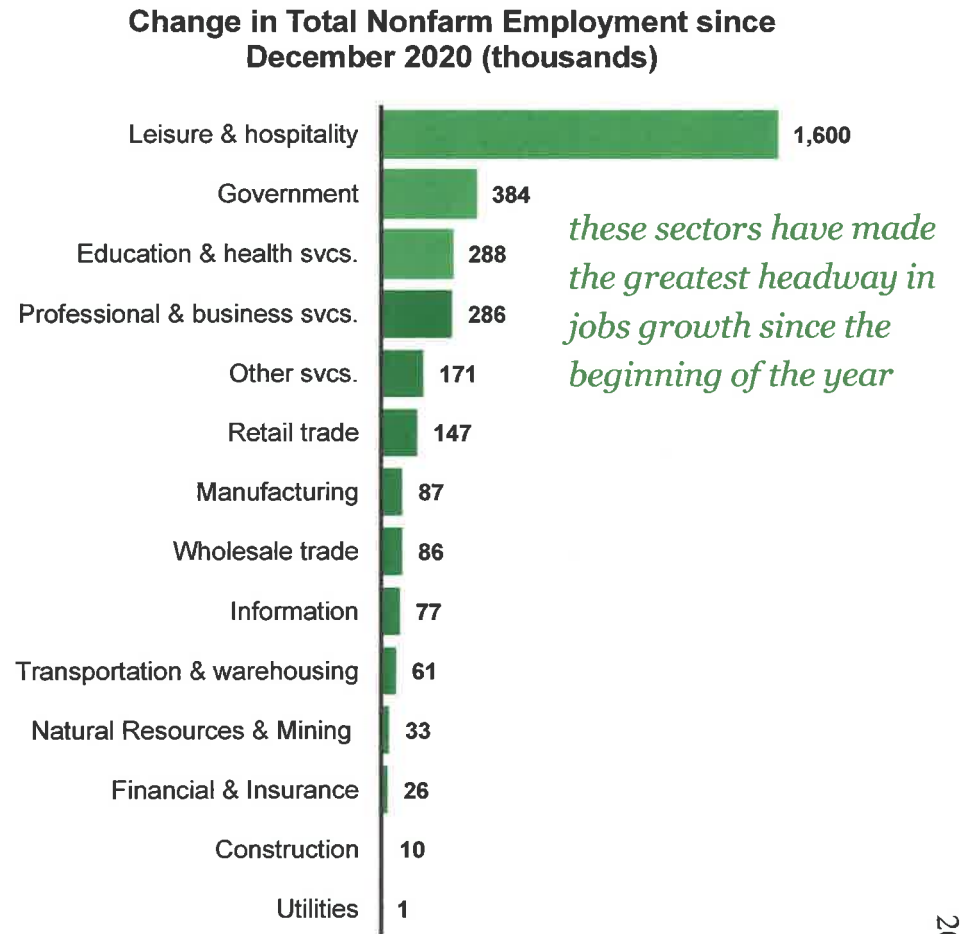
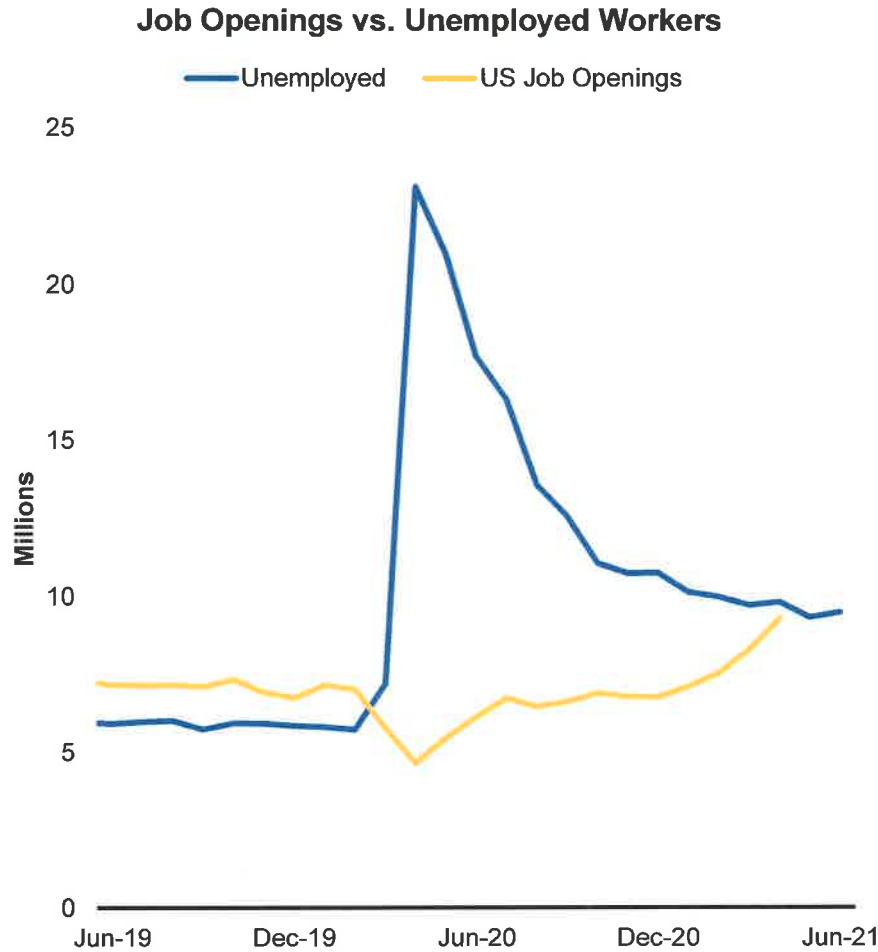


Goods purchases have stagnated in favor of spending on services.

While spending on services has yet to fully recover, consumers are increasingly taking advantage of dining out, going to live events, and other services.

Source: Bloomberg, Bureau of Economic Analysis, as of June 30, 2021.

Job Openings Hit Record High; Service Sector Leads Jobs Recovery



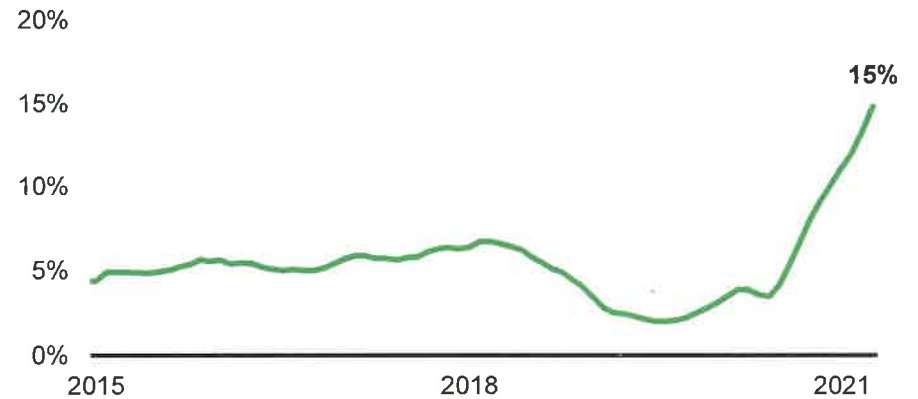
Source: Bloomberg, Bureau of Labor Statistics, as of June 30, 2021.

Low Mortgage Rates Support Home Price Surge

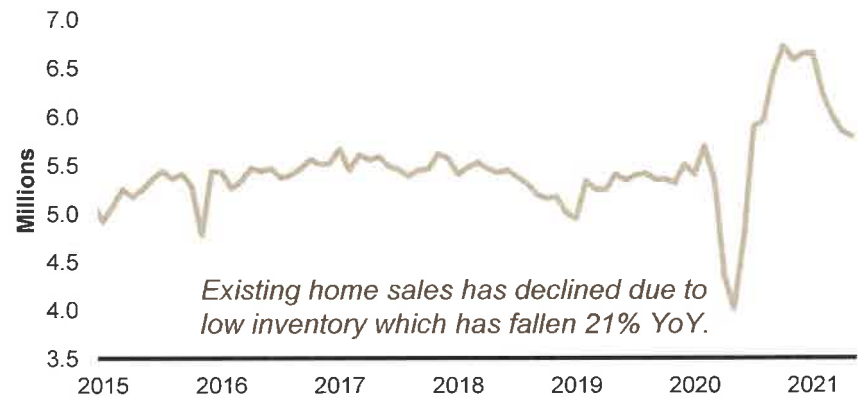
Freddie Mac U.S. Mortgage 30-Year Commitment Rates



Change in National Home Price Index (YoY)



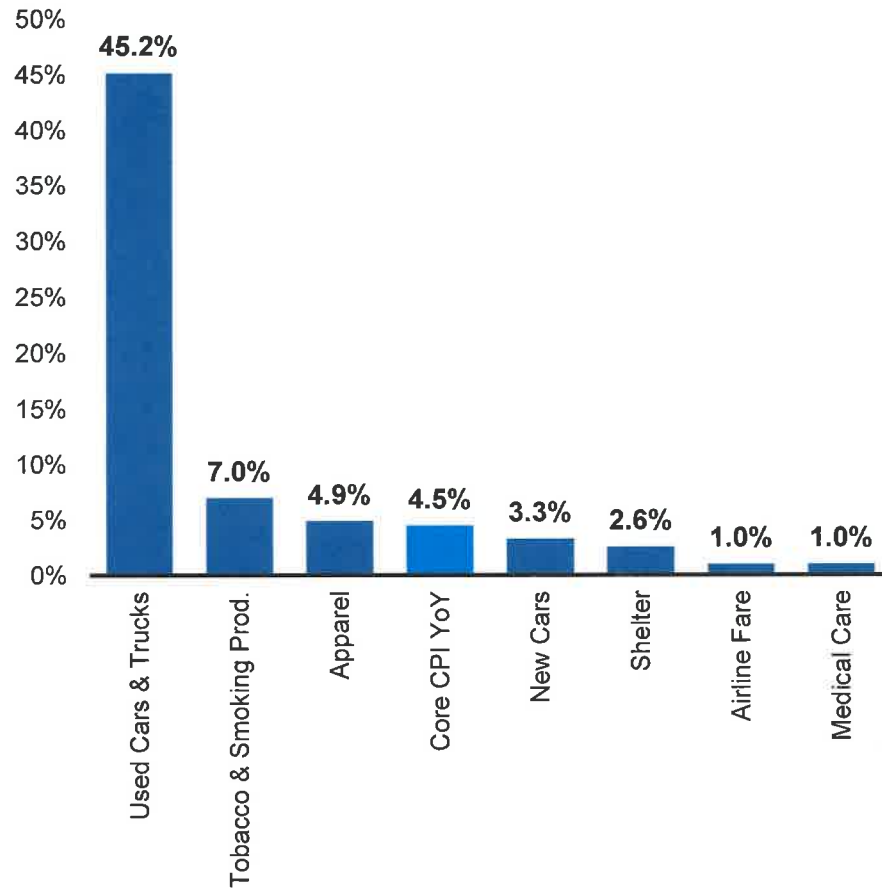
Existing Home Sales (SAAR)



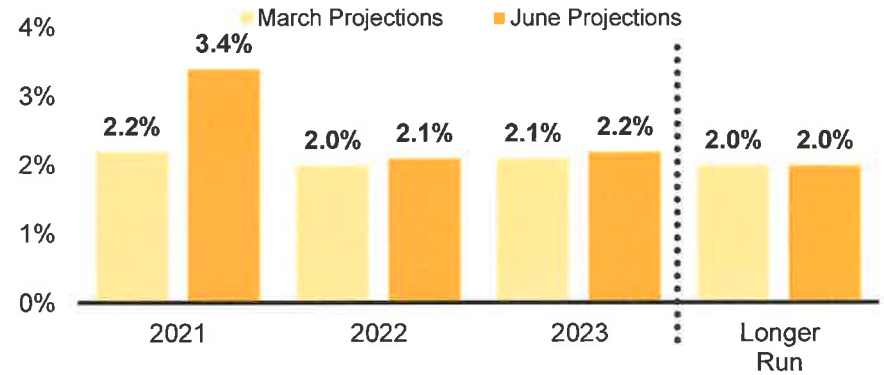
Source: Freddie Mac Commitment Rates (left), S&P/Case-Shiller (top right), National Association of REALTORS (bottom right). Bloomberg, most recent data as of June 30, 2021.

