


December 4, 2018

MEMORANDUM

TO: Florida State College at Jacksonville  
District Board of Trustees

FROM: Mr. Kevin E. Hyde   
Interim College President

RE: December 2018 Board Agenda

Enclosed please find materials in support of the December 11, 2018 Board meeting.

All meetings of the Board will be held at the College's Betty P. Cook Nassau Center, 76346 William Burgess Blvd., Yulee, FL 32097.

The Board Workshop will convene from noon to 1 p.m. as a joint meeting with the Nassau County School District Superintendent of Schools and members of the School Board in Room T-117. The full Board meeting will begin at 1 p.m., Room T-126.

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  
December 11, 2018 – 1 p.m.  
Betty P. Cook Nassau Center, Room T-126**

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**CALL TO ORDER AND PLEDGE OF ALLEGIANCE**

**MINUTES OF THE SEPTEMBER 11, 2018, DISTRICT BOARD OF TRUSTEES FINANCE & AUDIT COMMITTEE QUARTERLY MEETING (p. 152-154)**

**MINUTES OF THE SEPTEMBER 11, 2018, DISTRICT BOARD OF TRUSTEES WORKSHOP (p. 155-157)**

**MINUTES OF THE SEPTEMBER 11, 2018, DISTRICT BOARD OF TRUSTEES REGULAR MEETING (p. 158-171)**

**MINUTES OF THE SEPTEMBER 12, 2018, DISTRICT BOARD OF TRUSTEES AD HOC COMMITTEE MEETING (p. 172-175)**

**MINUTES OF THE SEPTEMBER 19, 2018, DISTRICT BOARD OF TRUSTEES AD HOC COMMITTEE MEETING (p. 176-177)**

**MINUTES OF THE OCTOBER 3, 2018, DISTRICT BOARD OF TRUSTEES AD HOC COMMITTEE MEETING (p. 178-180)**

**MINUTES OF THE OCTOBER 19, 2018, DISTRICT BOARD OF TRUSTEES SPECIAL MEETING (p. 181-185)**

**REPORT OF THE COLLEGE PRESIDENT**

**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, and should immediately come to the podium. Comments are limited to three minutes per person, and the Board is not required to respond.

**CONSENT AGENDA**

Trustees may remove any item from the Consent Agenda for individual consideration under Action Items.

1. Purchasing: Annual Contract Extensions (p. 186)
2. Purchasing: Construction Services – Pre-Qualification of General Contractor Renewal (p. 187-188)
3. Purchasing: Construction Services – Pre-Qualification of New General Contractors (p. 189-190)
4. Purchasing: Festo/Labvolt Industrial Training Systems (p. 191)
5. Purchasing: LED Theatrical Lighting Fixtures – South Campus Wilson Center (p. 192)
6. Resource Development: Bringing Resources Into Developing Goal-driven Educational Success (B.R.I.D.G.E.S) (p. 193)

Subject: Regular Meeting  
 December 11, 2018 Board Agenda  
 (Continued)

### **ACTION ITEMS**

1. Approval of Consent Agenda (p. 194)
2. Administration: College President Search (p. 195-196)
3. Human Resources: Lump Sum Payment (p. 197)
4. Finance: Fiscal Year 2018-19 Operating Budget Amendment No. 2 (p. 198-199)
5. Academic Affairs: Inactivation of Mortgage Loan Originator (20-Hour SAFE Comprehensive Mortgage Loan Originator) Post-Secondary Adult Vocational Certificate Program (p. 200)
6. Academic Affairs: Inactivation of College Credit and Post-Secondary Adult Vocational Courses (p. 201-202)

### **INFORMATION ITEMS**

Trustees may request discussion of the Information Items.

- A. Human Resources: Personnel Actions (p. 203-205)
- B. Purchasing: Purchase Orders Over \$195,000 (p. 206)
- C. Finance: Travel Report (p. 207-208)
- D. Finance: Annual Property Inventory Report (p. 209-211)
- E. Finance: Investment Reports for Quarter Ended September 30, 2018 (p. 212-240)

### **INTRODUCTION OF NEW EMPLOYEES (Group Recognition)**

### **REPORT OF THE BOARD CHAIR**

### **REPORT OF THE FINANCE & AUDIT COMMITTEE CHAIR**

### **REPORT OF THE BOARD LIAISON, FSCJ FOUNDATION BOARD OF DIRECTORS**

### **REPORT OF THE PRESIDENTIAL SEARCH COMMITTEE CO-CHAIRS**

### **REPORTS OF TRUSTEES**

**REPORT OF THE ADMINISTRATIVE AND PROFESSIONAL COLLABORATIVE** (Written report provided by Ms. Lori Cimino)

**REPORT OF THE CAREER EMPLOYEES COUNCIL** (Written report provided by Mr. Robbie Peebles)

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

**REPORT OF THE STUDENT GOVERNMENT ASSOCIATION** (Written report provided by Ms. Ta’Nasha Parker)

### **NEXT MEETING**

The Board will meet on Tuesday, January 8, 2019, at the College’s Administrative Offices for a Deep Dive Workshop. The workshop will convene from noon – 2 p.m. in Room 403A.

### **ADJOURNMENT**

**Florida State College at Jacksonville**  
**District Board of Trustees**  
**Finance & Audit Committee**  
**Meeting Minutes of September 11, 2018, Quarterly Meeting**  
**Administrative Offices, Room 104A, 10:45 a.m.**

PRESENT:

Thomas J. Majdanics, Committee Chair  
D. Hunt Hawkins  
O. Wayne Young  
Kevin E. Hyde  
Anita A. Kovacs  
Albert P. Little  
Stephen A. Stanford

ABSENT:

J. Palmer Clarkson

CALL TO ORDER:

Finance and Audit Committee Chair (Committee Chair) Thomas Majdanics called the meeting to order at 10:45 a.m. and welcomed those in attendance. Committee Chair Majdanics introduced newly appointed Finance and Audit Committee members Trustees Wayne Young and Palmer Clarkson. He noted that Trustee Clarkson was unable to attend today's meeting.

INTRODUCTIONS:

Committee Chair Majdanics introduced Vice President of Business Services Mr. Al Little and asked that he present a review of the Finance and Audit Committee Agenda.

DISCUSSION OF MEETING  
DATES AND SUGGESTED  
TOPICS:

Vice President Little presented the Finance and Audit Committee with the following timeline to include meeting dates and suggested topics established for the upcoming year:

December 11, 2018

1. Discussion of Interim Financial Statement and Fiscal Prognosis
2. Discussion of Trends in Course Materials

February 12, 2019

1. Annual Investment Review – PFM Presentation
2. Discussion of Interim Financial Statement

April 9, 2019

1. Review of recent FSCJ Audit Reports
2. Discussion of Interim Financial Statement and Fiscal Prognosis
3. Discussion of Planned 2019-20 Revenue Budget

REVIEW OF 2018-19  
PERFORMANCE  
FUNDING:

Vice President Little provided the Committee with an overview of Performance Funding. The overview included information related to the following:

- Qualifying Metrics for Performance-Based Funding
- Equation Used by the State to Determine Appropriations

Additionally, Mr. Little shared that Florida State College at Jacksonville (FSCJ) had shown improvement in every category over the past year which resulted in the College receiving a Silver Level payout rate.

