

**Florida State College at Jacksonville  
District Board of Trustees  
Minutes of the April 11, 2023, Regular Meeting  
Kent Campus, Room D-120, 1 p.m.**

PRESENT:

Michael M. Bell, Chair  
Roderick D. Odom, Vice Chair, Nassau County  
O. Wayne Young, Vice Chair, Duval County  
Jennifer D. Brown  
D. Hunt Hawkins  
Aaron A. Miri  
Andrew B. Shaw

ABSENT:

Thomas R. McGehee, Jr.

CALL TO ORDER:

Chair Michael Bell called the meeting to order at 1:06 p.m. and welcomed those in attendance.

PLEDGE:

Chair Bell led the Pledge of Allegiance.

COMMENTS BY THE PUBLIC:

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

MINUTES:

(Ref. Board Agenda for April 11, 2023; Pages 202300436 – 474)

Chair Bell asked the Board if there were any comments or recommended revisions to the Florida State College at Jacksonville (FSCJ) District Board of Trustees (DBOT) minutes – as a slate – of the January 27, 2023, Deep Dive Workshop/Planning Meeting, on agenda pages 436 – 441; February 14, 2023, Finance & Audit Committee Quarterly Meeting, on agenda pages 442 – 444; February 14, 2023, Workshop, on agenda pages 445 – 449; February 14, 2023, Regular Meeting, on agenda pages 450 – 472; and March 22, 2023, Business Dinner, on agenda pages 473 – 474, and there were none.

**MOTION:** (Hawkins – Odom) The motion was made to approve the FSCJ DBOT minutes – as a slate – from the January 27, 2023, Deep Dive Workshop/Planning Meeting; February 14, 2023, Finance & Audit Committee Quarterly Meeting; February 14, 2023, Workshop; February 14, 2023, Regular Meeting; and March 22, 2023, Business Dinner, as recommended.

Motion carried unanimously.

REPORT OF THE COLLEGE  
 PRESIDENT:

FSCJ DBOT, Trustee Aaron  
 Miri:

College President John Avendano, Ph.D. congratulated FSCJ  
 DBOT, Trustee Aaron Miri:

- He began his remarks with a congratulations to Trustee Miri.
- Trustee Miri was recognized as one of 35 health system chief digital officers “Executives to Know” by Becker’s Hospital Review.
- This is a great recognition of Trustee Miri’s work at his “day job.”
- On behalf of FSCJ, he offered the College’s heartfelt congratulations to Trustee Miri.

FSCJ DBOT, Board Chair  
 Michael Bell:

President Avendano shared with the Board information relating  
 to FSCJ DBOT, Board Chair Michael Bell:

- Chair Bell was featured in the March 23, 2023 edition of *The Yulee News*.
- He congratulated Chair Bell on the wonderful article written on the insight/perspective of Wildlight and FSCJ.
- He thanked Chair Bell for his recent attendance at FSCJ’s Senior Take Over Day at the Betty P. Cook Nassau Center.

Legislative Update:

President Avendano provided the Board with information  
 relating to the Legislative Update:

- The Association of Florida Colleges (AFC) and The Florida College System Council of Presidents (COP) conducted a joint meeting in Tallahassee on March 23 and 24, 2023. He thanked Trustees Hawkins, Odom and McGehee for attending.
- He thanked FSCJ’s Director of Government and Community Relations Taylor Mejia and The Southern Group for their coordination and support. The group was visited by a number of legislators and the Commissioner throughout the day.
- Proposals from the House and the Senate appear to be very favorable for the State College System.
- The ask from the COP was for \$150 million in new program funding around the new budget funding model along with moving State College System employees to the University Health Care Program.

- It appears the COP will be successful in receiving additional funding; however, the health insurance idea may need to wait another year.
- The COP also has four projects for the College in their asks. These include the Criminal Justice Center and Fire Science Burn Building and the Health Careers expansion in the Governor's budget, and there is delegation support for the Veterans Center and Careers Connection Center.
- He thanked Director Mejia for her due diligence and updates.

Commencement Update:

President Avendano provided the Board with information relating to the Commencement Update:

- The College community is looking forward to the 2023 FSCJ Commencement Ceremony on Thursday, May 11 at VyStar Veterans Memorial Arena.
- Planning is well underway to make the event memorable for FSCJ students and their loved ones. Trustees will soon receive communications with specific details on timing, parking and more. He encouraged the Board to join him at the arena.
- Over the past couple of weeks, the College has held Grad Fest events across the different campus/center locations, where FSCJ's soon-to-be graduates were able to pick up their caps, gowns, honors cords and more.
- He thanked everyone who participated. The College had more than 1,000 graduates at all the events.