Inflation Strengthens but Driven by a Few Key Sectors

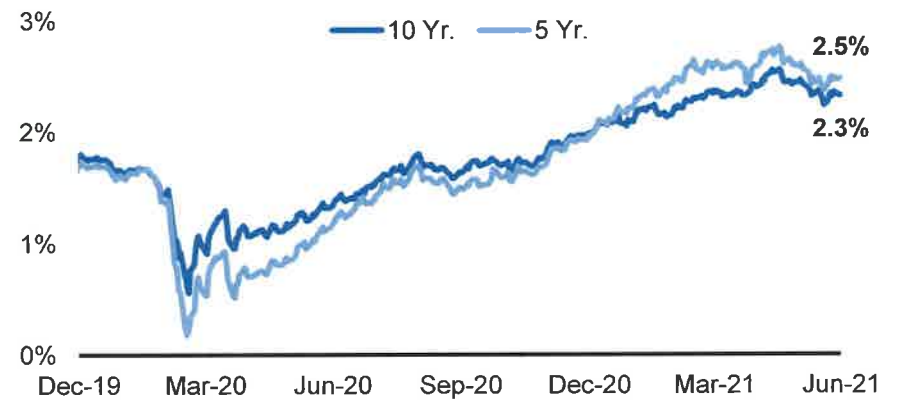
YOY Price Change in Key Consumer Price Index Components (June 2021)



Federal Reserve Projections
Core PCE Inflation



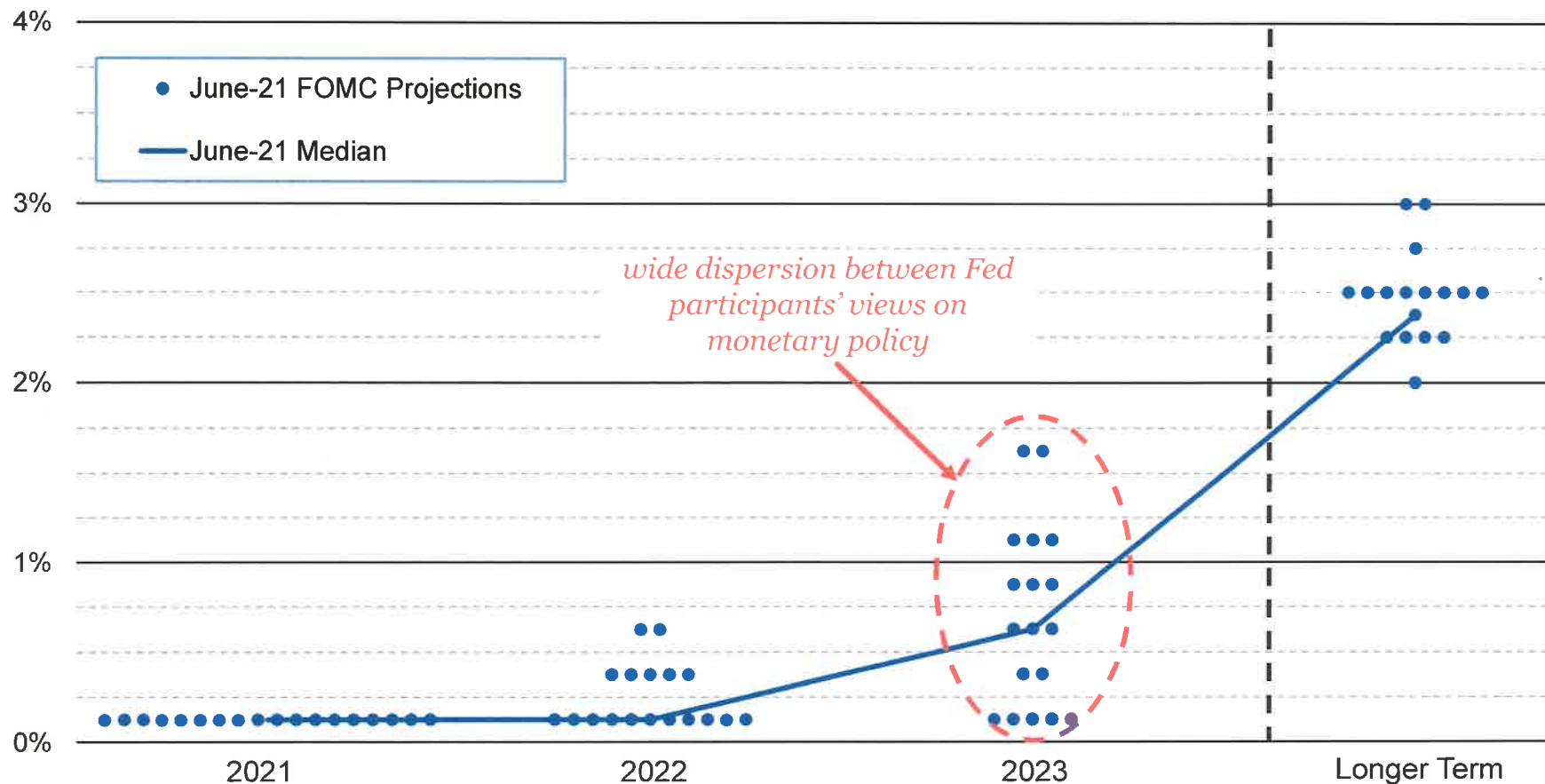
Breakeven Inflation Rates



Source: Bloomberg, as of June 30, 2021.

Fed's "Dot Plot" Reflects Evolving Monetary Policy Views

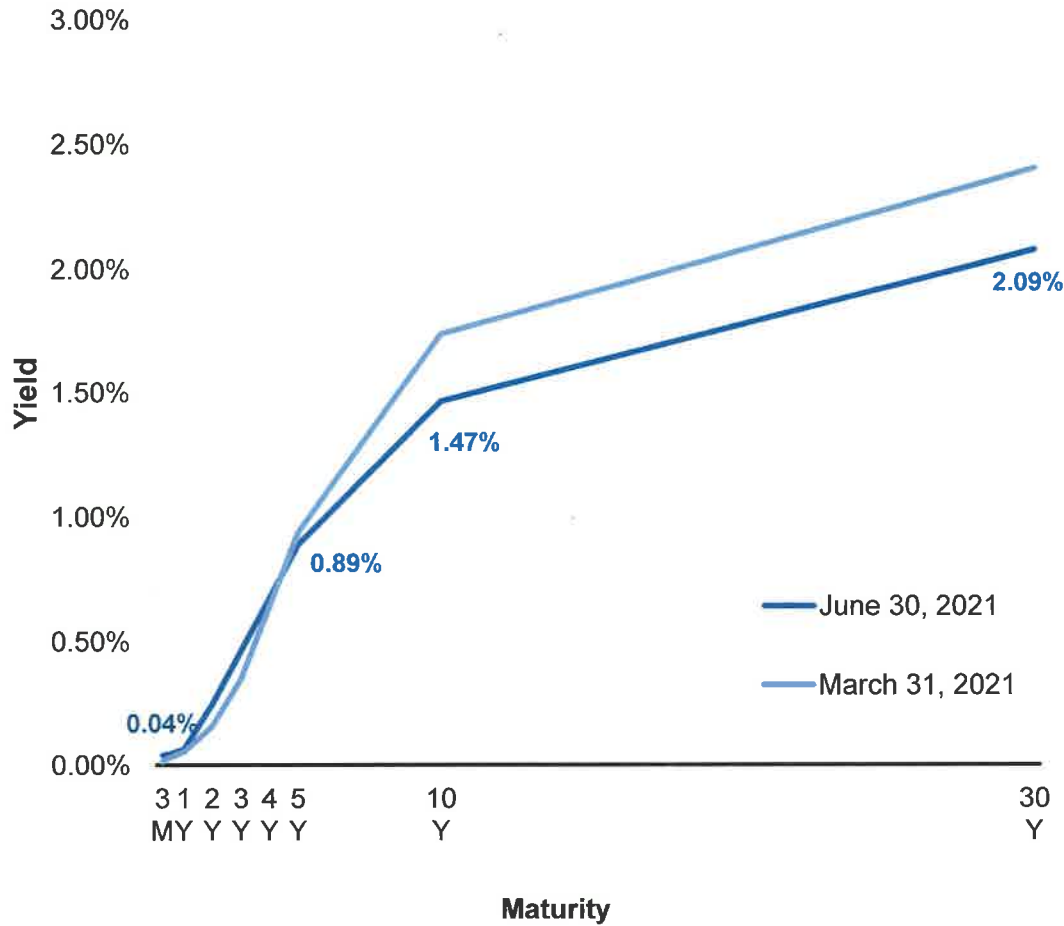
Fed Participants' Assessments of "Appropriate" Monetary Policy



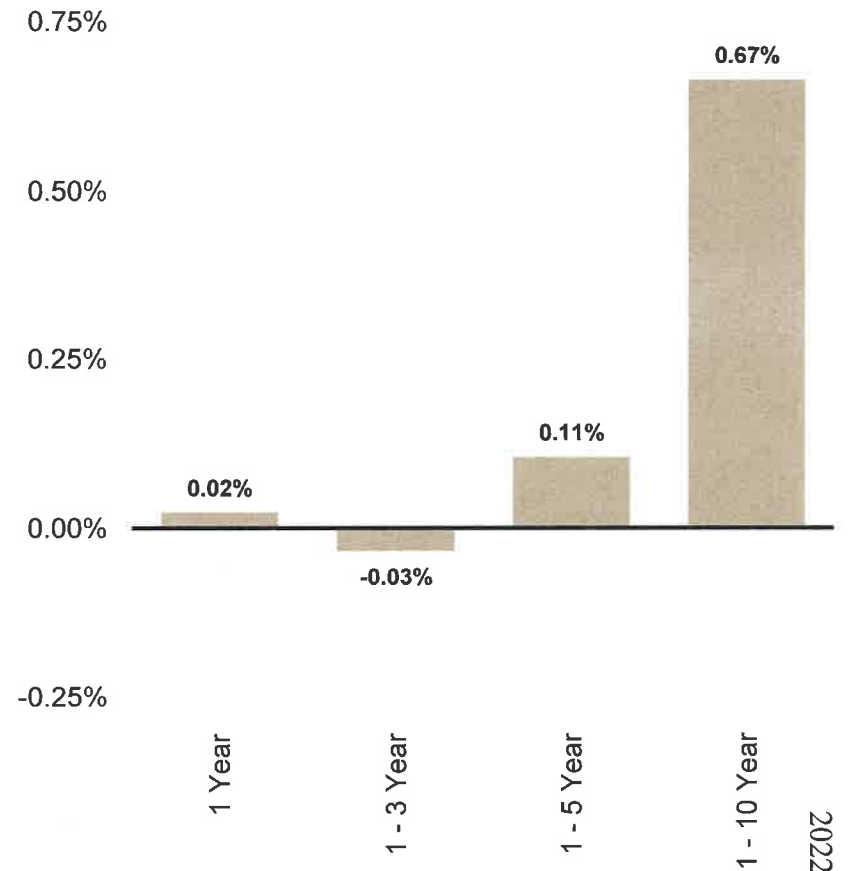
Source: Federal Reserve and Bloomberg. Individual dots represent each Fed members' judgement of the midpoint of the appropriate target range for the federal funds rate at each year end.

Yield Curve Moves Have Differing Impacts on Performance

U.S. Treasury Yield Curve



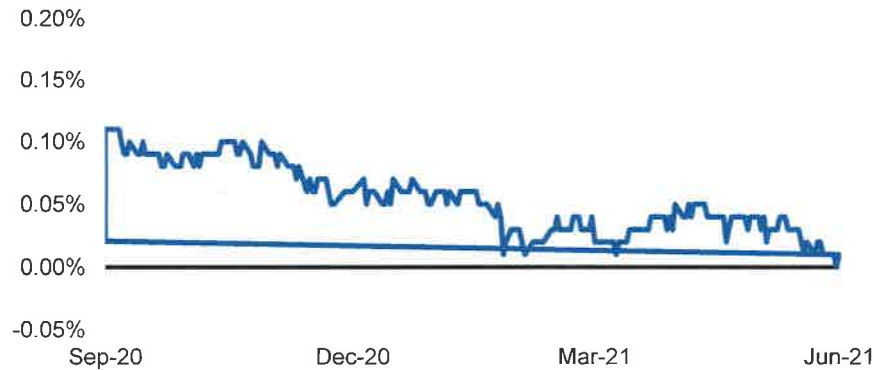
2021 U.S. Treasury Returns (2Q 2021)



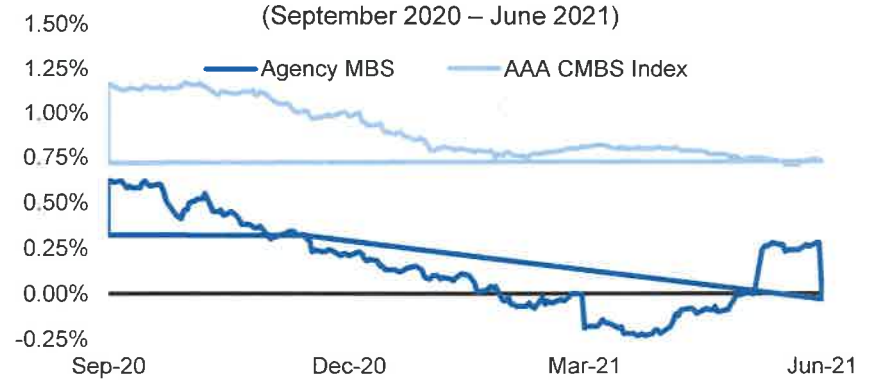
Source: Bloomberg, as of June 30, 2021.

Spread Sectors Remain near Record Tight Levels (1-3 Year)

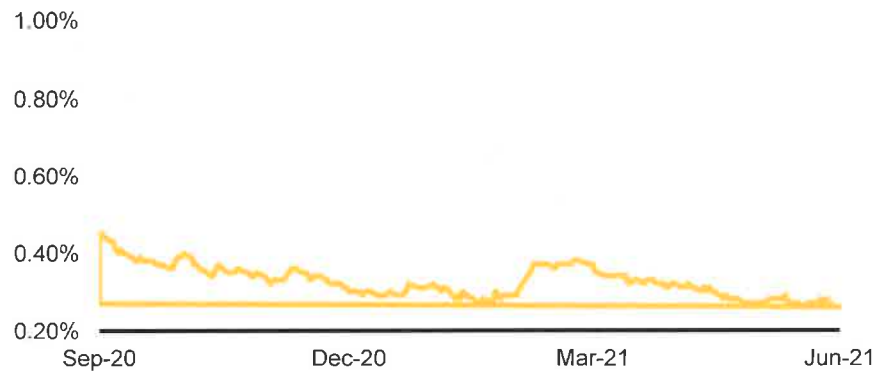
Federal Agency Yield Spreads
(September 2020 – June 2021)



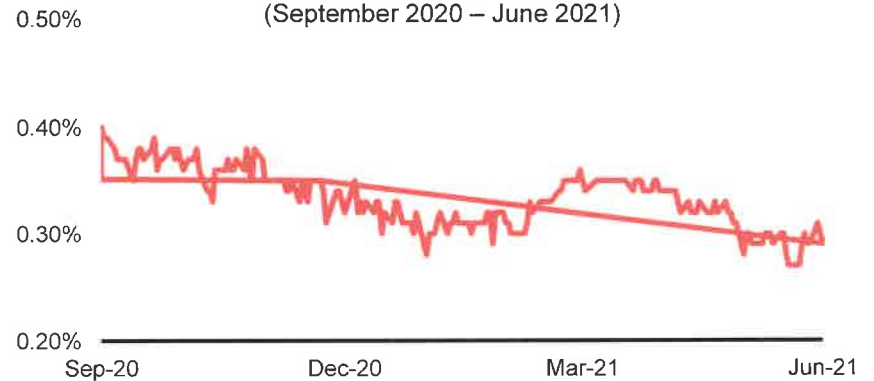
Mortgage-Backed Securities (MBS) Yield Spreads
(September 2020 – June 2021)