ENROLLMENT  
PROJECTIONS AND  
FINANCIAL  
RAMIFICATIONS:

Vice President Little presented the Committee with a brief update pertaining to current FSCJ enrollment projections and financial ramifications as of September 11, 2018.

Mr. Little estimated a 4 – 5% increase in Fall Term 2018 enrollment this year as compared to last year. He reminded the Committee that Fall Term registrations and payments are currently ongoing; therefore, the final number for Fall Term 2018 enrollment cannot be determined until late-November.

Additionally, Mr. Little noted that improved system performance, as well as streamlined processes within the new system, have not inhibited registrations this year. As such, it is hopeful that enrollment recovery will continue into 2019-20.

HEALTH INSURANCE  
OFFERINGS:

Vice President Little provided the Committee with a brief summarization of the 2019 FCSRMC health insurance plan options available to all full-time FSCJ faculty and staff. In addition to offering a PPO plan and an HMO plan, a High Deductible Health Plan (HDHP) with a Health Savings Account (HSA) option has been introduced.

Mr. Little noted that by encouraging participation in this new plan, it will lower the College's costs and offer a more affordable option for FSCJ employees to provide good health coverage for their families.

To provide a better understanding of the new High Deductible Health Plan and encourage participation, the Benefits Department along with a representative from Health Equity have scheduled HDHP and HSA informational sessions during the month of September at each FSCJ Campus location. Employees unable to attend an informational session may participate by Webex.

ANNUAL FINANCIAL  
REPORT:

Vice President Little invited Associate Vice President of Finance Ms. Anita Kovacs to lead a discussion on the Annual Financial Report (AFR) for fiscal year-end June 30, 2018.

Ms. Kovacs reviewed the main components of the AFR to include Financial Summaries and Statements, Revenues, Expenses and Capital Assets.

Additionally, Ms. Kovacs presented the Committee with a summary of highlights related to FSCJ's financial position for Fiscal Year 2017-18. The main highlights included:

- Overall College Net Position
- FSCJ Implementation of Governmental Accounting Standard #75
- FSCJ Balance Sheet
- FSCJ Energy Savings Project – Phase II

COMMENTS BY THE  
PUBLIC:

There were no individuals from the public present.

ADJOURNMENT:

There being no further business, Committee Chair Majdanics declared the meeting adjourned at 11:55 a.m.

APPROVAL OF MINUTES:

\_\_\_\_\_  
Committee Chair, Finance and Audit Committee

\_\_\_\_\_  
Vice President of Business Services

Submitted by: Ms. Patrece Nicolini, Secretary to the Committee

**Florida State College at Jacksonville  
District Board of Trustees  
Minutes of the September 11, 2018, Board Workshop  
Administrative Offices, Room 403A, Noon**

PRESENT:

Karen E. Bowling, Chair  
Candace T. Holloway, Vice Chair, Nassau County  
Thomas R. McGehee, Jr., Vice Chair, Duval County  
Laura M. DiBella  
D. Hunt Hawkins  
Thomas J. Majdanics  
O. Wayne Young

ABSENT:

Michael M. Bell  
J. Palmer Clarkson

CALL TO ORDER:

Chair Bowling called the meeting to order at 12:09 p.m. and welcomed those in attendance.

INTRODUCTIONS:

Interim College President Kevin Hyde introduced Vice President of Business Services Al Little, Vice President of Institutional Effectiveness and Advancement Dr. Marie Gnage, Associate Vice President of Institutional Effectiveness Dr. Jerrett Dumouchel and Associate Vice President of Strategic Priorities Dr. Angela Browning. President Hyde noted that each member would provide Trustees with an overview of their respective topic.

INFORMATION/  
DISCUSSION:

## A. Application Fee:

Vice President Little provided the Board with an overview of the College's application fee. The overview included information pertaining to the following:

- Application Fee Purpose
- Application Fee Process
- Fee Receipt History
- Difference between Charged and Received Fees
- Application Fee Comparison (Survey Sister Institutions - Florida College System)

There was in-depth discussion by Trustees regarding application fee purpose and history, fee requirements, payment at-time of application, costs of processing student applications, application fee waiver, college enrollment fairs, Accounts Receivable write-offs, good business practices and financial awareness.

B. Strategic Enrollment  
 Management Plan:

Vice President Gnage shared with Trustees that the Strategic Enrollment Management (SEM) Plan is an element of FSCJ's Strategic Plan, noting the Plan is mission based, holistic, data informed and committed to long-term success. She then asked Associate Vice Presidents Dr. Dumouchel and Dr. Browning to provide the Board with an overview of the SEM Plan. The overview included information pertaining to the following:

- Service Area of Student Demographics
- Veteran Population Projections
- Dual Enrollment Counts
- FAFSA Completion Rates
- Duval/Nassau Counties HS Grads Attending FSCJ Fall Semester after Graduation
- Two-pronged Approach: Connect/Retain Students
- Student Lifecycle
- Holistic Plan
- Overarching Strategies
- Connecting with Target Populations
- Select Strategy
- Enrollment Measures

There was discussion by Trustees regarding corporate partnerships, college career academies, tuition reimbursement programs, marketing strategies, educational opportunities, leveraging partnerships with community organizations, targeting adult learners through weekend college, enrollment measures and establishing benchmarks.

Chair Bowling noted that due to the good work and conversations that transpired during the Board workshops and Ad Hoc Committee meetings this past year, moving forward there will be a new workshop focus. Beginning in November 2018, the focus will be more on visioning and long term planning tied to employer community services – understanding FSCJ is the workforce provider for the region. Therefore, local employer leaders will be invited to future workshops.

COMMENTS BY THE  
 PUBLIC:

There were no comments made by the public.

ADJOURNMENT:

There being no further business, Chair Bowling declared the public meeting adjourned at 1:02 p.m.