University of Florida Update:

President Avendano shared with the Board information relating to the University of Florida's Update:

- As an update on the University of Florida (UF) expansion into downtown Jacksonville, the project has passed through the City and the first \$20 million of \$50 million City dollars was approved.
- UF is working to raise \$50 million from private supporters and the bill has been proposed for an additional \$100 million through the state legislature.
- The programs UF plan to offer at the downtown location will be at the graduate level so there will be no direct competition with FSCJ's work. UF's goal is to serve 1,000 students once they are at full capacity.
- At this time, there is still no confirmation on the location UF intends to use.

Community Partner Event  
 Recap:

President Avendano shared with the Board information relating to the Community Partner Event Recap:

- On March 31, 2023, the College held the FSCJ Connections: Community Partner Event at Downtown Campus, inviting representatives from the community, including nonprofits, financial institutions and workforce preparation partners.
- This was a great opportunity to share some of the College's recent and upcoming highlights while building stronger connections for further engagement.
- There were over 50 attendees at the event.
- Participants were able to learn about some of FSCJ's academic programs and resources the College has in place to support students.
- The intent of the program was to build stronger connections with FSCJ's partners.

FSCJ Golf Tournament:

President Avendano shared with the Board information relating to the FSCJ Golf Tournament:

- The College is excited for the FSCJ Golf Classic, presented by First Florida Credit Union, on Monday, April 24, 2023, at Queen's Harbour Yacht and Country Club.
- The event will once again benefit FSCJ's BlueWave Athletics program.
- There are a variety of ways Trustees can participate – even if, you are unable to join us.
- He shared with Trustees if they would like to learn more, please reach out to him directly or FSCJ's Executive Director of the Foundation Cleve Warren.

APC, CEC, Faculty Awards:

President Avendano shared with the Board information relating to the APC, CEC and Faculty Awards:

- He noted each year he has the privilege of announcing the recipients of FSCJ's Administrative and Professional Collaborative, Career Employees' Council and Faculty awards. Students, faculty and staff were invited to submit their nominations and each group's selection committee chose the following recipients. The recipient's names are as follows:

**Distinguished Faculty Awards**

- Dr. Theresa Dyer-Kramer, Professor of Nursing
- Jeniah Jones, Professor of Adult Education
- Dr. Chris Perle, Professor of Biological Sciences
- Matthew Simmons, Professor of Mathematics
- Dr. Indrani Sindhuvalli, Professor of Biological Sciences

**Distinguished Adjunct Faculty Award**

- Janet Goldstein, Professor of Human Services

**Administrative and Professional Collaborative  
 Exceptional Service and Initiative Award**

- Kerry Roth, Associate Director of Student Success, Student Life & Leadership and North Campus Dean

**Career Employees' Council Recognition of Excellence Award**

- Brian Keene, Natural Sciences Laboratory Manager
- As a symbol of the College's appreciation, recipients will receive \$1,000 along with FSCJ swag. Additional recognition will also continue throughout the academic year.
- He was able to meet with each recipient, some in person and a couple of others virtually, to share with them the great news.
- The recipients were all very excited and grateful for the acknowledgement of their hard work.

**SACSCOC Reaffirmation Update:**

President Avendano shared with the Board information relating to the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) Reaffirmation Update:

- As an update on the institution's ten-year SACSCOC reaffirmation process, FSCJ's compliance report was submitted and the College awaits the results of the off-site review, which should come later this month or early May 2023.
- The SACSCOC VP virtual advisory visit is scheduled for May 31, 2023.
- The response reports and Quality Enhancement Plan (QEP) are due to the on-site committee on September 11, 2023. Their visit will take place from October 23-26, 2023.
- The College will need to coordinate with a few of the Trustees for the visits.
- In June 2024, the College will receive the review and decision by the SACSCOC Board of Trustees.

**Data Dashboard:**

President Avendano shared with the Board information relating to the April 2023 Data Dashboard/high-level view of the institutional data sets:

- Spring Term College Credit Enrollment:
  - Down -0.2% credit hours compared to spring 2022.

- Represents 100.4% of overall enrollment for spring 2022.
- When compared to spring 2021, college credit enrollment is down -13,627 credit hours.
- Summer Term College Credit Enrollment:
  - Up +2.3% credit hours compared to summer 2022.
  - Represents 65.1% of overall enrollment for summer 2022.
  - When compared to summer 2021, college credit enrollment is down -3,027 credit hours.
- Finance Report shows actual revenues and expenditures compared to budget for the period ending February 28, 2023 and February 28, 2022.
- Grants Report:
  - So far in the 2022-23 award year, FSCJ has received more than \$13.5 million in grants.