Corporate Notes A-AAA Yield Spreads
(September 2020 – June 2021)



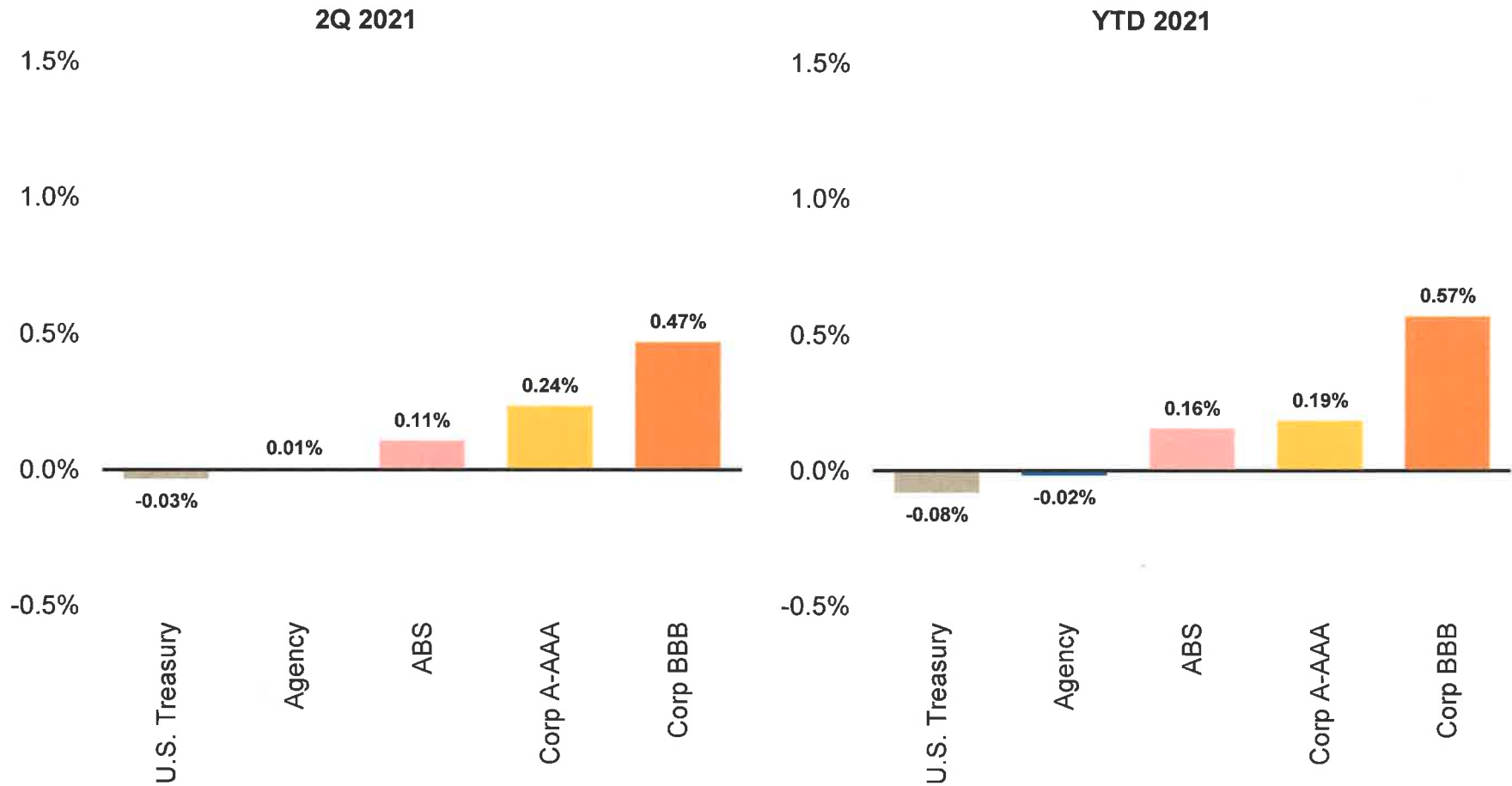
Asset-Backed Securities (ABS) Yield Spreads
(September 2020 – June 2021)



Source: ICE BofAML 1-3 year Indices via Bloomberg, MarketAxess, and PFM as of June 30, 2021. Spreads on ABS and MBS are option-adjusted spreads of 0-3 year indices based on weighted average life. Spreads on agencies are relative to comparable-maturity Treasuries. CMBS is Commercial Mortgage-Backed Securities.

Strong Second Quarter Returns; Mixed Performance Year-to-Date

1-3 Year Indices



Source: ICE BofAML Indices. ABS indices are 0-3 year based on weighted average life. As of June 30, 2021.

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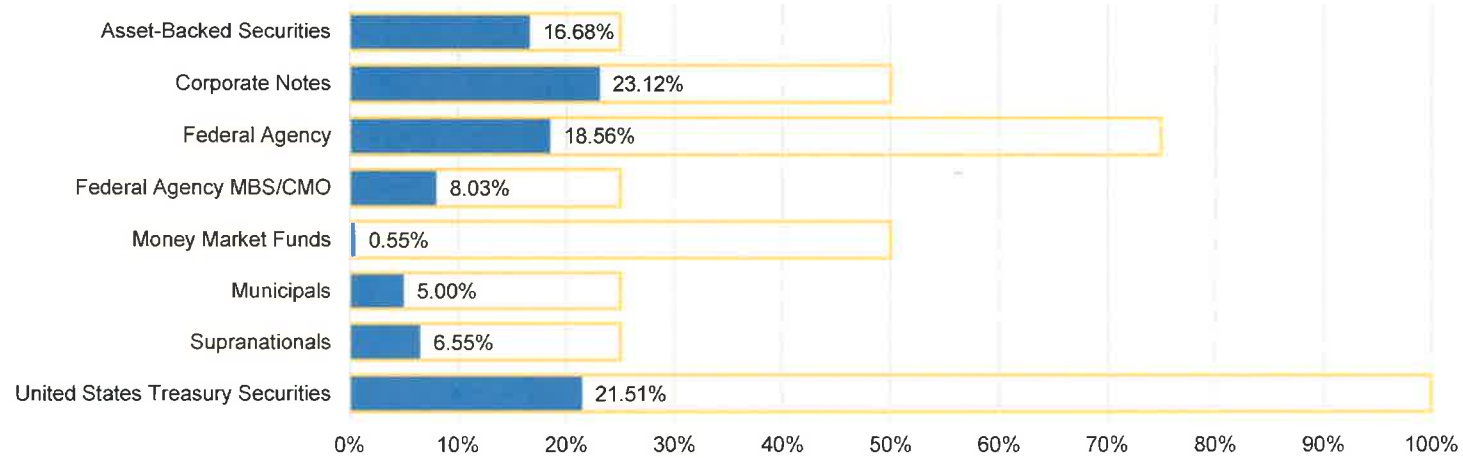
Fixed Income Sector Outlook – July 2021

Sector	Our Investment Preferences	Comments
COMMERCIAL PAPER / CD		<ul style="list-style-type: none"> Commercial paper and CD rates began to rise off historical lows after the Fed increased the IOER and RRP rates. However, issuance remained light around the end of Q2. Pockets of opportunity may present themselves over the next several months.
TREASURIES		
T-Bill		<ul style="list-style-type: none"> T-Bill yields saw some upward pressure towards the end of June, as the Federal Reserve increased two key ultra short-term rates; it is expected that these levels will maintain into the third quarter.
T-Note		<ul style="list-style-type: none"> While the Treasury yield curve continued to flatten during June—particularly between the 2-year and 10-year—it is possible the move was overdone and will at least partially unwind moving into the third quarter. The market expects both yields to rise and the yield curve to steepen throughout the rest of 2021.
FEDERAL AGENCIES		
Bullets		<ul style="list-style-type: none"> Agency bullet spreads tightened slightly as Treasury yields rose in the 1-5 year area of the curve in June. With agencies trading in line with, or even through, Treasury yields and supply expected to remain subdued, the sector is unlikely to provide material added value over the coming months.
Callables		
SUPRANATIONALS		<ul style="list-style-type: none"> Supra spreads narrowed by the end of Q2. The seasonal slowdown in issuance this summer will limit opportunities in the sector over the near-term, as the new issue market has been the best entry point into the sector over the last several months. As a result, spreads will likely remain tight until issuance picks back up.
CORPORATES		
Financials		<ul style="list-style-type: none"> Corporate spreads remain at record tight despite a more hawkish tone from the June Fed meeting. Demand for credit is likely to remain strong, though valuations are rich. Accommodative monetary policy, along with a positive turn in rating trends, should continue to ensure favorable financing conditions. New issues are expected to provide the bulk of any opportunities, as valuations across the secondary market remain rich.
Industrials		
SECURITIZED		
Asset-Backed		<ul style="list-style-type: none"> ABS spreads tightened in June, reaching record tight for both autos and credit cards issues. Issuance in June was the heaviest month so far in 2021. Delinquency rates and net losses remain below expectations. Fiscal stimulus and improving employment figures may push back any increases to later in 2021 or beyond. MBS spreads are tight but recently found some reprieve. While prepayments are elevated, they are on a considerable slowing path, and this trend is expected to continue. Lower coupon passthroughs, most susceptible to duration extension, are likely to trail Treasuries as rates move higher. With valuations slightly more reasonable, the sector may present better opportunities than in recent quarters. CMBS returns have held up well throughout the quarter. As spreads have tightened, the relative value proposition has waned, suggesting a gradual reduction in exposure.
Agency Mortgage-Backed		
Agency CMBS		
MUNICIPALS		<ul style="list-style-type: none"> While the pace of taxable issuances has slowed, overall supply remains robust, but valuations are expensive for both new issuances and secondary markets. Both selective additions and opportunistic selling may be warranted.



202200260

- The College's Operating Fund Portfolio is of high credit quality and invested in U.S. Treasury, supranational, municipal, federal agency, corporate, agency MBS pass through, agency CMO, agency CMBS, and ABS securities.
- The Operating Fund Portfolio's quarterly total return performance of 0.08% outperformed its benchmark performance of 0.01% by 0.07%. For the year, the Portfolio returned 0.62% compared to 0.27% for the benchmark.
- Economic conditions during Q2 were characterized by the following:
 - Dramatically lower COVID-19 caseload as **vaccine inoculations ramped up**, balanced with waning vaccine demand and the emergence of more infectious variants,
 - Strong consumer-oriented economic data supported by **ongoing fiscal stimulus measures**,
 - **Elevated inflation figures** fueled by surging economic activity amid labor and supply chain shortages,
 - A late-quarter **hawkish pivot** from the Federal Reserve, as anticipation of bond purchase tapering gained traction and the timeline for expected rate hikes was pulled forward, and
 - The largest increase in bottom-up corporate earnings estimates in nearly 20 years which propelled major **U.S. stock indexes to new all-time highs**.
- The U.S. Treasury yield curve flattened modestly over the quarter as longer-term yields retraced some of their significant moves higher in Q1. Shorter-term maturities inched higher off rock-bottom lows. Nevertheless, short-term rates (maturities less than two years) remain near historically low levels. Despite the decline in yields on longer-term maturities (greater than seven years) of 10 to 20 basis points (0.10% to 0.20%) over the quarter, the curve remains relatively steep.
 - As a result, short-term U.S. Treasury index returns were flat to slightly negative for the quarter, while longer-duration indices posted strong, positive returns on the flatter yield curve.
- The strong U.S. economic expansion is expected to persist, aided by vaccine-driven reopening, pent-up consumer demand, and continued fiscal and monetary support. 2021 GDP expectations have been revised upward, with current forecasts pointing to an annualized 6% growth this year. Despite these projections, growing inflationary pressures may force the Federal Reserve's hand when considering tapering its bond purchases and, ultimately, future rate increases. Given balanced risks, we plan to maintain portfolio durations in-line with respective benchmarks as we continue to monitor the economic recovery.
- Diversification across permitted investments will remain a key element of our strategy, with a continued focus on income as a key driver of return.



Security Type	Amortized Cost (Includes Interest)	Allocation Percentage	Permitted by Policy	In Compliance
Asset-Backed Securities	5,954,613.23	16.68%	25%	Yes
Bankers' Acceptances	-	-	10%	Yes
Certificates of Deposit and Savings Accounts	-	-	50%	Yes
Commercial Paper	-	-	50%	Yes
Corporate Notes	8,254,137.20	23.12%	50%	Yes
Federal Agency	6,625,979.66	18.56%	75%	Yes
Intergovernmental Pools	-	-	50%	Yes
Federal Agency MBS/CMO	2,867,571.60	8.03%	25%	Yes
Money Market Funds	195,915.21	0.55%	50%	Yes
Municipals	1,786,908.77	5.00%	25%	Yes
Repurchase Agreements	-	-	40%	Yes
Supranationals	2,339,643.10	6.55%	25%	Yes
United States Treasury Securities	7,678,756.38	21.51%	100%	Yes
Total	35,703,525.15	100.00%		

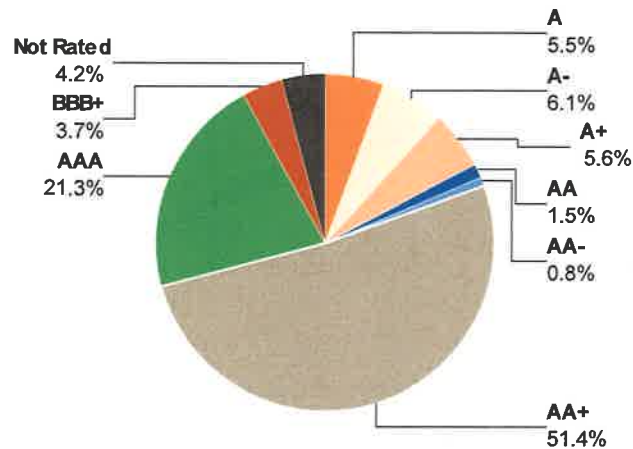
End of month trade-date amortized cost of portfolio holdings, including accrued interest.