APPROVAL OF MINUTES:

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Chair, District Board of Trustees

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Executive Secretary, District Board of Trustees

Submitted by: Ms. Kimberli Sodek, Secretary to the Board

**Florida State College at Jacksonville  
District Board of Trustees  
Minutes of the September 11, 2018, Regular Meeting  
Administrative Offices, Board Room 405, 1 p.m.**

- PRESENT: Karen E. Bowling, Chair  
Candace T. Holloway, Vice Chair, Nassau County  
Thomas R. McGehee, Jr., Vice Chair, Duval County  
Laura M. DiBella  
D. Hunt Hawkins  
Thomas J. Majdanics  
O. Wayne Young
- ABSENT: Michael M. Bell  
J. Palmer Clarkson
- CALL TO ORDER: Chair Bowling called the meeting to order at 1:14 p.m. and welcomed those in attendance.
- REPORT OF THE BOARD CHAIR: Chair Bowling stated as point of privilege, she moved the Report of the Board Chair to the beginning of the meeting so that the Board may observe a moment of silence to mark the 17<sup>th</sup> anniversary of September 11<sup>th</sup>. The Board paused in a moment of silence. Chair Bowling noted the roles of first responders during such tragic events; then shared her appreciation for the College's faculty/staff members who prepare our communities' first responders.
- PLEDGE: Chair Bowling led the Pledge of Allegiance.
- MOMENT IN MISSION: Interim College President Kevin Hyde shared with the Board that today's "Moment in Mission" segment of the meeting was to provide highlights of the College's Athletics.
- Director of Athletics Ginny Alexander provided the Board with an overview of the program, noting highlights from the past three years, expansion in athletics to include beach volleyball and FY 18/19 objectives of athletics, fitness centers and intramurals.
- MINUTES: Chair Bowling 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 July 25, 2018, Ad Hoc Committee Meeting, on agenda pages 59 – 61; August 8, 2018, Ad Hoc Committee Meeting, on agenda pages 62 – 64; August 14, 2018, Workshop, on agenda pages 65 – 66; August 14, 2018, Regular Meeting, on agenda pages 67 – 89; and August 22, 2018, Ad Hoc Committee Meeting, on agenda pages 90 – 92; and there were none.
- (Ref. Board Agenda for September 11, 2018; Pages 201900059 – 92)

MOTION: (McGehee – DiBella) The motion was made to approve the FSCJ DBOT minutes – as a slate – from the July 25, 2018, Ad Hoc Committee Meeting; August 8, 2018, Ad Hoc Committee Meeting; August 14, 2018, Workshop; August 14, 2018, Regular Meeting; and August 22, 2018, Ad Hoc Committee Meeting, as recommended.

Motion carried unanimously.

REPORT OF THE COLLEGE  
PRESIDENT:

20West Housing Grand  
 Opening:

President Hyde shared with the Board his appreciation to those who were able to join the ribbon-cutting ceremony yesterday to celebrate the grand opening of 20West Housing. Following the ribbon cutting, attendees had the opportunity to tour 20West Cafe located on the first floor along with the 58 apartment-style living spaces positioned on the second through sixth floors. Currently, there are 20 students, who will begin moving into the housing units this weekend. He thanked the facilities team, led by Associate Vice President for Facilities Jamey Huser, and Directors of Campus Operations Cathy Horn and Danielle Ray, who worked tirelessly to ensure the College met the timelines and budgets, while also managing the permitting and various other tasks.

Innovation Team:

President Hyde shared with the Board that a lot of value has been placed on establishing an entrepreneurial and innovative culture within the institution, which is the reason an Innovation Team was created to be the champions for those mindsets. The team recently held a half-day work session wherein they developed a rubric and flow chart for reviewing the ideas that come before them for review. He thanked the members of the team for their time and support of such a worthwhile effort.

Dr. Cedrick Gibson leads the team with the assistance of SGA President, Ta’Nasha Parker, members of faculty, Audrey Antee and Nancy Rossiter, as well as Vee Byrd from Student Engagement, Travis Trescot from Facilities and Cleve Warren from the Foundation.

Data Dashboard Schedule:

President Hyde noted that at each Trustees’ seat was a copy of the latest data dashboard for their information and review.

FSCJ’s Role in the  
 Community/Future Workshop  
 Topic:

President Hyde noted the importance of understanding FSCJ’s role in our community as the workforce provider for this region, which is why he has been spending time with employers in an attempt to establish connections and gain candid feedback.

Through conversation with the Board Chair, a decision was made to invite local employer leaders to a future workshop in order to obtain ideas, feedback and training requirements as well as to ensure FSCJ is in tune with the needs of the region.

Additionally, President Hyde shared with Trustees that he will be participating in the Florida Board of Governors meeting tomorrow as part of the Two + Two Articulation Committee.

Chair Bowling reminded Trustees of the FSCJ Business Speaker Series being held on Thursday, September 13, from 8-10:30 a.m. at Kent Campus. She encouraged Trustees to attend the event.

COMMENTS BY THE PUBLIC:

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

CONSENT AGENDA:  
(Ref. Board Agenda for September 11, 2018; Items 1 through 2, Pages 201900093 – 95)

Chair Bowling noted the Trustees had fully reviewed all Consent Agenda items prior to today's meeting and had the opportunity to discuss questions and/or concerns with the College President through individual Trustee conference calls. As a result, questions and concerns regarding agenda items were addressed and resolved in advance of Board meetings. She then asked if there were any items the Trustees would like to remove from the Consent Agenda for individual consideration and discussion as Action Items, and there were none.

ACTION ITEMS:  
(Ref. Board Agenda for September 11, 2018; Items 1 through 6, Pages 201900096 – 143)

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

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

Motion carried unanimously.

President Hyde presented the administration's recommendation on Action Item 2, Provost and Vice President, Academic Affairs: Textbook Affordability Report, on agenda pages 97 – 132.

MOTION: (Holloway – Hawkins) The motion was made to approve the Textbook Affordability Report, as recommended.

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

Motion carried unanimously.

President Hyde presented the administration's recommendation on Action Item 3, Purchasing: Employee Group Plans for Health, Dental and Vision Insurance, on agenda pages 133 – 137.

MOTION: (McGehee – Young) The motion was made to approve the Employee Group Plans for Health, Dental and Vision Insurance, as recommended.

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

Motion carried unanimously.

President Hyde presented the administration's recommendation on Action Item 4, Finance: Fiscal Year 2017-18 Operating Budget Amendment No. 4, on agenda page 138.

MOTION: (Holloway – Hawkins) The motion was made to approve the Fiscal Year 2017-18 Operating Budget Amendment No. 4, as recommended.

Chair Bowling asked if there were any questions or comments by the Board. Trustee Hawkins asked Vice President of Business Services Al Little to provide the Board with a brief explanation for the amendment.

Vice President Little shared with Trustees that the budget amendment increases the prior year's Operating Expenditure Budget. The amendment also reflects adjustments made during the year-end process, resulting from entries required by accounting standards directly related to the Florida Division of Retirement.

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

Motion carried unanimously.

President Hyde presented the administration's recommendation on Action Item 5, Finance: Fiscal Year 2018-19 Operating Budget Amendment No. 1, on agenda pages 139 – 140.

MOTION: (Holloway – Hawkins) The motion was made to approve the Fiscal Year 2018-19 Operating Budget Amendment No. 1, as recommended.

Chair Bowling asked if there were any questions or comments by the Board. President Hyde asked Vice President Little to provide the Board with an explanation on Action Item 5.

Vice President Little shared with Trustees that the amendment 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 such as the second-year payments toward the capital lease for the Energy Performance Contract.