STRATEGIC  
 PROGRAMMATIC  
 DISCUSSION:

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

CONSENT AGENDA:  
 (Ref. Board Agenda for April 11, 2023; Items 1 through 5, Pages 202300475 – 538)

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

ACTION ITEMS:  
 (Ref. Board Agenda for April 11, 2023; Items 1 through 9, Pages 202300539 – 551)

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

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

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 2, Human Resources: Award of Continuing Contracts, on agenda page 540.

MOTION: (Hawkins – Miri) The motion was made to approve the Award of Continuing Contracts, as recommended.

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

Motion carried unanimously.

President Avendano noted he was pleased to recognize the full-time faculty members receiving continuing contract status at today's meeting. He asked Provost and Vice President of Academic Affairs Dr. John Wall to introduce the members.

Provost/Vice President Wall thanked President Avendano for recognizing the faculty that successfully completed the application process for this year. He shared that each member had demonstrated a standard of excellence and commitment to the College and its philosophy and mission, consistent with established criteria for the award of continuing contract. He thanked all the members for their dedication to FSCJ.

Provost/Vice President Wall introduced each member and asked that they share the most rewarding aspect of their teaching position at FSCJ. The faculty members present did so, accordingly.

President Avendano thanked the members, noting their commitment to the institution, students and community.

The names of all the full-time faculty members receiving continuing contract status, effective with the 2023-24 faculty contract year are as follows:

- Monica Brown, Professor of Health Information Technology
- Judith Bernanke, Professor of Humanities
- Thomas Scott Cason, Professor of Humanities
- Virginie Lorang-Woodward, Professor of French
- Heather Wilson, Professor of Biological Services

President Avendano presented the administration's recommendation on Action Item 3, Human Resources: Faculty Sabbaticals, on agenda pages 541 – 542.

**MOTION:** (Brown – Hawkins) The motion was made to approve a faculty sabbatical for full-time faculty members – Jennifer Chase, Professor of Communications; Chris Perle, Professor of Biological Sciences; and Glenna Veiga, Professor of Spanish and English for Academic Purposes, effective with the 2023-24 faculty contract year, as recommended.

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

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 4, Finance: Fees and Charges, on agenda page 543.

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

Chair Bell 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, Finance: FSCJ ACCESS Program, on agenda page 544.

MOTION: (Shaw – Miri) The motion was made to approve the FSCJ ACCESS Program for Summer Term 2023, as recommended.

Chair Bell 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 6, Finance: Fiscal Year 2022-23 Operating Budget Amendment No. 3, on agenda pages 545 – 546.

MOTION: (Hawkins – Young) The motion was made to approve the Fiscal Year 2022-23 Operating Budget Amendment No. 3, as recommended.

Chair Bell 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 7, Finance: Fiscal Year 2022-23 Capital Outlay Budget Amendment No. 2, on agenda pages 547 – 549.



MOTION: (Hawkins – Brown) The motion was made to approve the Fiscal Year 2022-23 Capital Outlay Budget Amendment No. 2, as recommended.

Chair Bell 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 8, Facilities: Authorization to Negotiate Sale of FSCJ's Real Property at 940 N. Main Street (Main Street Complex), on agenda pages 550 – 550-A.

MOTION: (Hawkins – Miri) The motion was made to approve the Authorization to Negotiate the Sale of FSCJ's Real Property at 940 N. Main Street (Main Street Complex), as recommended.

Chair Bell 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 9, Security: Creation of the Florida State College at Jacksonville Police Department, on agenda page 551.

MOTION: (Brown – Shaw) The motion was made to approve the Creation of the Florida State College at Jacksonville Police Department, as recommended.

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

Motion carried unanimously.

President Avendano shared his appreciation for the Board's due diligence – for their research, questions and time given to the item. He noted given the nature of the item and what we have seen around us in the world today, it is a step in the right direction for the institution to keep the College community, faculty, staff and students as safe as possible. He thanked the Trustees for allowing the College to do so with this motion.

INFORMATION ITEMS:  
(Ref. Board Agenda for  
April 11, 2023; Items  
A – D, Pages 202300552  
– 668)

Chair Bell asked the Board if there were any questions or comments related to Information Items A – D, on agenda pages 552 – 668, and there were none.

REPORT OF THE BOARD  
 CHAIR:

Chair Bell reported on how proud he was while in the community and the high quality of FSCJ programs and instructors – specific to Nassau County and the EMT program, noting community members frequently stop him and share their glowing comments about the College. The community really believes in FSCJ and the quality of education that the institution provides. This makes him very happy and proud to be a part of FSCJ.

REPORT OF TRUSTEES:

There were no reports provided by Trustees.