Portfolio Statistics

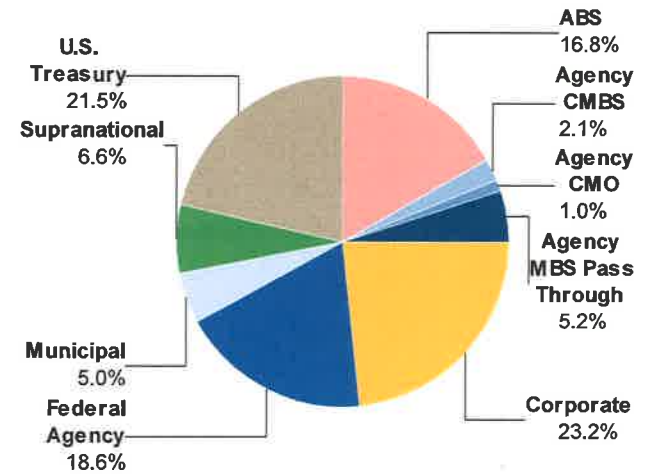
As of June 30, 2021

Par Value:	\$35,246,135
Total Market Value:	\$35,910,617
Security Market Value:	\$35,650,967
Accrued Interest:	\$63,735
Cash:	\$195,915
Amortized Cost:	\$35,443,875
Yield at Market:	0.59%
Yield at Cost:	0.87%
Effective Duration:	1.84 Years
Average Maturity:	2.65 Years
Average Credit: *	AA

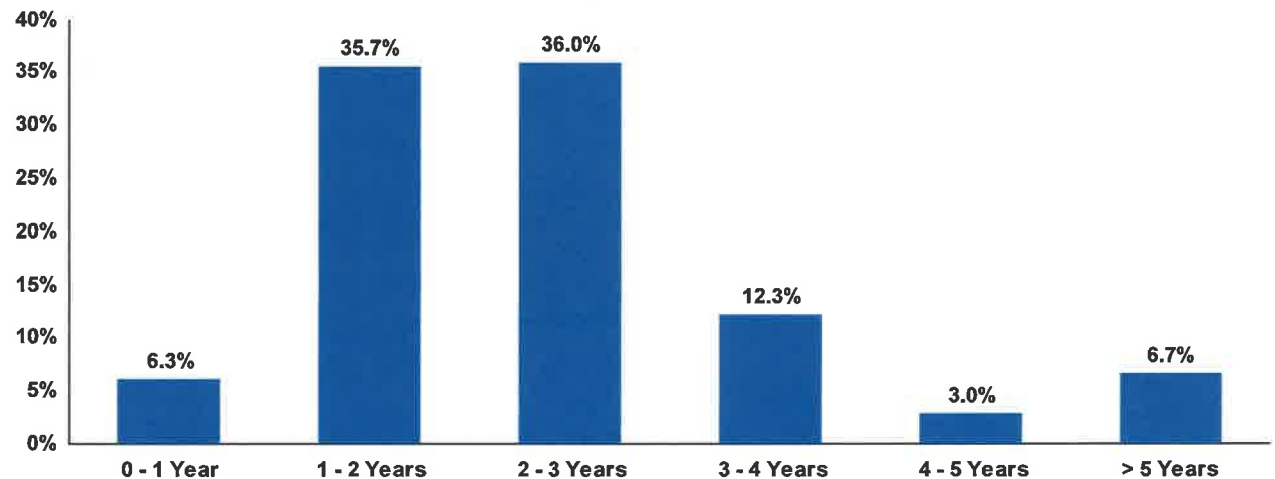
Credit Quality (S&P Ratings)



Sector Allocation



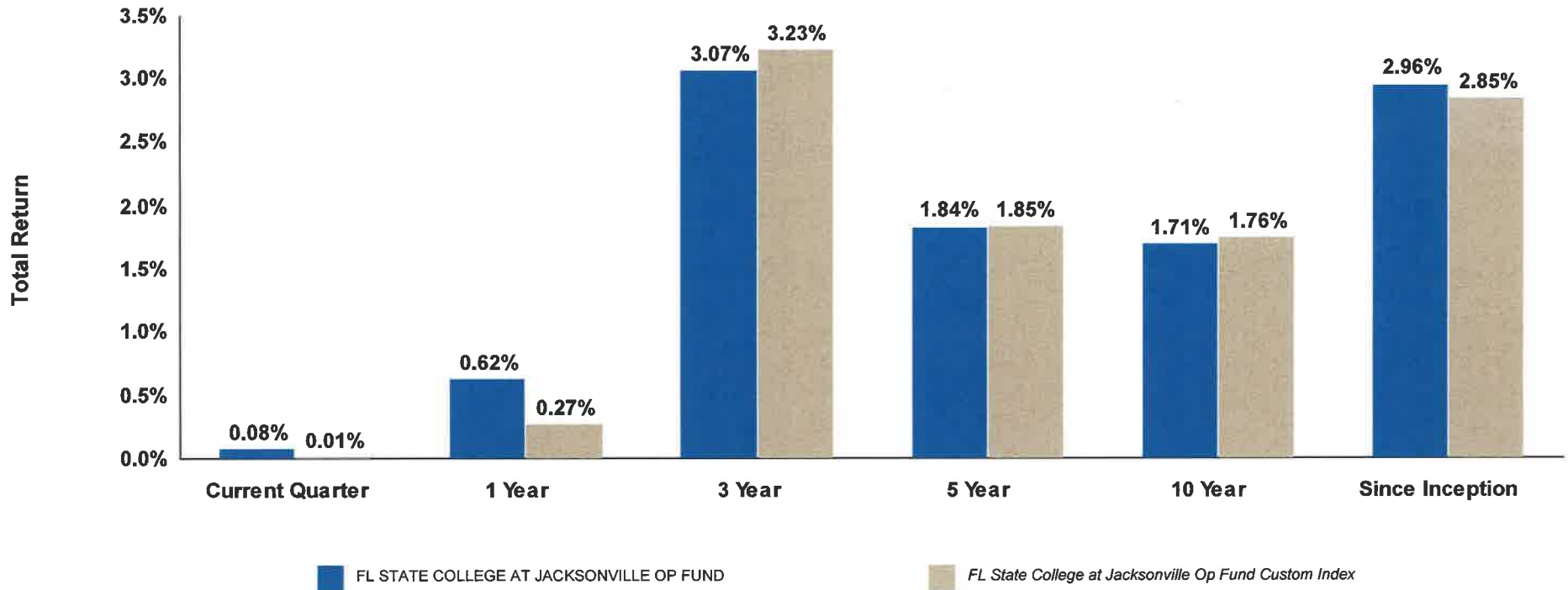
Maturity Distribution



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

Portfolio Performance (Total Return)

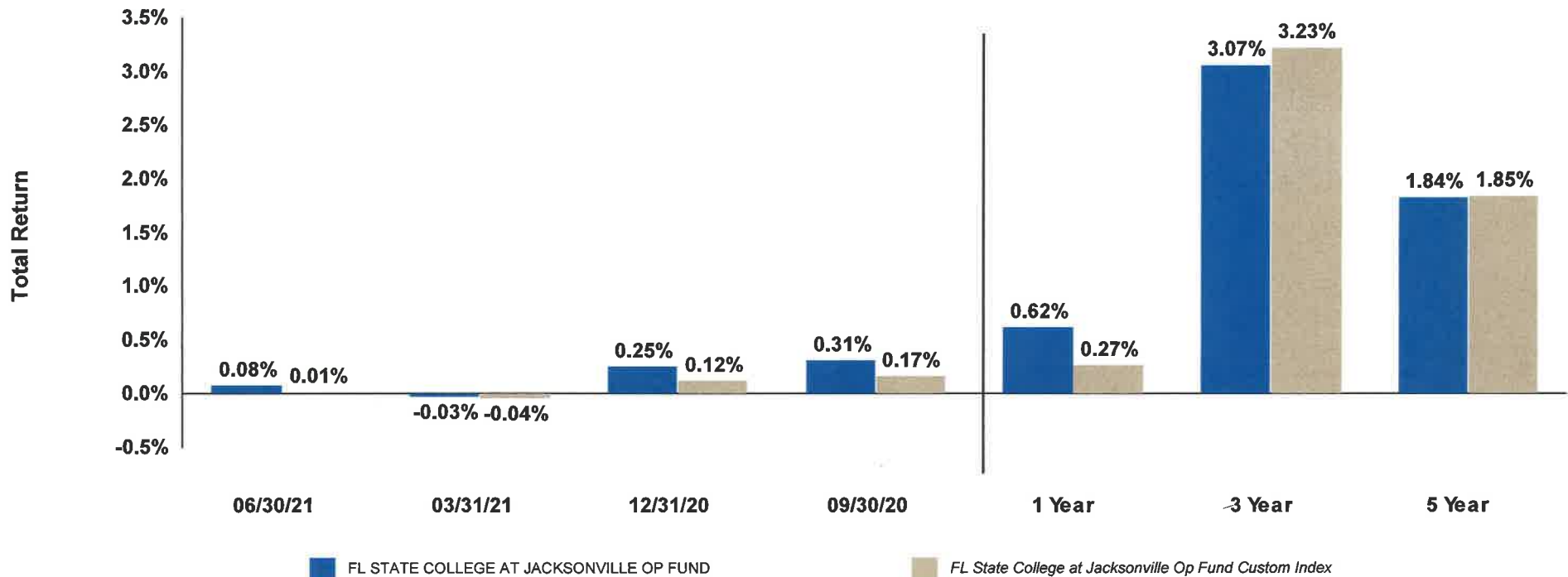
Portfolio/Benchmark	Effective Duration	Current Quarter	Annualized Return				Since Inception (06/30/06) **
			1 Year	3 Year	5 Year	10 Year	
FL STATE COLLEGE AT JACKSONVILLE OP FUND	1.84	0.08%	0.62%	3.07%	1.84%	1.71%	2.96%
FL State College at Jacksonville Op Fund Custom Index	1.83	0.01%	0.27%	3.23%	1.85%	1.76%	2.85%
Difference		0.07%	0.35%	-0.16%	-0.01%	-0.05%	0.11%



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

Portfolio Performance (Total Return)

Portfolio/Benchmark	Effective Duration	Quarter Ended				1 Year	Annualized Return	
		06/30/21	03/31/21	12/31/20	09/30/20		3 Year	5 Year
FL STATE COLLEGE AT JACKSONVILLE OP FUND	1.84	0.08%	-0.03%	0.25%	0.31%	0.62%	3.07%	1.84%
FL State College at Jacksonville Op Fund Custom Index	1.83	0.01%	-0.04%	0.12%	0.17%	0.27%	3.23%	1.85%
Difference		0.07%	0.01%	0.13%	0.14%	0.35%	-0.16%	-0.01%



Portfolio performance is gross of fees unless otherwise indicated.

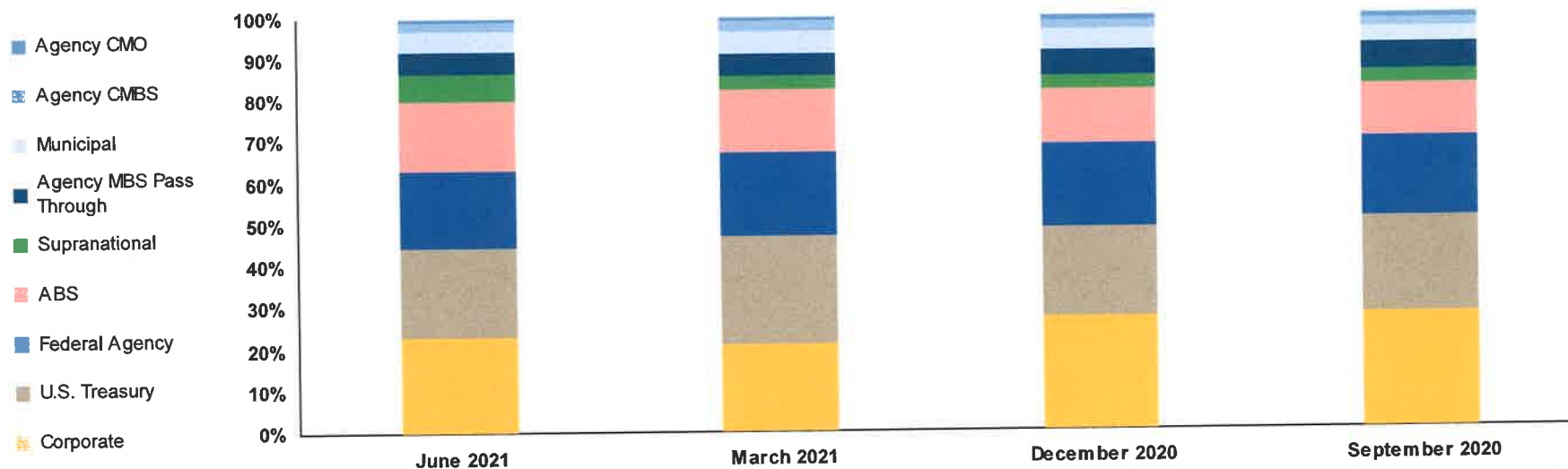
Portfolio Earnings
Quarter-Ended June 30, 2021

	<u>Market Value Basis</u>	<u>Accrual (Amortized Cost) Basis</u>
Beginning Value (03/31/2021)	\$35,407,134.49	\$35,116,985.53
Net Purchases/Sales	\$314,472.00	\$314,472.00
Change in Value	(\$70,639.32)	\$12,417.79
Ending Value (06/30/2021)	\$35,650,967.17	\$35,443,875.32
Interest Earned	\$100,693.53	\$100,693.53
Portfolio Earnings	\$30,054.21	\$113,111.32