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

Motion carried unanimously.

President Hyde presented the administration's recommendation on Action Item 6, Finance: Fiscal Year 2018-19 Capital Outlay Budget Amendment No. 1, on agenda pages 141 – 143.

MOTION: (McGehee – Young) The motion was made to approve the Fiscal Year 2018-19 Capital Outlay Budget Amendment No. 1, as recommended.

Chair Bowling asked if there were any questions or comments by the Board. President Hyde asked Vice President Little to provide the Board with an explanation on Action Item 6.

Vice President Little shared with Trustees that the Capital Outlay Budget approved on June 12, 2018 was estimated as of May 20, 2018. Budget Amendment No. 1 adjusts the prior year carry-forward budgets to the June 30, 2018 balances.

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

Motion carried unanimously.

INFORMATION ITEMS:

(Ref. Board Agenda for September 11, 2018; Items A – B, Pages 201900144 – 147)

Chair Bowling asked the Board if there were any questions or comments related to Information Items A – B, on agenda pages 144 – 147, and there were none.

Trustee Majdanics requested administration to provide information on the Community College Survey of Student Engagement (CCSSE) as part of the September 2018 Data Dashboard. Associate Vice President for Institutional Effectiveness Dr. Jerrett Dumouchel shared with the Board a brief overview of CCSSE, which is a nationally recognized assessment of “student engagement, a key indicator of learning and, therefore, of the quality of community colleges.” He reviewed the 2018 survey results, noting specific benchmark scores within the “Support for Learners” category.

INTRODUCTION OF NEW EMPLOYEE(S):

Chair Bowling invited any new employee(s) and/or appointee(s) to stand and be recognized. She welcomed the employee on behalf of the District Board of Trustees.

REPORT OF THE AD HOC COMMITTEE CHAIR:

Ad Hoc Committee Chair Majdanics provided the Board with a brief overview of the committee meeting held on August 22, noting the focus was “Adult Learners at FSCJ.” He stated the Committee would convene for three additional sessions, the dates were as follows:

- September 12 (Q&A Session with Faculty and Dean Representatives)
- September 19 (Whiteboard Session)
- October 3 (Final Session)

REPORT OF THE BOARD FINANCE & AUDIT COMMITTEE CHAIR:

Finance & Audit Committee Chair Majdanics provided the Board with a summary of the September 2018 quarterly meeting, which included information regarding meeting dates and suggested topics for the year, 2018-19 Performance Funding, enrollment projections and financial ramifications, health insurance offerings and the Annual Financial Report.

REPORT OF TRUSTEES:

There were no reports provided by Trustees.

Trustee Majdanics requested a status update on the Presidential Search process. Presidential Search Committee Co-Chair McGehee stated a Presidential Search Foundational Meeting would convene Monday, September 17, from 10-11 a.m. at the Administrative Offices, wherein review of the survey matrix for the executive search firm. Co-Chair McGehee shared he would provide a full report after the meeting has transpired.

REPORT OF THE  
 ADMINISTRATIVE AND  
 PROFESSIONAL  
 COLLABORATIVE (APC):

Administrative and Professional Collaborative Chair  
 Lori Cimino provided the Board with a written report relating to  
 current APC initiatives and activities. (Appendix A)

REPORT OF THE CAREER  
 EMPLOYEES COUNCIL  
 (CEC):

On behalf of Career Employees Council Chair Robbie Peoples,  
 Vice Chair Camilla Collins addressed the Board and presented  
 an overview of the written report relating to current CEC  
 initiatives and activities. (Appendix B)

INTRODUCTION OF  
 INCOMING APC CHAIR:

President Hyde asked incoming APC Chair Lori Cimino to  
 approach the podium and introduce herself to Trustees. She did  
 so accordingly, noting she would be responsible for providing  
 the APC reports to the Board for the coming 2018-19 academic  
 year.

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 C)

REPORT OF THE STUDENT  
 GOVERNMENT  
 ASSOCIATION (SGA):

Student Government Association Collegewide Executive  
 President Ta’Nasha Parker provided the Board with a written  
 report relating to current SGA initiatives and activities.  
 (Appendix D)

NEXT REGULAR BOARD  
 MEETING:

Chair Bowling announced the next regular meeting of the Board  
 is scheduled for Tuesday, December 11, 2018, at the College’s  
 Betty P. Cook Nassau Center.

ADJOURNMENT:

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

APPROVAL OF MINUTES:

\_\_\_\_\_  
 Chair, District Board of Trustees

\_\_\_\_\_  
 Executive Secretary, District Board of Trustees

Submitted by: Ms. Kimberli Sodek, Secretary to the Board





Date: September 11, 2018

To: Florida State College at Jacksonville District Board of Trustees

From: Lori Cimino  
Chair, Administrative and Professional Collaborative 2018-19

Re: September 2018 Administrative and Professional Collaborative Report

Chair Bowling and Trustees:

Greetings from the APC! As we work together to 'kick off' our 2018-19 academic year, the APC is excited about the optimism and focus on student success in all areas of the College. Administrative and Professionals across the College worked diligently to ensure our readiness for our primary stakeholders, our students. This preparation is exceptionally broad and includes everything from safety, facilities, and technology, to finance, advising, and instruction. Our APC colleagues across the College lead in every area of our institution and provide support to our faculty as they lead our students through their educational journeys. Additionally, they work collaboratively with our career employees to support the invaluable role of these employees in student success.

As the incoming APC Chair, I would like to extend a heartfelt gratitude to Dr. Jametoria Burton for her exceptional leadership during the 2018-19 academic year. During her own practical leadership approach, she guided the APC in our efforts of service, constructive communication, organizational collaboration, and change. Her leadership resulted in increased professional development and networking, enhanced communications, and continued collaboration with our career and faculty employee groups. Furthermore, her support and encouragement as I transitioned into this role demonstrates the true meaning of how as leaders, we have opportunities to 'bring people with us' and for that I am extremely appreciative.

In August 2018, we welcomed the newly elected officers and campus representatives for the upcoming academic year and we look forward to our initial meeting for the year this month. We are enthusiastic about the breadth of this representation, and as the Chair, I am feeling fortunate to be presented with an opportunity to collaborate with such a talented and diverse group of people.

As an employee of the College for the last 15 years, I look forward to sharing my experiences and relationships gained as a faculty member and Instructional Program Manager to lead the APC this year. More importantly, as a leader with a 'human first' outlook on both work and life, I am excited for the opportunity to use my strengths in communication and building relationships for continued positive change and celebrations of success. Our membership will continue to serve as a representative voice for administrative and professional employees to provide leadership, counsel, and advice to the College community as appropriate. We will remain dedicated to promoting a collegial community focused on teaching and learning, programmatic leadership, departments and units, spanning both academic affairs and student affairs. Finally, we will continue to participate of the shared governance model in collaboration with Career Employees Council and the Faculty Senate as well as active participation on the Collegewide Leadership Council.