REPORT OF THE BOARD  
 FINANCE & AUDIT  
 COMMITTEE CHAIR:

The FSCJ Finance & Audit Committee Chair Hunt Hawkins provided the Board with an overview of the written report relating to the April 2023 quarterly meeting. (Appendix A)

The next meeting of the FSCJ Finance & Audit Committee is scheduled for Tuesday, May 16, 2023, at the College's Administrative Offices, Board Room 405. The Committee will meet at noon along with the full Board for a DBOT Deep Dive Budget Workshop.

President Avendano provided the Board with an update of UF's status in downtown, Jacksonville.

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

On behalf of FSCJ Foundation Board Liaison Thomas McGehee, Jr., Executive Director of the FSCJ Foundation Cleve Warren provided the Board with an overview of the written report relating to the FSCJ Foundation Board of Directors quarter-to-quarter Board meetings along with other committee meetings and activities. (Appendix B)

REPORT OF THE  
 ADMINISTRATIVE AND  
 PROFESSIONAL  
 COLLABORATIVE (APC):

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

REPORT OF THE CAREER  
 EMPLOYEES' COUNCIL  
 (CEC):

Career Employees Council Chair Phillip Delacruz addressed the Board and provided a brief bio of himself. He then presented an overview of the written report relating to current CEC initiatives and activities. (Appendix D)

REPORT OF THE FACULTY  
 SENATE (Senate):

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

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 F)

NEXT MEETING:

Chair Bell announced the Board will meet on Tuesday, May 16, 2023, at the College’s Administrative Offices for a Budget Workshop. The workshop will convene at noon in Board Room 405. The next regular meeting of the Board is scheduled for Tuesday, June 13, 2023.

TOUR OF FSCJ KENT  
CAMPUS:

Chair Bell announced that following today’s meeting Trustees would be provided with a guided tour of the College’s Kent Campus, to include the FinTech lab area. He asked Trustees to remain if they were available to attend the tour.

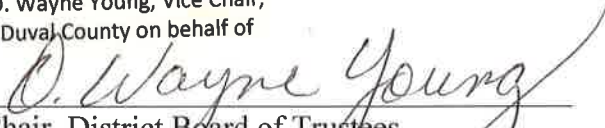
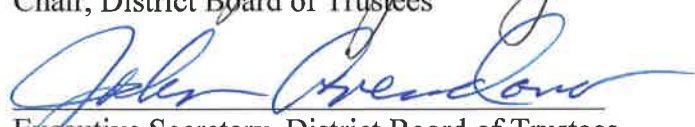
ADJOURNMENT:

There being no further business, Chair Bell declared the meeting adjourned at 2:00 p.m.

TOUR OF FSCJ NORTH  
CAMPUS:

FSCJ Director of Program Development Dr. Johnny Bowman Jr. led the tour of FSCJ’s FinTech lab area at Kent Campus, and Kent Campus Dean Terrance Wright led the tour of the various campus program areas. President Avendano, Chair Bell and Trustees Hawkins, Miri, Odom, Shaw and Young were in attendance. There were no decisions made while the tour was conducted. The tour convened from 2:15 – 2:55 p.m.

APPROVAL OF MINUTES:

O. Wayne Young, Vice Chair,  
Duval County on behalf of  
  
Chair, District Board of Trustees  
  
Executive Secretary, District Board of Trustees

Submitted by: Kimberli Sodek, Secretary to the Board

REPORT OF THE FINANCE & AUDIT COMMITTEE  
COMMITTEE CHAIR, TRUSTEE HUNT HAWKINS  
APRIL 11, 2023

Vice President of Finance and Administration and Controller Lindsey Thomas provided an overview of the annual audit of the College's financial statements for the fiscal year ended June 30, 2022. The audit did not identify any deficiencies in internal control over financial reporting that the auditors consider to be material weaknesses. In addition, the results of the tests disclosed no instances of noncompliance or other matters that are required to be reported under Government Auditing Standards.

As presented in the 2021-22 financial statements, the College's assets and deferred outflows of resources totaled \$311 million and liabilities and deferred inflows of resources totaled \$115 million. The year-end balance of \$195 million represents an increase of \$15 million in net position.

Vice President Ford and Associate Vice President for Administrative Services Steve Stanford discussed the Interim Financial Statements for the quarter ended February 28, 2023. Currently, student fees are down approximately \$1.4 million due to the decrease in enrollment. HEERF funds are being used to cover tuition and fee revenue loss through FY 2022-23. The expiration date for these funds is June 30, 2023. State appropriations, contracts and grants, and auxiliary revenues are trending as anticipated. Salary expenses are trending \$3 million less than budgeted. The reduction in salary expenses will be used to address the increase in utilities and the cost of goods and services.