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Sector Allocation

Sector	June 30, 2021		March 31, 2021		December 31, 2020		September 30, 2020	
	MV (\$MM)	% of Total	MV (\$MM)	% of Total	MV (\$MM)	% of Total	MV (\$MM)	% of Total
Corporate	8.3	23.2%	7.5	21.3%	9.6	27.1%	9.8	27.4%
U.S. Treasury	7.7	21.5%	9.1	25.5%	7.7	21.7%	8.3	23.4%
Federal Agency	6.6	18.6%	7.2	20.3%	7.2	20.2%	6.9	19.3%
ABS	6.0	16.8%	5.4	15.2%	4.7	13.2%	4.6	12.9%
Supranational	2.3	6.6%	1.2	3.3%	1.2	3.3%	1.2	3.3%
Agency MBS Pass Through	1.9	5.2%	2.0	5.7%	2.2	6.2%	2.4	6.7%
Municipal	1.8	5.0%	1.8	5.1%	1.8	5.0%	1.2	3.4%
Agency CMBS	0.7	2.1%	0.9	2.5%	0.8	2.1%	0.8	2.3%
Agency CMO	0.3	1.0%	0.4	1.1%	0.4	1.2%	0.5	1.3%
Total	\$35.7	100.0%	\$35.4	100.0%	\$35.6	100.0%	\$35.6	100.0%

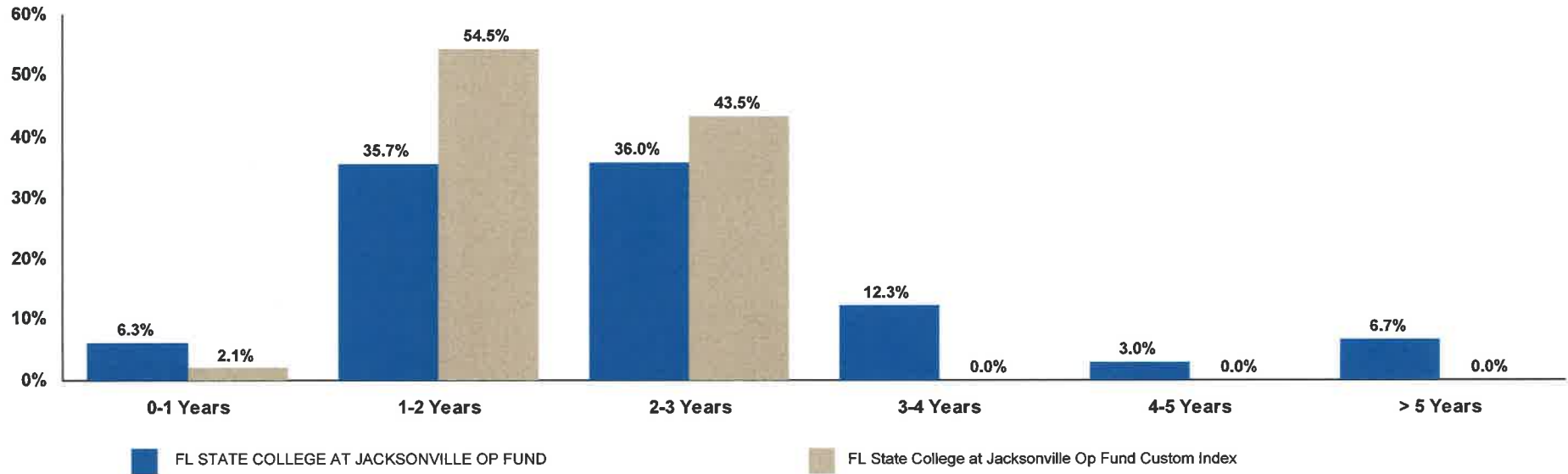


Detail may not add to total due to rounding.

Maturity Distribution

As of June 30, 2021

Portfolio/Benchmark	Yield at Market	Average Maturity	0-1 Years	1-2 Years	2-3 Years	3-4 Years	4-5 Years	>5 Years
FL STATE COLLEGE AT JACKSONVILLE OP FUND	0.59%	2.65 yrs	6.3%	35.7%	36.0%	12.3%	3.0%	6.7%
FL State College at Jacksonville Op Fund Custom Index	0.30%	1.95 yrs	2.1%	54.5%	43.5%	0.0%	0.0%	0.0%

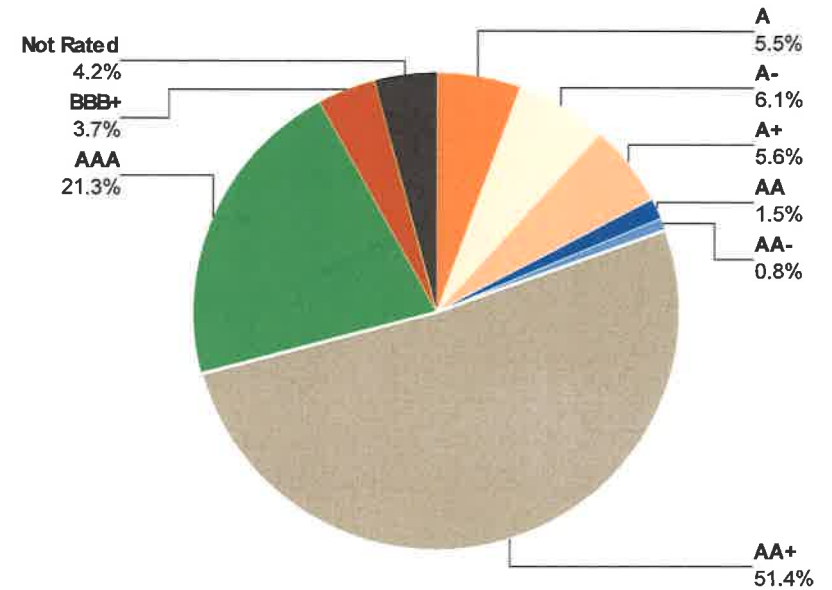


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Credit Quality

As of June 30, 2021

S&P Rating	Market Value (\$)	% of Portfolio
AA+	\$18,306,038	51.4%
AAA	\$7,602,193	21.3%
A-	\$2,163,761	6.1%
A+	\$1,983,053	5.6%
A	\$1,945,492	5.5%
Not Rated	\$1,498,269	4.2%
BBB+	\$1,333,850	3.7%
AA	\$540,544	1.5%
AA-	\$277,766	0.8%
Totals	\$35,650,967	100.0%



Detail may not add to total due to rounding.

IMPORTANT DISCLOSURES

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

- Market values that include accrued interest are derived from closing bid prices as of the last business day of the month as supplied by Refinitiv, Bloomberg, or Telerate. Where prices are not available from generally recognized sources, the securities are priced using a yield based matrix system to arrive at an estimated market value.
- In accordance with generally accepted accounting principles, information is presented on a trade date basis; forward settling purchases are included in the monthly balances, and forward settling sales are excluded.
- Performance is presented in accordance with the CFA Institute's Global Investment Performance Standards (GIPS). Unless otherwise noted, performance is shown gross of fees. Quarterly returns are presented on an unannualized basis. Returns for periods greater than one year are presented on an annualized basis. Past performance is not indicative of future returns.
- Bank of America/Merrill Lynch Indices provided by Bloomberg Financial Markets.
- Money market fund/cash balances are included in performance and duration computations.
- Standard & Poor's is the source of the credit ratings. Distribution of credit rating is exclusive of money market fund/LGIP holdings.
- Callable securities in the portfolio are included in the maturity distribution analysis to their stated maturity date, although, they may be called prior to maturity.
- MBS maturities are represented by expected average life.

Important Disclosures

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FSCJ

Florida State College
at Jacksonville

Investment Performance Review For
QUASI ENDOWMENT FUND
Quarter Ended June 30, 2021

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Executive Summary

The Florida State College at Jacksonville Quasi Endowment Fund portfolio (the “Portfolio”) returned 6.30% (net of mutual fund fees) in the 2nd quarter of 2021, outperforming its policy benchmark return of 5.92% by 0.38%. Over the past year, the portfolio had a return of 33.55% outperforming its 29.76% benchmark return. Since the inception date of July 1, 2016, the portfolio returned 13.37% annually compared to its 12.54% benchmark. In dollar terms, the portfolio gained \$432,084 in return on investment over the quarter and gained \$1,830,102 over the past 12-months.

The S&P posted a return of 8.6% for the quarter, benefiting from increased COVID-19 vaccinations, continued economic opening, no changes at the Fed meeting and a \$1 trillion infrastructure deal. Markets outside of the U.S., as measured by the MSCI ACWI ex-U.S. Index, underperformed their U.S. counterparts, returning 5.5% for the quarter. The U.S. bond market represented by the Bloomberg Barclays U.S. Aggregate (Aggregate) Index gained 1.8% in the 2nd quarter.

Currently, the portfolio is approximately 4.0% overweight to domestic and international equities, and 4.3% underweight to fixed income. The portfolio continues to be appropriately diversified and compliant with the Foundation’s long-term goals, objectives and stated investment policy guidelines.



Executive Summary

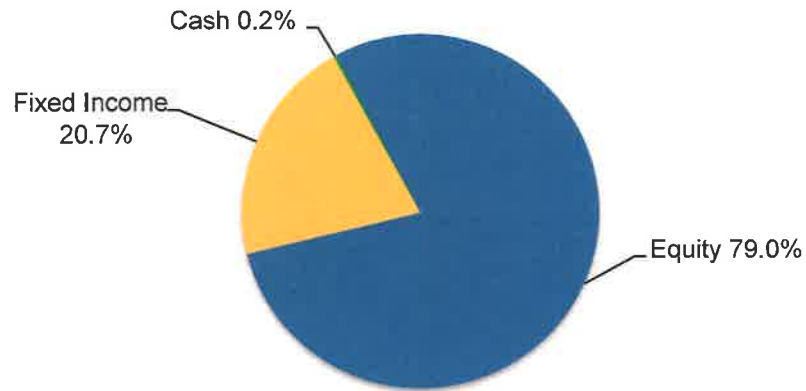
Current Asset Allocation

Asset Class	Market Value	Pct (%)
Cash	\$17,752	0.2%
Equity	5,755,980	79.0%
Fixed Income	1,511,500	20.7%
Total	\$7,285,233	100.0%

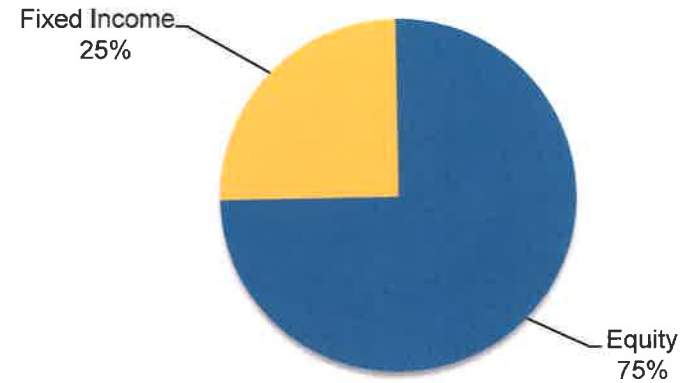
Target Asset Allocation

Asset Class	Market Value	Pct (%)	Range
Cash	\$0	0%	0% - 20%
Equity	5,463,924	75%	70%-80%
Fixed Income	1,821,308	25%	20%-30%
Total	\$7,285,233	100%	

Current Asset Allocation



Target Asset Allocation



QUARTERLY MARKET SUMMARY

Market Index Performance

As of June 30, 2021

	QTD	YTD	1 Year	3 Years	5 Years	7 Years	10 Years
DOMESTIC EQUITY							
S&P 500	8.55%	15.25%	40.79%	18.67%	17.65%	14.10%	14.84%
Russell 3000 Index	8.24%	15.11%	44.16%	18.73%	17.89%	13.95%	14.70%
Russell 1000 Value Index	5.21%	17.05%	43.68%	12.42%	11.87%	9.41%	11.61%
Russell 1000 Growth Index	11.93%	12.99%	42.50%	25.14%	23.66%	18.56%	17.87%
Russell Midcap Index	7.50%	16.25%	49.80%	16.45%	15.62%	12.03%	13.24%
Russell 2500 Index	5.44%	16.97%	57.79%	15.24%	16.35%	11.74%	12.86%
Russell 2000 Value Index	4.56%	26.69%	73.28%	10.27%	13.62%	9.26%	10.85%
Russell 2000 Index	4.29%	17.54%	62.03%	13.52%	16.47%	11.39%	12.34%
Russell 2000 Growth Index	3.92%	8.98%	51.36%	15.94%	18.76%	13.11%	13.52%
INTERNATIONAL EQUITY							
MSCI EAFE (net)	5.17%	8.83%	32.35%	8.27%	10.28%	4.96%	5.89%
MSCI AC World Index (Net)	7.39%	12.30%	39.26%	14.57%	14.61%	9.75%	9.90%
MSCI AC World ex USA (Net)	5.48%	9.16%	35.72%	9.38%	11.08%	5.33%	5.45%
MSCI AC World ex USA Small Cap (Net)	6.35%	12.24%	47.04%	9.78%	11.97%	7.07%	7.02%
MSCI EM (Net)	5.05%	7.45%	40.90%	11.27%	13.03%	6.35%	4.29%
ALTERNATIVES							
FTSE NAREIT Equity REIT Index	12.02%	21.96%	38.02%	10.10%	6.31%	8.39%	9.41%
FTSE EPRA/NAREIT Developed Index	9.42%	16.11%	34.83%	7.39%	5.97%	6.07%	7.29%
Bloomberg Commodity Index Total Return	13.30%	21.15%	45.61%	3.90%	2.40%	-4.13%	-4.44%
FIXED INCOME							
Blmbg. Barc. U.S. Aggregate	1.83%	-1.61%	-0.34%	5.34%	3.03%	3.28%	3.39%
Blmbg. Barc. U.S. Government/Credit	2.42%	-1.96%	-0.39%	5.95%	3.31%	3.56%	3.71%
Blmbg. Barc. Intermed. U.S. Government/Credit	0.98%	-0.90%	0.19%	4.70%	2.63%	2.73%	2.76%
Blmbg. Barc. U.S. Treasury: 1-3 Year	-0.04%	-0.09%	0.05%	2.72%	1.60%	1.46%	1.21%
Blmbg. Barc. U.S. Corp: High Yield	2.74%	3.62%	15.37%	7.45%	7.48%	5.47%	6.66%
Credit Suisse Leveraged Loan index	1.44%	3.48%	11.67%	4.36%	5.04%	4.03%	4.52%
ICE BofAML Global High Yield Constrained (USD)	2.56%	2.49%	15.53%	7.27%	7.21%	4.82%	6.24%
Blmbg. Barc. Global Aggregate Ex USD	0.92%	-4.43%	4.59%	3.12%	1.63%	0.66%	0.99%
JPM EMBI Global Diversified	4.06%	-0.66%	7.53%	6.71%	4.86%	4.91%	5.66%
CASH EQUIVALENT							
90 Day U.S. Treasury Bill	0.00%	0.02%	0.09%	1.34%	1.16%	0.85%	0.61%

Source: Investment Metrics. Returns are expressed as percentages. Please refer to the last page of this document for important disclosures relating to this material.