Our new slate of APC Representatives for the 2018-19 academic year includes the following:

**Officers**

Chair: Lori Cimino

Chair-Elect: Youlanda Henry

Secretary: Dawn Washington

Immediate Past Chair: Dr. Jametoria Burton

**Campus Representatives****Administrative Offices/Downtown Campus**

Steven Beard

Amanda Burgess

Van Smithey

Jonita Watson

**Deerwood Campus**

Judy Jones-Liptrot

Martha McNulty

**Kent Campus**

Dr. Ujjwal Chakraborty

Robbin Herriff

**North Campus**

Dr. Sandra Evans

Dr. Tara Haley

**South Campus**

Trina McCowan

Herschel Finch

Through the guidance and communication from the above colleagues and with our counterparts Dr. John Woodward, Faculty Senate President, and Robbie Peebles, Chair of the Career Employee, the APC will work collectively through the College Leadership Council to support the mission of the College, *'to provides high value, relevant life-long education that enhances the intellectual, social, cultural and economic development of our diverse community'*. Furthermore, this mission, as well as the *values of integrity; excellence in teaching and learning; culture of honesty and trust; creativity; and respect for diversity* will be at the forefront of all efforts of the APC.

In closing, thank you for the important work that each of you do to support Florida State College at Jacksonville, together we can continue to work towards our three strategic priorities to provide a *student-centered education, impact community, and increase institutional capacity*.

Respectfully,

*Lori Cimino, M.Ed., NIC-Advanced*

Instructional Program Manager, ASL/English Interpreting and Digital Media  
Administrative and Professional Collaborative Chair 2018-19



Date: September 11, 2018  
To: Florida State College at Jacksonville District Board of Trustees  
From: Robbie Peeples, Career Employees' Council Chair  
Re: September 2018 CEC Report

Chair Bowling and Trustees:

We are in the beginning of the fall semester and want to share that seeing the traffic on the campuses is encouraging. I am hearing from those who deal with students on a daily basis for enrollment and student services a sense of progress and optimism. We have not fixed all of the bumps in our processes but the career employees are seeing improvements and that is the start of improving moral.

President Hyde shared at convocation the institution of Campus Liaisons. This being the result of listening to employees from all groups and responding with this measure is a good step in building moral and a sense of community at each of the different campuses and centers. We are thankful for the action he has taken and seeing the benefit of open collaboration.

I want to thank you and the trustees for the investment of time you put in to serve on your committees. I know you are going the extra mile sharing your area of expertise to help FSCJ get to where we want to be.

Sincerely,

A handwritten signature in blue ink that reads "Robbie Peeples".

Robbie Peeples  
Career Employees' Council Chair  
Florida State College at Jacksonville  
904-381-3702 / robbie.peeples@fscj.edu



September 5, 2018

To: Florida State College at Jacksonville District Board of Trustees.  
From: John A. Woodward, PhD  
Re: September Report

Chair Karen Bowling and Trustees:

The semester is off to a busy but relatively unremarkable start. Faculty courses are being cancelled and schedules are being adjusted, but the massive disruptions we saw last year are, it would appear, truly a thing of the past. It seems to be generally true that, while there are still a few hiccups here and there, our students are getting into classes and navigating financial aid and other bureaucracy much more easily this year.

Senate will be meeting for the first time this academic year on Thursday. Now that much of the disruption caused by the ERP implementation is finally behind us, faculty can focus in on their responsibilities and Senate can focus in on the academic concerns of the faculty. I will give a summary of the major entries on Senate's agenda for this year.

Senate will rely extensively on the work of Vice-President Cheryl Schmidt and the Academic Technology Committee (ATC) to help steer us towards a safe and effective transition to Canvas as our LMS. I have written in a past letter about the process and the decision that was made. The ATC helps inform Senate about the process and the changes that will be coming as well as allowing faculty to have a voice in selecting and promoting pedagogical and academic technology. One of the non-Canvas tasks that committee will work on is the sunsetting of our "Blue Wave" online syllabus as we develop more robust practices.

General Education Review and the potential move to a formal AA degree is also on the horizon for the General Education Committee, much of which work will be done independent of Senate.

We will work with student services to help develop better workflow for proctoring exams. There has been some confusion on the process and there seem to be significant inconsistencies between campuses in what the proper process is or should be.

We will also ask for a summary of all grants at the College that touch on academics, pedagogy, or other faculty concerns. One purpose of this request will be to help promote the work of the grants department in leveraging grants to help students. We want to make sure that grants that do affect pedagogy or academics in any way are directed by faculty committees, advisory boards, specific faculty, or entities such as the Equity Committee. We need avenues for integrating faculty back into those processes at the College, something which the grants department itself has long promoted. I hope to be able to say by next year that faculty are engaged with grants across the College and be able to evaluate the effectiveness of these grants where it comes to student education.

This is not an exclusive list of our concerns for this year, but it does represent some of the major themes. We look to be getting off to a very good start and I look forward to the upcoming year.

That concludes my report to the board.

Respectfully,

A handwritten signature in black ink, appearing to read "J. Woodward". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

John Arrington Woodward, PhD

Professor of Humanities and Film Studies

Faculty Senate President

C2326B, DWC

Florida State College at Jacksonville

997-2703

[john.a.woodward@fscj.edu](mailto:john.a.woodward@fscj.edu)

Date: September 11, 2018

To: Florida State College at Jacksonville District Board of Trustees

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

Re: August to September 2018 SGA Report

Chair Bowling 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 of August to September 2018.

During this time period, we have accomplished the following:

- On Tuesday, August 21 and Wednesday, August 22, the SGA attended a leadership retreat along with approximately 50 other student leaders from Student Life & Leadership and Diversity & Social Change. The retreat covered team building, Title IX, mitigating risk, bystander intervention, A.L.I.C.E. Training, ethics, professionalism, communication and time management.
- During the first week of the fall term, the SGA supported BlueWave Welcome Week activities by providing information and directions at the campus and center "Ask Me Stations." On Wednesday, September 5, the SGA sponsored a Java Jam at each campus and center to provide students refreshments and information on how they can get involved in co-curricular activities at FSCJ.
- On Monday, September 17, as part of Constitution Day, the SGA will sponsor US Constitution Day Trivia at each campus. Also Charles Spencer, Special Agent in Charge of the FBI Jacksonville Division will speak at the Deerwood Center at 6:00 p.m. to share how the FBI upholds the US Constitution.
- Kent Campus Vice Chair Nadia Esha has been asked to serve on the search committee for the next FSCJ Vice President of Student Success.
- The SGA is working with both Duval County and Nassau County Supervisor of Elections offices to arrange for their staff to visit our campuses and centers to register students prior to the October 9 deadline to be able to vote in the Florida Midterm Elections.

On behalf of the student body, we extend our deepest gratitude to the District Board of Trustees and President Kevin Hyde for continuing to provide us the opportunity to foster such a thriving environment. Thank you for your time and all that you do for the students of FSCJ.