Vice President Ford and Associate Vice President Stanford provided a review of the proposed allocation of additional recurring state funding which could range from \$4.3 million to \$7.7 million. There is also a possibility of \$2.1 million for expansion of the nursing program. If realized, the additional state allocations, the strategies implemented to reduce salary expenditures, as well as the stabilizing of enrollment should allow the College to consistently maintain a balanced budget in the absence of HEERF funds.

College President John Avendano, Ph.D. provided an overview of the potential sale of the Main Street Building Complex. The College obtained an independent property appraisal that included an estimated value of \$4.6 million which is also the offering price from JWB Real Estate Capital, LLC. The future sale would allow the College to recover value in assets it no longer has the intentions of utilizing, and redirect resources to other capital projects. Any future plans for the proceeds will be brought to the Board for approval, once determined.

President Avendano also provided an update on the plans for the UF Downtown Campus.

This concludes my report.



REPORT OF THE BOARD LIAISON, TRUSTEE MAC MCGEHEE  
APRIL 11, 2023

1. Work on the Campaign Readiness Study with Erin Phillips; Gonser Gerber, continues to march forward to an August/September 2023 completion deadline.
2. Erin's task over the next several months will include:
  - a) Completion of the Case Statement.
  - b) Interview approximately 50–60 donors and community stakeholders for perceptions and interest in giving to the Capital Campaign.
  - c) Advise the talent search for additions to the Foundation Development Team.
  - d) Conduct training on vetting and the on-boarding of new Foundation Board members.
3. Prospect Management, donor mining, and donor cultivation have been major components of the training provided by Gonser Gerber to staff and Foundation Board members. The effect has led to more effective stewardship practices with Foundation donors and constituent groups.
4. In the wake of the Silicon Valley Bank collapse, and the bank's place as a facilitator of cash transactions in private equity and venture capital markets, the Foundation has been very timely in sharing situational information with its members about the impact/or non-impact to its investment holdings, and in including them in virtual updates from its investment advisors; the Commonfund.
5. As of February 28, 2023, the aggregate market value of the investment portfolio was \$66,442,873. Earnings from the portfolio provide the source to fund scholarships and programs at the College, and total funding for staff and operations of the Foundation.
6. The next "Regular Meeting" of the Foundation Board of Directors (FBOD) will be held on Thursday, May 18, 2023; a little out of sequence with its normal calendar quarter month meeting rotation, adjusted to accommodate some board governance training to be conducted by Gonser Gerber.
7. At its May 2023 meeting, the Foundation Board looks to review and approve its Annual Audit with recommendation from the Finance and Audit Committee, and on approval will then forward the audit on to the FSCJ District Board of Trustee for approval.

This concludes my report.

Date: April 11, 2023

To: Florida State College at Jacksonville District Board of Trustees

From: Kerry Roth, Chair of the Administrative and Professional Collaborative, 2022-2023

Re: April 2023 Administrative and Professional Collaborative Report

Chair Bell and Trustees:

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

APC Speed Networking events resumed in March and provide an opportunity for administrative and professional employees to meet with colleagues in order to network and build professional connections.

In February and March, APC Representatives hosted informational meetings at their campuses and centers to share updates and gather feedback from A&P employees.

The APC hosted a social on Thursday, March 2 at 5:30 p.m. at River & Post (Rooftop) where employees were able to socialize and network.

The APC Member Spotlight featured Dr. Renata Henderson in March and currently features Michael Pugh for the month of April.

Dr. Jerrett Dumouchel, FSCJ Vice President of Institutional Effectiveness and Advancement will serve as the April APC Brown Bag Lunch Series speaker and will share updates on the SACSCOC reaffirmation process. This presentation will be open to all employees. After the presentation, Dr. Dumouchel will attend the APC meeting on May 4, 2023, to answer any questions the APC Officers and Representatives may have.

Previously, it was shared that Dr. Avendano gathered a group of Administrative and Professional Collaborative, Career Employee Council, and Executive Leadership Team members to serve on an Interest Based Problem Solving (IBPS) committee to address the issues and interests regarding the CARE Project. Using IBPS, the committee continues to identify issues, causes and effects, interests, and data/resources needed relating to the CARE Project.

On Friday, March 31, a call for nominations for the 2023-2024 APC Chair-Elect, Secretary, and campus/center representatives was emailed out to all A&P employees. The deadline for nominations is May 17, elections will take place between May 22-26, and the newly elected officers and representatives will assume their new roles on July 1.

Finally, we will continue to invite College President Dr. John Avendano to our monthly meetings to provide us with updates and take time to address higher-level issues.