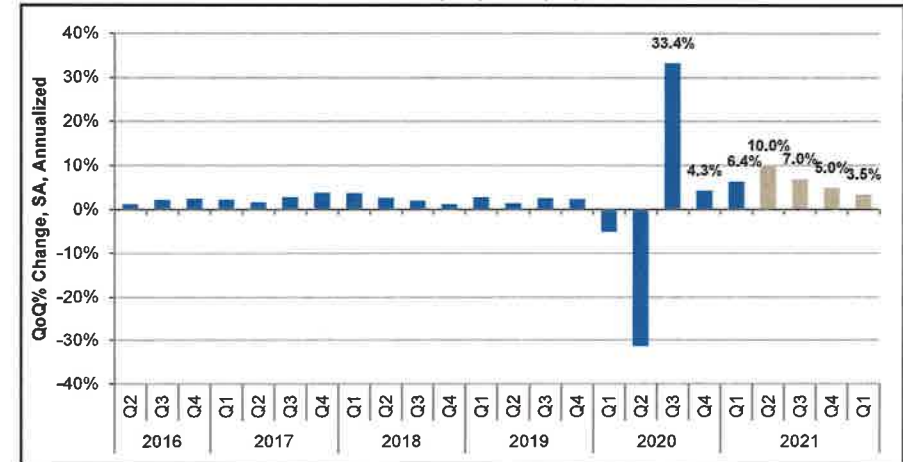


QUARTERLY MARKET SUMMARY

THE ECONOMY

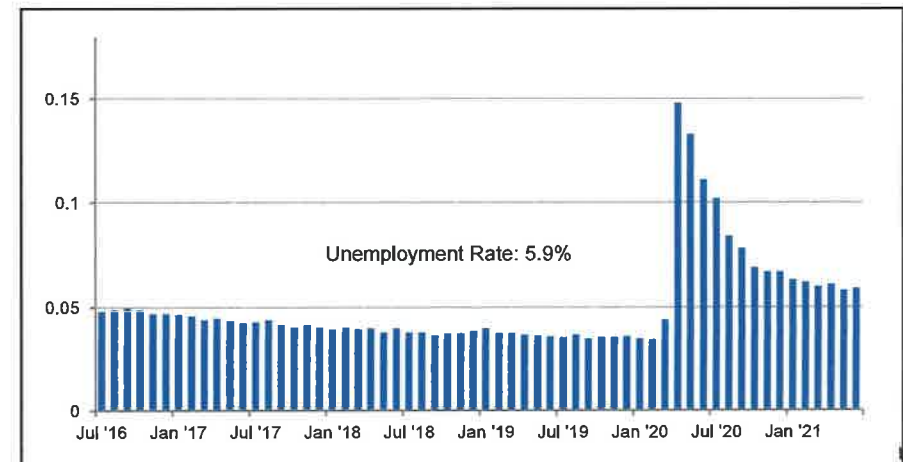
- Over the quarter, equities rose as vaccination campaigns accelerated in most developed economies, especially in Europe. Europe is now catching up with the UK and the U.S. governments, as most developed markets continued to ease COVID-related mobility restrictions and activity levels picked up. Economic data over the last three months has generally been very strong, especially in the U.S.
- The U.S. trade deficit widened in May as American consumers and businesses stepped up purchases of imported products and materials amid a continued economic recovery. The foreign-trade gap in goods and services expanded 3.1% from the prior month to a seasonally adjusted \$71.2 billion in May. Imports rose 1.3% to \$277.3 billion, while exports increased 0.6% to \$206 billion. The gains in imports were fueled by purchases of industrial supplies as the U.S. economy opened further. The growth followed a drop in April when disruptions to supply chains caused shipments into the U.S. to slow from a record pace set in March.
- A recent downward trend in worker filings for jobless benefits stalled in mid-June amid other signs the labor market continues to gradually recover. Employers report increased demand for workers as Americans have increased activities such as traveling and dining out because restrictions on businesses have phased out. The pace of hiring has lagged the broader economic bounce back, which many economists have attributed to a variety of factors that they expect will ease over the summer and into the fall. Those factors include lingering health and childcare concerns and states discontinuing enhanced unemployment benefits. What hasn't been discussed by some is the wave of early retirements and increased geographic movements, along with changing preferences and job switching.
- The June Federal Open Market Committee (FOMC) tapped the brakes on the reflation trade as the dot plot unveiled two unexpected rate hike projections in 2023, along with increased inflation and economic projections for 2021. Chairman Jerome Powell attempted to dampen the committee's hawkish forecasts by noting the recovery needs substantial future progress while stressing any future changes to the asset purchase program will be "orderly, methodical and transparent."
- The initial public offering (IPO) business, which had taken a back seat to Special Purpose Acquisition Company (SPACs) for a good part of 2020 and 2021, has returned big time. The first half of the year was a monster for the IPO market, which saw 213 IPOs raise over \$70 billion. After slowing somewhat in May, June was also the busiest single month since August 2000. These numbers are more remarkable, considering that SPACs continue to compete with IPOs for listings. The SPAC business, however, has slowed considerably.

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



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

Monthly Unemployment Rate

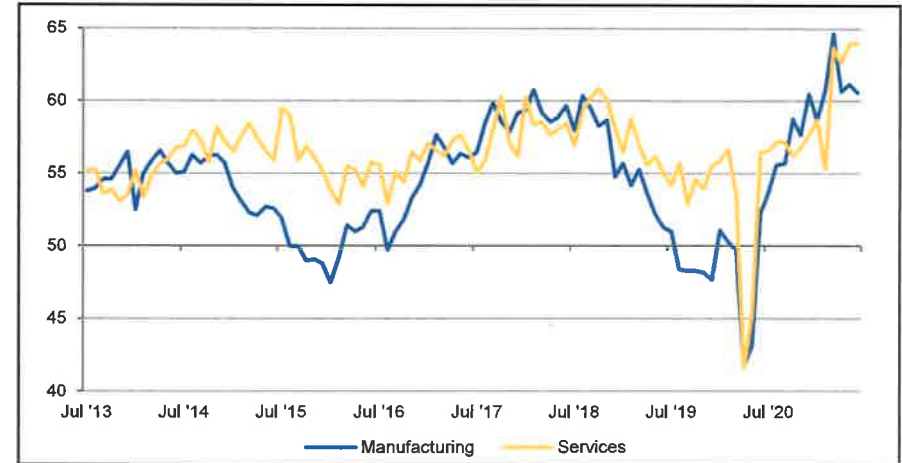


Source: Bloomberg.

WHAT WE'RE WATCHING

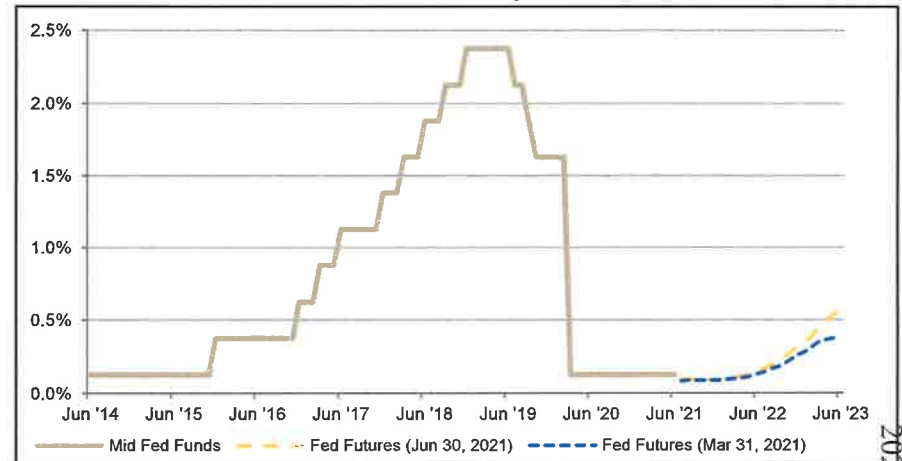
- The world economy is transitioning from the COVID-19 pandemic's shadow into a multi-speed economic recovery and expansion. Improving vaccination growth in the U.S. drives our domestic rebound, while challenges from continued outbreaks mean Europe, UK and Japan are just now entering their recovery. China, which dealt with COVID-19 shutdowns in early 2020, has struggled this year as supply chain issues have started to mount, decreasing exports. The pace of global growth is likely to moderate late this year as many economies settle into "steady state" economic expansions with the end of the pandemic. Risks to this recovery arise from policy missteps, which could include pre-emptive monetary policy actions to limit inflation pressures and further challenges to global trade policy.
- The world's central banks are carefully monitoring how the U.S. Federal Reserve (Fed) will respond to a rise in inflation, wary of being caught in the crosscurrents of an extraordinary U.S. economic expansion. A global march toward higher interest rates, with the Fed at the center, risks stifling the economic recovery in some places, especially at a time when emerging market (EM) debt has risen.
- The U.S. has won international backing for a global minimum tax rate as part of a wider overhaul of the rules for taxing international companies, a major step toward securing a final agreement on a key element of the Biden administration's domestic plans for revenue raising and spending. Officials from 130 countries that met virtually agreed to the broad outlines of what would be the most sweeping change in international taxation in a century. Among them were 20 major economies, including China and India, which previously had reservations about the proposed overhaul. These governments now will seek to pass laws ensuring that companies headquartered in their countries pay a minimum tax rate of at least 15% in each of the nations in which they operate, reducing opportunities for tax avoidance.
- Chinese domestic companies, particularly of the tech and data-rich variety, will be more likely to shun Western capital markets and adhere to the Chinese Communist Party (CCP) preferences. Foreign investors, only too happy to accept risk for the long-proven upside of Chinese stocks, now must factor in a growing risk premium as Chinese President Xi Jinping tightens the screws. The story that triggered this was the \$4.4 billion U.S. IPO of Didi, the world's largest ride-hailing and food delivery service.

ISM Manufacturing & Services PMI



Source: Bloomberg.

Federal Funds Target Rate



Source: Bloomberg.

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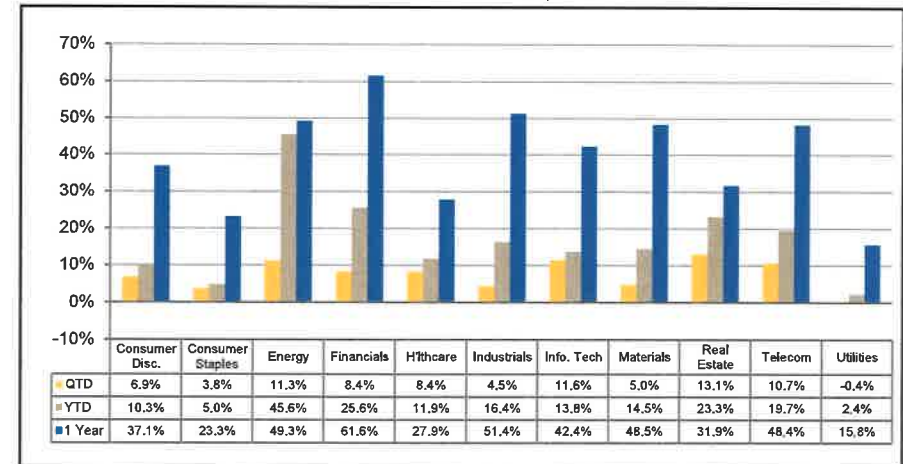


QUARTERLY MARKET SUMMARY

DOMESTIC EQUITY

- The S&P 500 Index (S&P) posted a return of 8.5% for the quarter, benefiting from increased COVID-19 vaccinations, continued economic opening, no changes at the fed meeting and a \$1 trillion infrastructure deal.
- Within the S&P, 10 out of 11 sectors produced positive returns, with Real Estate (+13.1%), Information Technology (+11.6%), and Energy (+11.3%) leading the way. Utilities (-0.4%) was the worst-performing sector during the quarter.
- Value stocks, as represented by the Russell 1000 Value Index, returned 5.2% lagging growth stocks, as represented by the Russell 1000 Growth Index, which returned 11.9%. The Russell 1000 Growth Index was the strongest performing index during the quarter.
- Small-caps, as represented by the Russell 2000 Index, returned 4.3% during the quarter, lagging mid- and large-caps. The Russell Midcap and Russell 1000 indices returned 7.5% and 8.5%, respectively.

S&P 500 Index Performance by Sector
Periods Ended June 30, 2021



Source: Bloomberg.

P/E Ratios of Major Stock Indices*



Source: Bloomberg.