Sincerely,  
Ta'Nasha Parker  
Collegewide Executive President  
FSCJ Student Government Association

**Florida State College at Jacksonville**  
**District Board of Trustees**  
**Ad Hoc Committee**  
**Minutes of the September 12, 2018, Meeting**  
**Administrative Offices, Board Room 405, Noon**

PRESENT:

Thomas J. Majdanics, Ad Hoc Committee Chair  
 Candace T. Holloway, Vice Chair, Nassau County  
 Laura M. DiBella

CALL TO ORDER:

Ad Hoc Committee Chair (Committee Chair) Majdanics called the meeting to order at 12:14 p.m. and welcomed those in attendance.

Committee Chair Majdanics provided first time audience attendees with the purpose behind the formation of the DBOT Ad Hoc Committee on Enrollment, noting the Committee's charge is to understand the institution's enrollment trends and make recommendations regarding strategy and resources required. There are two strands of inquiry to be covered by the Committee:

- Processed-Centered on the Student Experience, with an Emphasis on Marketing and the Student Enrollment Process
- Program-Centered, with an Emphasis on what FSCJ is Offering

INFORMATION/  
DISCUSSION:

A. Summary of  
 Committee Meeting,  
 August 22, 2018:

Committee Chair Majdanics provided Trustees with a summary of the Committee meeting held on Wednesday, August 22, 2018, noting the Board was provided an overview on "Adult Learners at FSCJ."

B. Enrollment Q & A  
 Session with Faculty  
 and Dean  
 Representation:

Committee Chair Majdanics shared the outline structure of the Q & A Session of the meeting, stating each group (faculty/dean) had a cumulative 50 minutes to share their respective insights/concerns with the Committee. The last 15 minutes of the meeting would be held for discussion by Trustees and next steps. He then opened the floor to the faculty representatives.

Faculty Senate President/Professor of Humanities Dr. John Woodward shared with the Committee his main overarching pillars of concern:

- Student Access Problems
- Dropped Classes
- Course Scheduling/Scheduling Convenience/Scheduling Conflicts
- Student Orientation Process
- Campus Attraction/Campus Appeal/Campus Challenges



Professor of Welding Webb Skelton dittoed Dr. Woodward's comments, adding a few concerns of his own. Before doing so, he shared a recent scenario of a PSAV welding course, noting that the College is missing the mark on enrollment numbers with these type of courses. Professor Skelton shared his concerns with the Committee:

- Marketing/Advertising Strategies
- Registration Issues
- Financial Aid Matters
- Student Services

Professor of Network Engineering Technology Cheryl Schmidt shared with the Committee her knowledge of recent student issues concerning financial aid, specific to that of a Florida Prepaid student. Professor Schmidt shared her concerns with the Committee:

- Wait Times within Student Services
- Understanding the Florida Prepaid Plan
- IT Ticket System
- Faculty Access to Student Contact Information

Professor of Adult Studies Jeniah Jones shared with the Committee general issues she encountered at the "Ask Me Station" as well as unique situations within Adult Education. Professor Jones shared her concerns with the Committee:

- Faculty Access to Student Records/Test Scores
- Registration End Dates vs. Class Start Dates
- Errors in Application
- User Interface Issues
- Availability of Advisors
- Evaluation of High School Transcripts
- Cancellation of Adult Education Classes

Professor of Nursing Stacey Burns shared her insight/concerns with the Committee:

- Enrollment Issues
- No Release Time
- Changes in Management
- Accreditation Standards
- Solution to Clinical Sights
- Employment Staffing
- Extra Shift Incentives
- Lab Time Reimbursement

There was discussion by the Committee related to clinical sites, budget cuts, staffing issues, continuing education conferences, ordering of supplies/materials, approval of procurement materials, notification process of dropped classes, course scheduling, standardizing student email accounts, student retention and understanding how to learn from the issues at hand and move forward.

Committee Chair Majdanics opened the floor to the dean representatives.

Dean of Communication Dr. Jeff Hess provided the Committee with a presentation titled, "Associate in Arts Class Scheduling" and provided information on the following topics:

- Student Enrollment Funnel/Foundation of Practice
- Allocate – Course Allocation Report
- Balance – General Education/Cuts/Days of Week/Time of Day
- Calibrate – Comparative Analysis/Class Report

Dean of Business Dr. Annette Barrineau and Dean of Health and Applied Sciences Dr. Neal Henning provided the Committee with a presentation titled, "Baccalaureate, Career and Technical Education" and provided information on the following topics:

- Enrollments
- Fall Tuition and Fees Generated
- Applications Received for Fall
- Fall Application to Enrollment Conversation Rates
- AA Intended Transfer Major
- Number of General Education Hours to Earn Degree
- Degree Offerings/Academic Inventory
- Good News – Enrollments are Up
- Budget Cuts – Personnel
- Effect of Budget Cuts – Needs
- Online Application for Admissions
- Two Year Program Plans

There was discussion by the Committee related to capacity issues, understanding gap, student retention, determining degree track, program advisors, program support and review of allocations.

Vice Chair Holloway shared her appreciation to those who participated in today's meeting and took time away from their busy jobs to advise the Committee so Trustees can make recommendations that will truly be of value to the College.

Committee Chair Majdanics dittoed Vice Chair Holloways remarks, adding his appreciation for attendees' candor and insight.

Trustee DiBella echoed her appreciation for the invaluable information that was gathered at today's meeting. She thanked Committee Chair Majdanics for leading the charge of the Committee and the action of the group.

C. Next Steps:

Committee Chair Majdanics determined two more meetings:

September 19, 2018 (Whiteboard Session)  
October 3, 2018 (Final Session)

COMMENTS BY THE  
PUBLIC:

There were no comments made by members of the public present at the meeting.

ADJOURNMENT:

There being no further business, Committee Chair Majdanics declared the meeting adjourned at 2:24 p.m.

APPROVAL OF MINUTES:

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Ad Hoc Committee Chair, District Board of Trustees

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Executive Secretary, District Board of Trustees

Submitted by: Ms. Kimberli Sodek, Secretary to the Ad Hoc Committee

**Florida State College at Jacksonville**  
**District Board of Trustees**  
**Ad Hoc Committee**  
**Minutes of the September 19, 2018, Meeting**  
**Administrative Offices, Room 403A, Noon**

PRESENT:

Thomas J. Majdanics, Ad Hoc Committee Chair  
 Karen E. Bowling, Chair  
 Candace T. Holloway, Vice Chair, Nassau County  
 Laura M. DiBella  
 D. Hunt Hawkins  
 O. Wayne Young

CALL TO ORDER:

Ad Hoc Committee Chair (Committee Chair) Majdanics called the meeting to order at 12:13 p.m. and welcomed those in attendance.