Respectfully,

Kerry Roth  
Associate Director of Student Success  
Administrative and Professional Collaborative Chair, 2022-2023





Date: April 11, 2023

To: Florida State College at Jacksonville District Board of Trustees

From: Phillip Delacruz, Career Employees' Council Chair, 2022-2023

Re: April 2023 Career Employees' Council Report

Chair Bell and Trustees:

Thank you for this opportunity to share with you the most recent and numerous milestones achieved by the Career Employees' Council (CEC). In my report for you, I am pleased to share that the Council is currently focused on examining many ways in which it may improve in, and sustain, operational effectiveness when serving as a collaborative problem-solving partner to any/all actionable data in support of the success of students, College, and staff. In this vein, the milestones shared in this report highlight our focus on:

### Operational Effectiveness

Firstly, the Council has been very active in improving its governance of policies, actions, and agility in handling affairs – as well as newly developing objective criteria on measures of success. In the broad interest of facilitating improved synergy with all stakeholders, on November 9, 2022, the Council's Bylaws Committee was charged with completing the contemporizing of the Council's Bylaws (last revised in 2015). The Bylaws Revision was completed on March 3, 2023, and is now available to upcoming Representatives' vote for adoption. In culmination, the overarching ***Bylaws Revision Project*** policies are designed to:

- Enhance our recruiting success and team compositions – so that organizational alignments, paired with individual(s) strengths, experience, and interests may bolster service work efforts
- Promote leadership, team and community-building, via integral subcommittee service work
- Provide an improved framework in which our Representatives may engage, organize, execute, monitor, and evaluate initiatives
- Enhance the quality of communications, information, and support response time for our Collegewide stakeholders

The CEC Board expresses great appreciation (in no particular order) to Audrey Antee, Vanessa Gordon, Brian Keane, Lisa Moore, and Shannon Oliver for the invaluable assistance and progress on this vital project.

Secondly, specific to enhancing vision planning, service capacity, and transparency of Council operations, the ***CEC SharePoint Website*** (<https://fscj.sharepoint.com/teams/CareerEmployeeCouncil>) was redeveloped and re-released on January 22, 2023, as a forward-facing intranet communication centerpiece for "All Employees." Within, added emphasis was placed on Customer Focus, "Ask for Help" Resources (to help bridge any gaps in communication and responsiveness), Community Engagement, and Project Management. Future action plans include exploring additional solutions

that may provide employees greater access to our Campus/Center Representatives, Team Charter frameworks, as well as providing our Publicity Committee with communication outlets dedicated to employee welcoming, recognition, and recruitment. The Council worked diligently to provide this content within a short span of build time (under one-month) – on which, the Council is most grateful for the continued Web Development and Publicity volunteerism.

### Employment Enhancements

For employment enhancement initiatives – as per Council's Bylaws Mission to “Conduct ongoing studies and make recommendations on policies and procedures for, but not limited to” employment policies and procedures – late last year, the Council was aligned with the Administrative and Professional Collaborative to form the *APC & CEC Joint Committee for Employee Enhancements*. This Joint Committee then aligned with members of the Executive Leadership Team to form the broader *Interest-Based Problem-Solving (IBPS) Committee*. In progression, I am pleased to report that the team has been working, with great unity, on The CARE Project Discussion. As of February 23, 2022, the team has progressed to IBPS Phase 5 (of 6), “Brainstorm Multiple Solutions” – with Phase 6, “Reach Consensus on Preferred Options” on the near horizon. The Council wishes to express gratitude to President Avendano, Dr. Wanda Ford, Mark Lacey for the opportunity to assist on this task, and to Audrey Antee for seamless facilitation.

### Fundraising and Professional Development

On the Fundraising and Professional Development milestones, the Council executed its annual holiday season *Poinsettia and Ferns Sale Event* on December 9, 2022, to raise proceeds for the upcoming *Spring Book Scholarship Awards* – in support of FSCJ Employees' Education and Professional Development ambitions. The Council acknowledges its signature Fundraising Event would not be possible without the exceptional planning and execution of the event by Tamera Meyer, Camilla Collins, and Cynthia Motzny. Equal appreciation is expressed to the many invaluable Career Employee Representatives that personally delivered the goods to our charitable, collegial patrons. As a result of the fundraiser, our Book Scholarship Awards Committee, chaired by Stephanie Castro, was able to extend the awards to 4 recipients – an increase of one over last year.

### Community Engagement

Additionally, regarding community engagement service projects, Council members aligned with members of the Association of Florida Colleges, and the Administrative and Professional Collaborative (APC) to organize and provide employees, on December 2, 2022, the *FSCJ Winter Gala*: A Holiday Season Community Engagement event involving a full dining experience (3-course meal), a FSCJ Jazz Band musical performance, a DJ and social dancing segment, and an employee recognition segment to top it off. The Council commends Bryan Stewart for leading the well-orchestrated event planning and for the opportunity to contribute to what was referred to as a “well-received and enjoyable” community engagement event by some of those that attended.