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

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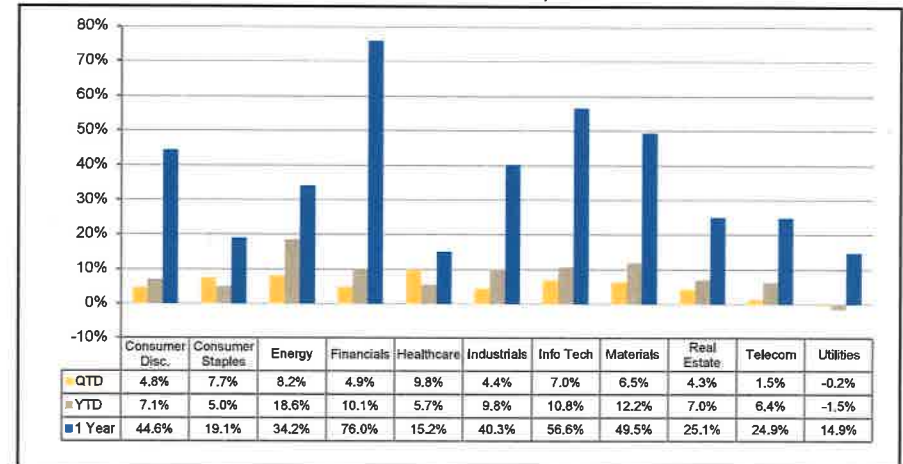


QUARTERLY MARKET SUMMARY

NON-U.S. EQUITY

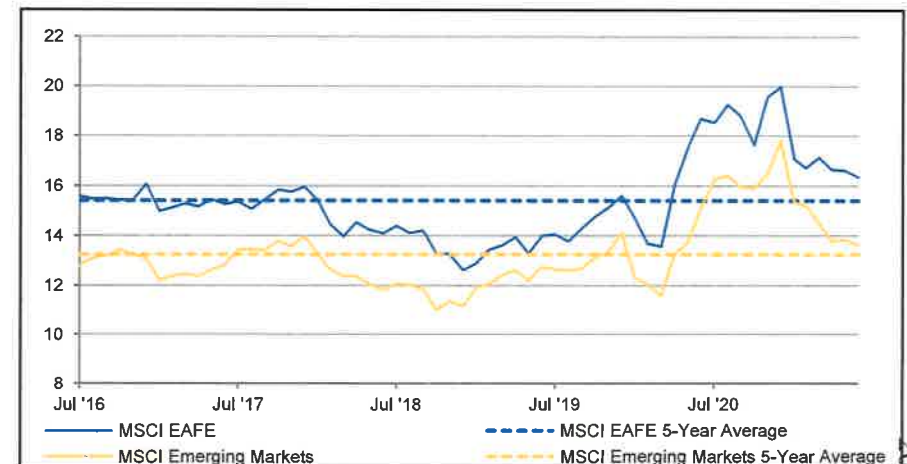
- Markets outside of the United States, as measured by the MSCI ACWI ex-U.S. Index, underperformed their U.S. counterparts, returning 5.4% for the quarter. Ten of the 11 sectors posted positive returns for the quarter. Healthcare was the best-performing sector returning 9.8%, while Utilities was the worst-performing sector returning -0.2%.
- EM, as represented by MSCI Emerging Market Index, slightly lagged Developed ex-U.S. Markets, represented by the MSCI EAFE Index, returning 5.0% versus 5.1% for the quarter. MSCI Japan (USD) was a detractor returning -0.2% for the quarter, as the late vaccine rollout paired with extended emergency measures continue to impact the economy's return to normalcy.
- Growth outperformed value for the quarter across the International Markets (MSCI AC World ex-USA Growth 6.7% versus MSCI AC World ex-USA Value 4.5%), a reversal from the first quarter of 2021.
- Small-caps outperformed within the international equity markets, returning 6.3% for the quarter, as represented by MSCI ACWI ex-U.S. Small Cap Index.

MSCI ACWI ex-U.S. Sectors
Periods Ended June 30, 2021



Source: Bloomberg.

P/E Ratios of MSCI Equity Indices*



Source: Bloomberg.

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

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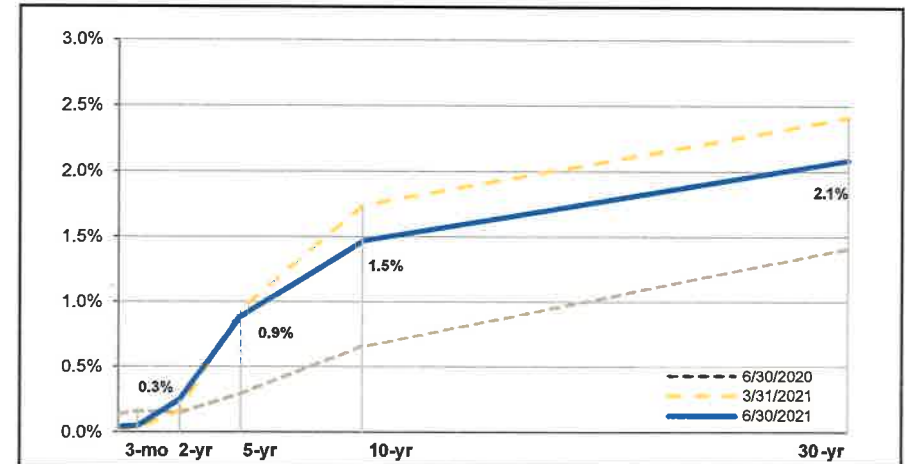


QUARTERLY MARKET SUMMARY

FIXED INCOME

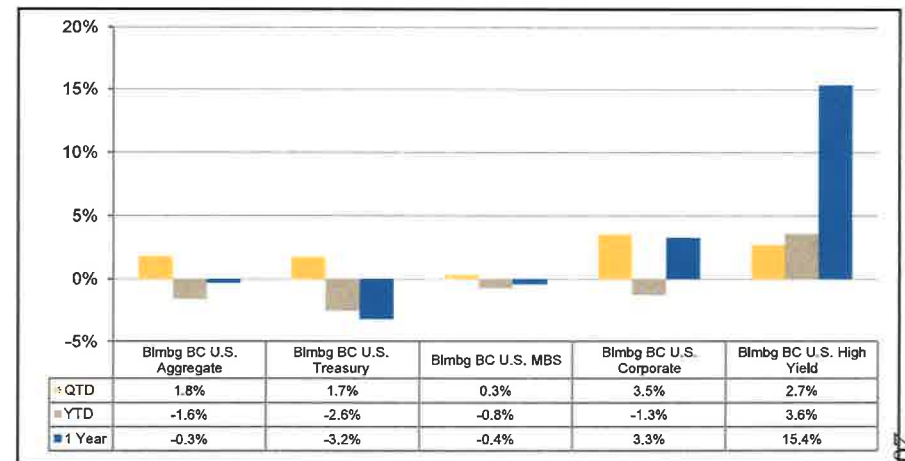
- The U.S. bond market represented by the Bloomberg Barclays U.S. Aggregate (Aggregate) Index gained 1.8% in the second quarter.
- Long-term rates fell in the quarter despite the strong economic news and higher inflationary measures. The 10- and 30-year rates declined by 29 and 35 basis points (bps), respectively, while the 5-year had a minor drop of 5 bps. The Bloomberg Barclays U.S. Treasury Index gained 1.7%.
- Corporate credit had strong results, with the Bloomberg Barclays U.S. Corporate Index gaining 3.5%, led by longer maturities. High yield bonds, as represented by the Bloomberg Barclays U.S. Corporate High Yield (HY) Index, posted a return of 2.7%. Within HY, results were strongest in the CCC-rated area, followed by BBs.
- The fixed-rate mortgage market, as measured by the Bloomberg Barclays U.S. Mortgage-Backed Securities (MBS) Index, had the weakest returns of the major sub-sectors, gaining 0.3%. Meanwhile, the Bloomberg Barclays U.S. Agency CMBS Index (measuring commercial MBS) was up 1.9%.
- EM USD sovereign bonds, as represented by the JP Morgan EMBI Global Diversified Index, gained 4.0%. By region, Africa had the strongest returns.

U.S. Treasury Yield Curve



Source: Bloomberg.

Returns for Fixed-Income Segments
Periods Ended June 30, 2021



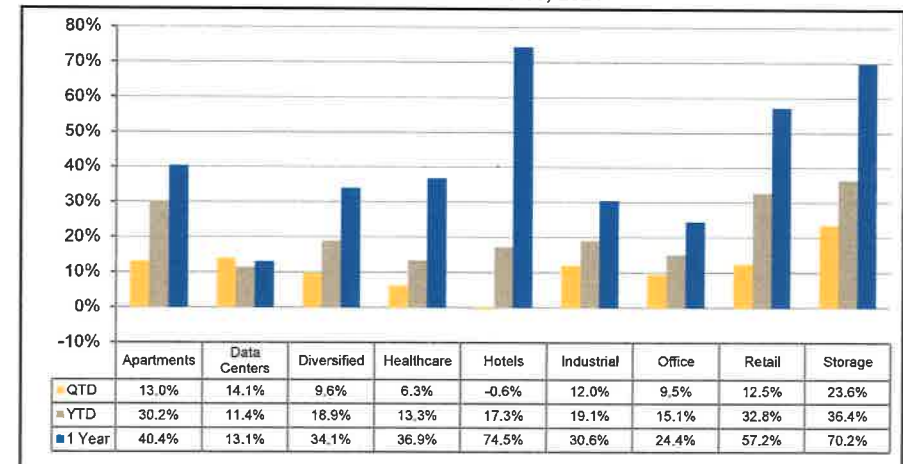
Source: Bloomberg. "Bimbg BC" is Bloomberg Barclays.

QUARTERLY MARKET SUMMARY

ALTERNATIVES

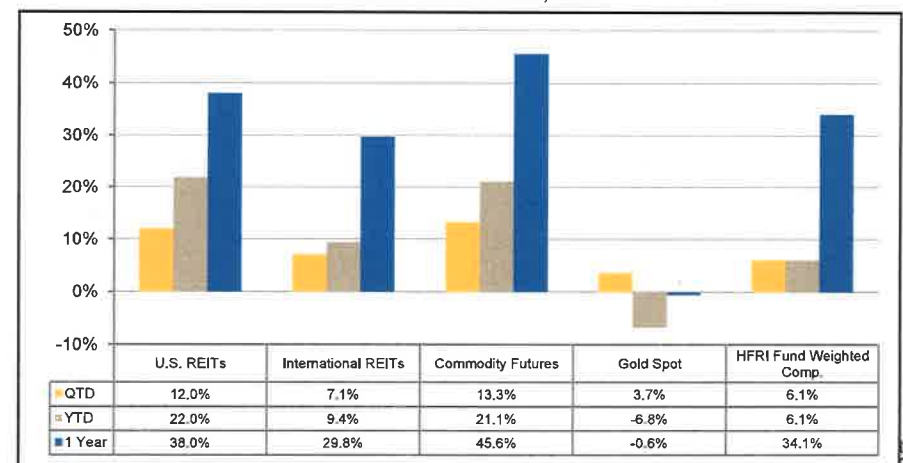
- REITs, as measured by the FTSE NAREIT Equity REITs Index, returned 12.02% in the second quarter of 2021, compared to an 8.9% return in the prior quarter. Ten out of 11 major sectors posted gains over the quarter as real estate continues to benefit from the re-opening of the economy. The gains were led by the Self-Storage and Data Center sectors, which posted returns of 23.6% and 14.1%, respectively. Lodging & Resorts fell 0.6% and was the worst-performing sector during the second quarter.
- Private real estate, as measured by the NCREIF Property Index, gained 1.7% in the first quarter of 2021, resulting in a 2.6% return over the last twelve-month period. Industrial Properties continued to be the top-performing sector, with a total return of 4.7% in the first quarter, comprised of 1.1% in income return and 3.6% in appreciation return. Hotel properties were again the worst-performing sector in the first quarter with a total return of -1.6%, comprised of -1.1% in income return and -0.5% in appreciation return.
- Hedge funds generated positive returns in the second quarter of 2021, with the HFRI Fund Weighted Composite Index returning 4.0%. During the same period, the HFRI Macro (Total) Index returned 3.6%. The HFRI Equity Hedge (Total) Index and the HFRI Fund of Funds Index returned 5.5% and 2.7%, respectively.
- In the first quarter of 2021, private capital fundraising was led by private equity funds, which closed on \$228 billion, followed by \$29 billion raised by private debt funds, \$27 billion raised by private real estate funds and \$26 billion raised by infrastructure funds. Private equity dry powder, which accounts for the bulk of private capital dry powder, reached \$1.72 trillion as of December 2020. According to Cambridge Associates, U.S. private equity generated a return of 15.3% for the five years ended Q4 2020. According to Cliffwater Direct Lending Index, U.S. middle-market loans, a proxy for private debt, generated a return of 8.8% for the five years ended Q1 2021.
- Commodity futures, represented by the Bloomberg Commodity Total Return Index, returned 13.3% in the second quarter of 2021. The U.S. Dollar Index (DXY) fell 0.9% over the same period. Gold spot price finished the quarter at \$1,770.11 per ounce, a 3.7% gain over the period. The West Texas Intermediate (WTI) Crude Oil spot price increased 24.2% from \$59.16 to \$73.47 per barrel during the second quarter of 2021.

FTSE NAREIT Sectors
Periods Ended June 30, 2021



Source: Bloomberg.

Returns for Alternative Assets
Periods Ended June 30, 2021



Sources: Bloomberg and Hedge Fund Research, Inc.

202200281



QUARTERLY MARKET SUMMARY

Investment Strategy Overview For the Third Quarter 2021

Asset Class	Our Investment Outlook	Comments
U.S. EQUITIES		<ul style="list-style-type: none"> The Fed's accommodative stance and fiscal stimulus are tailwinds to equity valuations. We expect equities to outperform fixed income in the near term. Looking ahead, we expect to see higher volatility amidst rising inflation and uncertainty around Fed's actions. Earnings and profit margins are expected to recover strongly, as economic activity rebounds in 2021. Small- and mid-caps are expected to recover faster as economic recovery continues. Larger caps could face regulatory headwinds under the Biden administration.
NON - U.S. EQUITIES		<ul style="list-style-type: none"> International equities continue to trade at a discount to U.S. equities. Cyclical composition of the benchmark and steady improvement in economic activity are tailwinds. Resurgence in COVID-19 cases and slower than anticipated vaccination rollout are concerning. Improving global trade and pent-up demand are tailwinds for export-oriented economies. EM economies are still struggling with COVID-19 resurgence but are expected to bounce back strongly in 2021 as vaccinations pick up pace. Attractive valuations are a tailwind. International small-caps are expected to recover as economic recovery continues.
FIXED INCOME		<ul style="list-style-type: none"> Concerns of rising inflation have pressured long term rates this year. As economic recovery takes hold, we expect to see long term rates rising further in anticipation of Fed tapering. We expect the rise in inflation and long-term rates to be range bound. Corporate spreads have narrowed substantially as credit markets have stabilized. Strong economic recovery is a tailwind while the tighter spreads limit the upside.
ALTERNATIVES		<ul style="list-style-type: none"> Attractive valuations, the low level of interest rates and improving economic activity resulting in higher asset prices and steady income are positives for Real Estate. Improved credit market conditions and easy access to capital are a positive for private equity strategies especially as strong economic recovery takes hold. Private debt strategies are better poised for economic recovery and have better expected returns and higher yield potential over public markets due to differentiated opportunity set. Select hedge fund strategies managed by talented managers may provide some benefit in the current market environment of increased volatility. We remain cautious on the overall hedge fund universe.