INFORMATION/  
DISCUSSION:

A. Summary of  
 Committee Meeting,  
 September 12, 2018:

Committee Chair Majdanics provided Trustees with a summary of the Committee meeting held on Wednesday, September 12, 2018, noting a “Q&A Session with Faculty and Dean Representation” was conducted in order to obtain their perspective on enrollment.

There was discussion by the Committee and meeting attendees relating to the Q&A Session, noting the conversation was well-rounded and informative with concerns being shared surrounding student registration, standardizing student email accounts, resources impacting enrollment, communication matters, understanding roles and responsibilities, college culture and leadership accountability.

B. Whiteboard Session  
 – Summary of  
 Insights and  
 Findings:

Committee Chair Majdanics shared with the Committee that the purpose of today’s meeting was to develop a summary of insights and findings via a whiteboard session. He shared with attendees that after reviewing notes and materials from all the Ad Hoc Committee meetings, he developed a set of ten draft emerging conclusions (ECs). The ECs would ultimately be the final form of the Committee.

The Committee considered the ECs by utilizing a four-step process:

- Step 1: Review/Discuss
- Step 2: Delete/Add
- Step 3: Prioritize/Vote
- Step 4: Conclude/Discuss/Review Output/Next Steps

There was in-depth discussion by the Committee and meeting attendees related to ownership of enrollment, ERP matters, educating students on FASFA, refining the student experience, student advising functions,

course scheduling priorities, request for data dashboards, update of FSCJ's mission statement and strategic plan, benchmarking against peer colleges, transparency, clear college communications, leadership accountability and the suggestion to consider enrollment as a symptom of a problem rather than as a problem.

C. Next Steps:

Committee Chair Majdanics noted that after the discussion of the ECs, the next step would be for him to channel all the information collected today into a draft report of the Committee's insights and findings. The draft report would then be taken to the final session for review and recommendation by the Committee. In addition, the Committee would request the leadership team to provide a timeline and detailed plan of action in response to the final report.

Committee Chair Majdanics determined one more meeting:

October 3, 2018 (Final Session)

COMMENTS BY THE  
 PUBLIC:

There were no comments made by members of the public present at the meeting.

ADJOURNMENT:

There being no further business, Committee Chair Majdanics declared the meeting adjourned at 2:08 p.m.

APPROVAL OF  
 MINUTES:

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 Ad Hoc Committee Chair, District Board of Trustees

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 Executive Secretary, District Board of Trustees

Submitted by: Ms. Kimberli Sodek, Secretary to the Ad Hoc Committee

**Florida State College at Jacksonville  
District Board of Trustees  
Ad Hoc Committee  
Minutes of the October 3, 2018, Meeting  
Administrative Offices, Room 403A, Noon**

PRESENT:

Thomas J. Majdanics, Ad Hoc Committee Chair  
Karen E. Bowling, Chair  
Candace T. Holloway, Vice Chair, Nassau County  
Michael M. Bell  
O. Wayne Young

CALL TO ORDER:

Ad Hoc Committee Chair (Committee Chair) Majdanics called the meeting to order at 12:04 p.m. and welcomed those in attendance.

INFORMATION/  
DISCUSSION:

A. Summary of  
Committee Meeting,  
September 19, 2018:

Committee Chair Majdanics provided Trustees with a summary of the Committee meeting held on Wednesday, September 19, 2018, noting a “Whiteboard Session” was conducted in order to develop a summary of insights and findings on enrollment. In doing so, a report of the FSCJ DBOT Ad Hoc Committee on Enrollment was drafted. The document details various findings as a result of the multiple committee sessions held during the summer. The report was structured based on the main ideas that the Committee discussed and debated at the September 19<sup>th</sup> meeting.

B. Final Session –  
Committee  
Recommendations:

Committee Chair Majdanics shared with the Committee that the purpose of today’s meeting was to review the draft report and obtain a consensus among Trustees to propose the document be taken to the November 2018 DBOT Deep Dive Workshop, wherein the Committee will seek further discussion and approval by the full Board.

The Committee reviewed the draft report by utilizing a three-step process:

- Step 1: Discuss the overall tenor/tone of the document in its entirety.
- Step 2: Review each section of the document for comments/questions/revisions.
- Step 3: Conclude by discussing next steps of the document.

There was discussion by the Committee and meeting attendees regarding Step 1 – the overall tenor/tone of the document in its entirety, noting the document was directionally correct. There was a consensus among Trustees to include an executive summary along with the final report.

There was in-depth discussion by the Committee and meeting attendees regarding Step 2 – the review of each section of the document for comments/questions/revisions. The review involved conversation surrounding sole ownership of enrollment, strategic enrollment management, strategic plan, agreed upon metrics and measurements, goals and tracking, clear accountability and planning processes, establishing and benchmarking with FCS peers, enrollment growth, marketing strategy, central clearinghouse for student concerns, review of financial aid process, training student advisors, course scheduling initiatives, program review process, intra-college communication, shared governance, college culture, leadership structure and the ability to provide open viewpoints/perspectives.

C. Next Steps:

Committee Chair Majdanics noted that Step 3 – was discussing next steps of the document.

There was extensive discussion by the Committee and meeting attendees regarding the action steps and expectations of the document, noting the FSCJ Leadership Team is to respond to the document as follows:

- Advise receipt of the document.
- Prepare to address the document at the November 2018 DBOT Deep Dive Workshop (DDW).
- Provide detailed plan of action/rationale/timeline (response) to the findings.
- Provide response to Trustees by November 2<sup>th</sup> for their review prior to the November 2018 DBOT DDW.

Committee Chair Majdanics noted that after the comprehensive review and discussion of the draft report by the Committee and meeting attendees, he would incorporate the agreed upon revisions into the final report. The final report would then be shared with Trustees and the three employee group leaders, as well as provided to the leadership team for their response to the document.

COMMENTS BY THE  
 PUBLIC:

During the meeting, Committee Chair Majdanics opened the floor to the public.

FSCJ Professor of Humanities Dr. Jason Gibson shared for the record his concerns about FSCJ leadership roadblocks, noting that the College's current president is relying on the very people who have caused the institution to be in the position it is in now, and will continue to rely on these same people for the next 10 months. He advised this was the reason morale continues to decline.

Dr. Gibson shared for the record information relating to a previous time in which the faculty were actively engaged and beginning the process of a vote of no confidence of the former College President and her Cabinet. He stated that the response to the final report and the outcome going into the fall and spring from the present Cabinet could resolve in another approach. One way for the faculty and staff to demonstrate that the current leaders are not functioning to the next leader is by being public, noting that the faculty support the Board's efforts and have faith in their ability to bring resolve.

There were no additional comments made by members of the public present at the meeting.

Committee Chair Majdanics stated that today's meeting serves as the last meeting of the Ad Hoc Committee on Enrollment. He thanked everyone for their time, candor and getting to the truth through the process, stating the institution is better off today than three months ago.

ADJOURNMENT:

There being no further business, Committee Chair Majdanics declared the meeting adjourned at 2:42 p.m.