Lastly, on January 17, 2023, the Council joined members of the APC and Faculty to form the **FSCJ Employee Recreational Sports Planning Committee** with APC Chair, Kerry Roth, serving as Lead. In alignment with the broader Visionary Impact Plan 2.1.2, Strategic Initiative specified as, “Create affinity groups and mentoring opportunities for current faculty and staff,” the Council received clearance from VIP 2.0 oversight to begin developing affinity group proposals within Employee



Governance Groups. In this community engagement case, Career Employee affinity groups may center on the interests of “Physical Fitness,” and “Health and Wellness.” This Committee has submitted its proposed programing to the broader HR Health and Wellness Committee for consideration and partnership, and it hopes to deliver on employee engagement activities during the upcoming summer semester – when facilities are more readily available for employee use.

In summation, the Council is committed to the Mission, Vision, and Values of FSCJ. It is fully committed to ensuring that students have a positive and successful student experience. We look forward to continued collaboration as we continue to make FSCJ a great place for our students to achieve their educational goals and for our current and future employees to achieve their professional goals.

On behalf of the Career Employees, we express our appreciation to the District Board of Trustees for your time, effort, and support that you bring to the College community, staff, and students.

Respectfully,

Phillip Delacruz, MFA  
Career Employees' Council Chair, 2022-2023  
Florida State College at Jacksonville  
904-646-2178 / [phillip.delacruz@fscj.edu](mailto:phillip.delacruz@fscj.edu)



April 11, 2023

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

From: John A. Woodward, PhD

Re: April 2023 Faculty Senate Report

Chair Bell and Fellow Trustees:

Enrollment is at the forefront of our faculty members' minds. I know this is a common refrain in my recent letters, and I know this is also a concern for many at the institution. I am also aware that this is a nationwide issue that is rooted in past bad practices as well as changing concepts related to the value of a higher education. When I look at the recent article from the Hechinger Report (Jon Marcus, "The reckoning is here": more than a third of community college students have vanished," *The Hechinger Report* [April 3, 2024] <https://hechingerreport.org/the-reckoning-is-here-more-than-a-third-of-community-college-students-have-vanished/>) I can see descriptions of some of the same complaints I have heard from my students over the past decade. Institutional disorganization, which for us can lead students chasing answers across campuses and across Jacksonville, was a key feature of how this article describes the failures of institutions to help students succeed. We have gotten better in this regard, there is no doubt. And we are getting much better at getting financial aid into the pockets of students sooner by modifying policies such as our "never attended" policy process. These changes will have slow repercussions over the next few years that we hope will help rebuild our relationship with the community and potential students.

However, our institutional failures and occasional incompetence in the past do not fully explain where we are now. For one, we are demonstrably better in our processes now than we were several years ago and more efficient in getting students through the enrollment pipeline. We are seeing success rates in online tick up slightly with new pedagogical practices. Through work that helps us analyze and understand the cultural, social, economic heterogeneity of our community and our student body, we are designing better course materials and practices to help us reach wider populations. There seem to be other forces at work against us.

One is the economic reality our students face. Online education is getting cheaper, even those programs offered by larger universities. Our students are also well aware of the job market and find it impossible to pass up job opportunities that pay relatively high salaries – without requiring a degree. Even the 'gig' economy has had an impact, pulling our students away from their studies and into an immediate source of cash income. The economic calculus for the immediate future does not always add up in our favor.

This economic calculus adds to a growing disenchantment with higher education as a whole. If I could even map the reasons for this, they would be far too complicated to mention here. The economy is part of this for sure. The growing recognition of the costs of higher education on the future of students who need to take out loans to finish their degree is a component as well. And unfortunately, the horror stories we hear reported in the news are not extreme and rare cases, but rather much closer to the norm. And while we cannot change the national discourse around higher education, we can focus on bettering the lives of the students who come to us and on promoting certain qualities of higher education that are both pragmatic and idealistic.

Half of America's Hispanic students and forty percent of America's Black students attend community colleges and state colleges. I know anecdotally that one of the main reasons for this is cost and convenience. These students choose colleges not out of a desire to avoid universities or some disdain for them, but because the costs of attendance are too high. We also know that 4 out of 5 students who attend community colleges and state colleges intend to transfer to a four year bachelor's program – yet only 1 in 6 do so.

I think these facts give us direction. We need to make sure our students feel as though they are not second class students – in other words, we need to think of them as curious adult intellectuals intent on achieving academic ideals. We also need to make sure students are supported through to the end of their careers and give them constant direction on either finishing and transferring to a BA or BS degree, including into our own BS programs, or finding employment. Our Guided Pathways work will help with this but it needs more vigorous attention and support – specifically in the classroom and in our academic support services. Faculty need to understand the career arc of students and work with them holistically – including understanding how the abstract values of higher education can and do help people in their work and their personal lives. Our disorganized academic structure in the AA degree is perhaps a hindrance to this and has eroded the community-oriented nature of campuses.