● Current outlook ○ Outlook one quarter ago

Negative Slightly Negative Neutral Slightly Positive Positive



QUARTERLY MARKET SUMMARY

Factors to Consider Over the Next 6-12 Months For Third Quarter 2021

<p>Monetary Policy:</p>  <ul style="list-style-type: none"> The Fed has maintained its accommodative stance, but tapering is expected sooner than anticipated as economic conditions improve further. Globally, all major central banks continue on the path of accommodative monetary policy. 	<p>Economic Growth:</p>  <ul style="list-style-type: none"> Vaccination efforts globally are leading to expectations of a strong rebound in economic activity in 2021, as a result of pent-up demand. Fiscal stimulus and accommodative monetary policy are tailwinds to economic growth. 	<p>Fiscal Stimulus:</p>  <ul style="list-style-type: none"> Recently enacted stimulus should provide a positive boost to economic growth, but further stimulus seems unlikely. Benefits of infrastructure spending are to be recognized over long-term, unlike relief-based measures which have near-term impact.
<p>COVID-19 Containment:</p>  <ul style="list-style-type: none"> U.S. cases have been contained compared to early 2021. Delta variant is being closely watched for a possible rise in cases. Globally, pockets of vulnerability remain as new strains spread but vaccinations have picked up pace too. 	<p>Consumer Confidence (U.S.):</p>  <ul style="list-style-type: none"> Labor market conditions continue to improve as the economy reopens. Pent-up demand, strong consumer balance sheet and improving financial prospects expected to spur consumer spending. The strong housing market is a positive. 	<p>Inflation (U.S.):</p>  <ul style="list-style-type: none"> Rising inflation continues to evolve as a risk as demand pressures and supply constraints put upward pressure on various inflation metrics. Inflation expectations, and its impact on Fed policy, will continue to weigh on risk-asset performance in the near-term.
<p>Corporate Fundamentals:</p>  <ul style="list-style-type: none"> Earnings and profit margins are expected to recover very strongly in 2021 globally. Low interest rates, easy financial conditions and a strong economic recovery bode well for corporate fundamentals. Impact of potential increase in corporate tax rate is a concern. 	<p>Valuations:</p>  <ul style="list-style-type: none"> U.S. equity market valuations look less attractive from a historical standpoint, but high double-digit earnings growth are supportive of current valuation levels. Credit spreads are closer to historical lows, but strong economic recovery is a tailwind. 	<p>Political Risks:</p>  <ul style="list-style-type: none"> U.S. and China relations are expected to be at center stage, but overall political risk impact is expected to be muted in the near-term.

● Current outlook ○ Outlook one quarter ago

Stance
Unfavorable to
Risk Assets



Stance
Favorable to
Risk Assets

The view expressed within this material constitute the perspective and judgment of PFM Asset Management LLC at the time of distribution (6/30/2021) and are subject to change.



Asset Allocation & Performance

	Allocation		Performance(%)						
	Market Value (\$)	%	1 Quarter	Year To Date	1 Year	3 Years	5 Years	Since Inception	Inception Date
Total Fund	7,285,233	100.00	6.30	10.76	33.55	14.58	13.37	13.37	07/01/2016
Blended Benchmark			5.92	9.24	29.76	13.23	12.54	12.54	07/01/2016
Domestic Equity	4,042,910	55.49							
PFM Multi-Manager Domestic Equity Fund	3,755,640	51.55	7.64	15.49	43.09	18.36	N/A	32.60	10/01/2020
<i>Russell 3000 Index</i>			8.24	15.11	44.16	18.73	17.89	32.01	10/01/2020
Vanguard Total Stock Market ETF - 60.6%			8.28	15.25	44.32	18.75	17.90	32.17	10/01/2020
<i>Russell 3000 Index</i>			8.24	15.11	44.16	18.73	17.89	32.01	10/01/2020
Vaughan Nelson Select - 12.4% (^)			9.51	19.78	44.24	18.67	N/A	34.05	10/01/2020
Nuance All Cap Value - 12.1% (^)			3.86	11.02	35.24	16.04	N/A	30.47	10/01/2020
<i>Russell 3000 Index</i>			8.24	15.11	44.16	18.73	17.89	32.01	10/01/2020
Champlain Mid Cap Core - 9.0% (^)			10.11	14.49	46.20	22.37	N/A	35.55	10/01/2020
<i>S&P MidCap 400</i>			3.64	17.59	53.24	13.17	14.29	46.26	10/01/2020
Jacobs Levy Small Cap - 5.7% (^)			5.82	29.83	81.87	N/A	N/A	76.13	10/01/2020
<i>S&P SmallCap 600</i>			4.51	23.56	67.40	12.20	15.82	62.25	10/01/2020
Cohen & Steers Inst Realty Shares	143,624	1.97	11.98	21.56	35.96	14.23	9.41	11.98	04/01/2021
Principal RE Securities Inst Fund	143,646	1.97	12.13	19.97	34.35	12.92	8.62	12.13	04/01/2021
<i>MSCI US REIT Index</i>			12.00	21.80	38.05	10.14	6.32	12.00	04/01/2021
International Equity	1,713,070	23.51							
PFM Multi-Manager International Equity Fund	1,713,070	23.51	6.12	9.23	38.05	9.99	N/A	28.08	10/01/2020
<i>MSCI AC World ex USA (Net)</i>			5.48	9.16	35.72	9.38	11.08	27.73	10/01/2020
iShares Core MSCI Total Int'l Stock ETF - 33.1%			5.70	9.74	37.29	9.57	11.38	28.63	10/01/2020
<i>MSCI AC World ex USA (Net)</i>			5.48	9.16	35.72	9.38	11.08	27.73	10/01/2020
Lazard Int'l ACW ex US - 6.2% (^)			4.02	6.11	33.06	7.87	N/A	24.72	10/01/2020
<i>MSCI AC World ex USA (Net)</i>			5.48	9.16	35.72	9.38	11.08	27.73	10/01/2020
WCM Focused Growth International - 15.2% (^)			11.06	11.49	43.47	N/A	N/A	30.82	10/01/2020
<i>MSCI AC World ex USA (Net)</i>			5.48	9.16	35.72	9.38	11.08	27.73	10/01/2020
Acadian Non-U.S. Equity - 11.6% (^)			6.29	11.90	38.38	N/A	N/A	28.22	10/01/2020
<i>MSCI EAFE (net)</i>			5.17	8.83	32.35	8.27	10.28	26.29	10/01/2020

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

(^*) Performance information is gross of fees and reflects sleeve level information (not specific to this client/investor). It is provided by sub-advisers of the PFM Multi-Manager Equity Fund, PFM Multi-Manager International Equity Fund and PFM Multi-Manager Fixed-Income Fund.



Asset Allocation & Performance

	Allocation		Performance(%)						
	Market Value (\$)	%	1 Quarter	Year To Date	1 Year	3 Years	5 Years	Since Inception	Inception Date
Aristotle International Equity - 11.5% (^)			14.46	18.44	49.12	13.45	N/A	41.65	10/01/2020
MSCI EAFE (net)			5.17	8.83	32.35	8.27	10.28	26.29	10/01/2020
Artisan International Small-Mid - 3.5%			7.40	5.94	41.50	17.19	15.44	7.46	02/01/2021
MSCI AC World ex USA Smid Cap Index (Net)			6.05	10.52	41.80	8.97	11.21	10.92	02/01/2021
Kayne Anderson International Small Cap - 5.8% (^)			N/A	N/A	N/A	N/A	N/A	1.05	05/01/2021
MSCI AC World ex USA Small Cap (Net)			6.35	12.24	47.04	9.78	11.97	1.68	05/01/2021
Schroders Global Emerging Markets - 12.8% (^)			3.64	7.33	49.12	N/A	N/A	32.74	10/01/2020
MSCI EM (net)			5.05	7.45	40.90	11.27	13.03	28.61	10/01/2020
Fixed Income	1,511,500	20.75							
PFM Multi-Manager Fixed-Income Fund	1,511,500	20.75	2.07	-0.83	2.77	5.66	N/A	1.11	10/01/2020
Blmbg. Barc. U.S. Aggregate			1.83	-1.61	-0.34	5.34	3.03	-0.95	10/01/2020
PGIM Core Fixed - 38.1% (^)			2.36	-1.24	1.61	6.23	N/A	0.23	10/01/2020
TIAA Core Fixed - 37.6% (^)			2.07	-1.04	2.27	6.45	N/A	0.62	10/01/2020
Blmbg. Barc. U.S. Aggregate			1.83	-1.61	-0.34	5.34	3.03	-0.95	10/01/2020
iShares Core U.S. Aggregate Bond ETF - 0.3%			1.82	-1.64	-0.37	5.29	2.97	1.02	05/01/2021
Blmbg. Barc. U.S. Aggregate			1.83	-1.61	-0.34	5.34	3.03	1.03	05/01/2021
PineBridge IG Credit - 7.3% (^)			3.65	-0.22	6.30	9.95	N/A	3.57	10/01/2020
Blmbg. Barc. U.S. Credit Index			3.32	-1.28	2.99	7.42	4.63	1.47	10/01/2020
Brown Bros. Harriman Structured - 8.8% (^)			1.10	2.05	6.01	4.22	N/A	3.55	10/01/2020
ICE BofAML Asset-Bckd Fxd & Flting Rate AA-BBB Idx			0.94	1.81	6.38	4.01	3.84	3.56	10/01/2020
iShares JP Morgan USD Emging Mkts Bd ETF - 3.1%			4.43	-1.22	7.19	6.61	4.33	4.69	10/01/2020
JPM EMBI Global Diversified			4.06	-0.66	7.53	6.71	4.86	5.09	10/01/2020
Diamond Hill High Yield - 2.3%			2.28	3.96	17.50	10.76	10.41	10.81	10/01/2020
Blmbg. Barc. Ba to B U.S. High Yield			2.59	2.95	13.45	8.02	7.32	8.87	10/01/2020
MainStay MacKay High Yield Corp Bond Fund - 2.3%			2.80	4.01	14.29	6.82	6.91	1.16	06/01/2021
ICE BofAML High Yield Master II			2.77	3.70	15.62	7.15	7.30	1.37	06/01/2021
Cash Equivalents	17,752	0.24							
Goldman Sachs FS Government Fund	17,752	0.24	0.01	0.01	0.02	1.07	0.91	0.95	12/01/2018

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

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Account Reconciliation

QTR

	Market Value As of 04/01/2021	Net Flows	Return On Investment	Market Value As of 06/30/2021
Total Fund	6,853,149	-	432,084	7,285,233

YTD

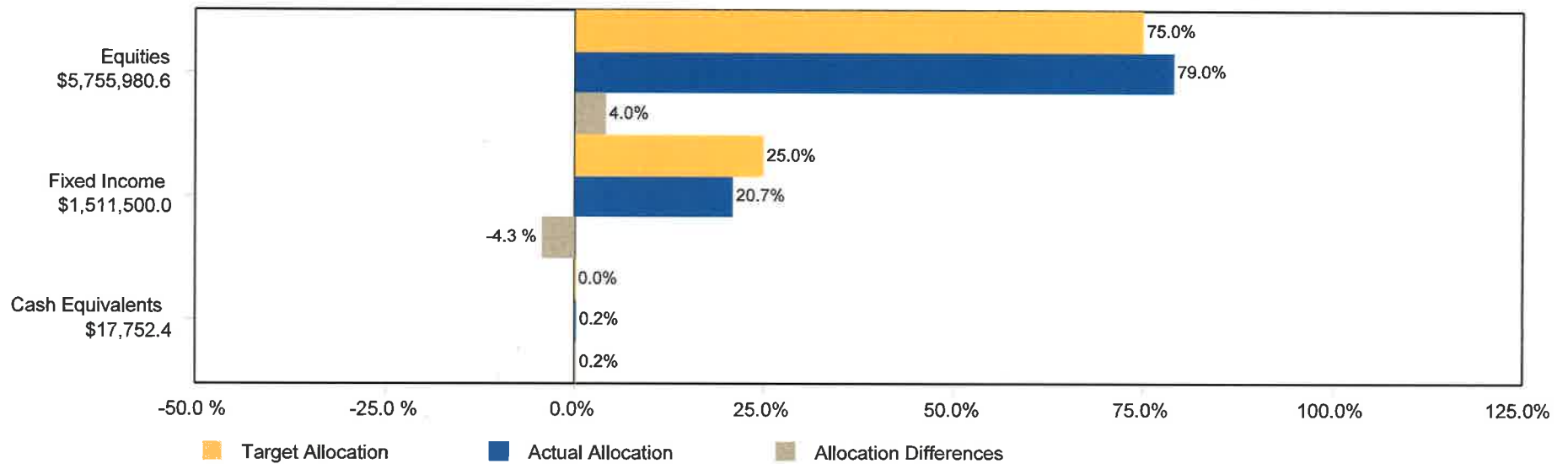
	Market Value As of 01/01/2021	Net Flows	Return On Investment	Market Value As of 06/30/2021
Total Fund	6,577,678	-	707,554	7,285,233

1 Year

	Market Value As of 07/01/2020	Net Flows	Return On Investment	Market Value As of 06/30/2021
Total Fund	5,455,131	-	1,830,102	7,285,233

Asset Allocation Summary

	Asset Allocation (%)	Target Allocation (%)	Minimum Allocation (%)	Maximum Allocation (%)	Differences (%)
Total Fund	100.0	100.0	N/A	N/A	0.0
Equities	79.0	75.0	70.0	80.0	4.0
Fixed Income	20.7	25.0	20.0	30.0	-4.3
Cash Equivalents	0.2	0.0	0.0	10.0	0.2



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