However, a bigger difficulty is that students do not stay on one campus for all of their classes – they are forced to move from campus to campus to find the courses they need at convenient times and days. We need to help them understand the value of higher education as something that is not transactional, and forcing them to fit into our disjointed schedule does not help with that process. We do not often see students more than once or twice a week on campus because of their schedules. This leaves us little chance to interact with them outside of the classroom or to talk about their future plans. Working on improving our scheduling process and perhaps addressing other workload issues will help strengthen our rapport with students and hopefully improve their outcomes.

Pedagogically I think our moves to humanize our syllabi and our online pedagogy – making the former more readable and understandable and promoting more direct engagement with the faculty member in the latter – put us on track to improve outcomes through our teaching. We must also look into what students need in order to be successful in their work and private lives. I am an academic idealist as anyone will tell you. I feel as though academics has made the human race better. But I also know it is not feasible for many of our students to move on to a university degree.

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Reasonably, they look to the working world to provide for them and their futures. And yes, basic mathematical and writing skills will improve their prospects. However, we cannot underplay the importance of reasoning, argumentation, empathy, moral and ethical responsibility, and other skills. And we should be promoting those skills as well.

Students need to learn how to be confronted with differing opinions on all manner of topics and how to integrate their own worldview with those of their fellows in the workforce. They need to learn how to reflect on their actions and even to reflect before acting – as well as understand their own fallibility. They need to be able to express ideas in a professional fashion, with careful attention to detail but also with an audience in mind. They need to learn how to analyze datasets; but they also need to learn about the empathy that makes great leaders and great entrepreneurs.

Businesses work by understanding the demands of the client and living up to unexpressed expectations. They need to interpret the minds and emotions of the customer. To this end, our students need to understand Kantian moral principles. They must be able to see human beings as ends in themselves, not as means to an end. This is what makes them successful in their work lives and in their private lives. Higher education promotes those skills, but I think we can try to do better and be more intentional, because a transactional mindset undermines that moral principle and undermines the communal ties that bind us together.

That concludes my report to the Board.

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: April 11, 2023

To: Florida State College at Jacksonville District Board of Trustees

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

Re: April 2023 Student Government Association Report

Chair Bell and Trustees:

The Student Government Association (SGA) is the voice of the student body at Florida State College at Jacksonville (FSCJ). Please see the following updates and accomplishments for the period between February 2023 and April 2023.

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

- Between February 21-22, 10 members of the SGA traveled to the Tallahassee Community College for the Florida College System Student Government Association (FCSSGA) Legislative Conference. The students attended professional development workshops and traveled to the Capitol building to meet with legislators regarding the bills that affect FSCJ students.
- On March 2, the International Club hosted the Carnival Brazilian Celebration at the Downtown Campus in the Art Gallery. The event provided Brazilian food, dancing, and activities for students and staff to enjoy.
- On March 4, the 56<sup>th</sup> Annual Talent & Variety Show was held at the Wilson Center. SGA members attended as well as participated as judges in the oldest tradition at the College.
- This spring, members of the SGA have been able to hear professors Dr. Paul McLester (January 31), Jannefer Rojas-Coleman (March 2), Jennifer Chase (March 21), Susan Amburgey (March 30), and Dr. David Purificato (April 6) give their Last Lecture presentations.
- During the months of March and April, the SGA hosted Spring Fling events at all of the campuses and centers. These events featured cookouts, games, music, and information tables with various student and community organizations to help celebrate the arrival of the spring season.
- Six members of the SGA attended the Student Activity and Service (A&S) Fee Committee Trainings on March 22 & 25. They will be joined by other student leaders in serving on the A&S Fee Committee and hearing funding proposals from various student clubs and areas of the College that receive A&S fee funding. The proposals will occur between April 4-7. After hearing the proposals, the committee will deliberate on how the funds will be disbursed for use during the 2023-2024 academic year.
- Between March 28 and April 7, members of the SGA participated in the Grad Fest Celebrations by cheering on and serving popcorn to students as they arrived to pick up their Commencement regalia as well learn about FSCJ baccalaureate programs and alumni information.
- Between April 14-15, 11 members of the SGA will travel to the Daytona State College for the FCSSGA End of the Year Conference. The students will attend professional development workshops, vote on the officers to serve on next year's State and Region Executive Boards, submit FSCJ's entry into the FCSSGA Scrapbook Competition, and network with other students from across the state.

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

Sincerely,

Breana White  
FSCJ Collegewide Student Government Association President