APPROVAL OF  
MINUTES:

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Ad Hoc Committee Chair, District Board of Trustees

\_\_\_\_\_  
Executive Secretary, District Board of Trustees

Submitted by: Ms. Kimberli Sodek, Secretary to the Ad Hoc Committee



**Florida State College at Jacksonville  
District Board of Trustees  
Minutes of the October 19, 2018, Special Meeting  
Administrative Offices, Room 403A**

PRESENT:

Karen E. Bowling, Chair  
Candace T. Holloway, Vice Chair, Nassau County  
Thomas R. McGehee, Jr., Vice Chair, Duval County  
Michael M. Bell  
J. Palmer Clarkson  
D. Hunt Hawkins (via remote attendance)  
Thomas J. Majdanics  
O. Wayne Young

ABSENT:

Laura M. DiBella

CALL TO ORDER:

Chair Bowling called the meeting to order at 12:08 p.m. and welcomed those in attendance. She acknowledged Trustee Hawkins' presence via remote attendance.

PLEDGE:

Chair Bowling led the Pledge of Allegiance.

STATEMENT OF THE  
CHAIR:

Chair Bowling stated that the meeting had been called for the purpose of discussing the Presidential Search process and an opportunity to receive an update from the DBOT Presidential Search Committee Co-Chairs Trustees Bell and McGehee.

Prior to beginning today's conversation, Chair Bowling acknowledged receipt of Interim College President Mr. Kevin Hyde's email notifying the Board that as the search process begins that he will not be a candidate for this position; however, he will remain as the interim president for as long as the Board desires. She thanked President Hyde for his service, countless hours and willingness to continue with the College. President Hyde reiterated he was glad to serve the College and the community in the capacity as interim president until the search process is completed.

COMMENTS BY THE  
PUBLIC:

Chair Bowling 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 Bowling advised the Board that one member of the public had requested to speak. She invited the member to address the Board, noting that comments are limited to three minutes per person, and the Board is not required to respond.

FSCJ Professor of Humanities Dr. Jason Gibson shared with the Board a comment regarding the Presidential Search, which he requested be read into the record.

“As you know, a Presidential Search is really a conversation about leadership; choosing a leader who will take the College to the next level; choosing a leader who will choose good leaders to help them lead.

The work of the DBOT Ad Hoc Committee has demonstrated true leadership, and for that we thank you. The findings are accurate, and are firmly rooted in evidence and data. In fact, as my colleague, Senate President, Dr. John Woodward will attest, the Faculty Senate unanimously endorsed the findings, and so has the Faculty Union.

The efforts of the Trustees have been a real and significant attempt to get at the problems that systemically plague our College. President Hyde is to be commended for the strides he has made. Rather than settling for the myopia of the self-fulfilling aggrandizement of a Cabinet that sees nothing but their own titles and hope for greater power, the Board has gone to the people who interact with the students every day and every hour. For that we thank you!

With that in mind, I have two points and one question:

Point One: In their fear, jockeying and power mongering, the Presidential Cabinet has solidified a culture of fear rooted in intimidation, chastisement and bullying of individuals who have had but one goal, to fix our College and grow – individuals who courageously came to Trustees in a hope of collaboration and honesty.

Point Two: Remember, the four people who make up the Presidential Cabinet are the same four people who have brought our College to this all-time low.

Finally, I ask you: Would you allow your firm or business to be managed and run in such a manner?

Thank you for your time and leadership!”

INFORMATION/  
DISCUSSION BY  
TRUSTEES:

(Ref. Board Agenda for  
October 19, 2018; Item 1)

Chair Bowling presented Information/Discussion Item 1, Presidential Search. She asked Co-Chairs Bell and McGehee to provide the Board with an update/overview of the process.

Co-Chair McGehee shared with Trustees the process flow in selecting a College President. The process was explained in six steps:

Step 1: Choose a Search Firm

Step 2: Establish a Search Committee

Step 3: Search Firm Helps Committee Refine President's Job Description and Minimum Requirements

Step 4: Identify a Group of Qualified Candidates

Step 5: Search Committee Interviews with Each Qualified Candidate

Step 6: DBOT Chooses Best Candidate

Co-Chair McGehee noted that as the search for the interim president was relatively a short time ago, it was decided that the same group of individuals who formed the previous search committee would be utilized going forward. The group represents a cross section of community and college individuals.

On August 8, 2018, Co-Chairs Bell and McGehee met with HR staff to discuss choosing a search firm; however, FSCJ was able to utilize firms that had already been vetted by other colleges in the state. Therefore, the list of qualified firms was evaluated through a matrix of qualifications and attributes, which would then be used to determine the best firms for the search.

On August 14, 2018, the Board authorized administration to negotiate and enter into a satisfactory agreement with an executive search firm for the selection of the College President and authorized the Co-Chairs to develop the search and selection process for the College President working in conjunction with the selected executive search firm.

On September 17, 2018, Co-Chairs Bell and McGehee met with HR staff to discuss the response from the executive search firms. The firms were surveyed, and after careful consideration, it was decided that phone interviews would be conducted with the top two firms. The interviews convened on October 1, 2018, one firm was chosen and HR staff was given the authorization to move forward with engaging the successful firm – AGB Search.

Co-Chair McGehee provided the Board with the timeline, noting there were five phases to be completed within approximately five to six months. He shared that AGB Search wishes to begin meeting with the Search Committee, Trustees and stakeholders on November 27 & 28 as part of Phase 1. The meetings will be to discuss opportunities and challenges of the position and draft the position profile.

Phase 1: Organize

Phase 2: Recruit Candidate Pool

Phase 3: Candidate Review

Phase 4: Candidate Interviews

Phase 5: Appointment

Co-Chair Bell shared with the Board that AGB Search has one of the most thorough processes in developing a leadership profile. The search firm is planning a two-day schedule on multiple campus locations in order to reach-out to various stakeholders, noting the firm has asked for a listing of constituents. Additionally, AGB Search has extensive experience with Florida Sunshine Laws.

There was discussion by the Board relating to recruitment of non-traditional candidates, position profile, salary and compensation, timeline milestones, leadership qualities and characteristics, firm's proposal fee and estimated travel expenses, opportunities and challenges of the position, determining constituents and preparing for the November 28<sup>th</sup> meeting with AGB Search.

NEXT MEETING:

Chair Bowling announced the next meeting of the Board is scheduled for Tuesday, November 13, 2018, at the College's Administrative Offices for a Deep Dive Workshop/Meeting. The workshop/meeting will convene at noon in Board Room 405.

Chair Bowling reminded Trustees that at the November workshop/meeting the final report of the DBOT Ad Hoc Committee on Enrollment will be addressed and responded to by the leadership team. President Hyde will introduce newly appointed Vice President of Student Services Dr. Linda Herlocker, who will have ownership of enrollment. In addition, Florida College System (FCS) Chancellor Madeline Pumariega will be attending the meeting to share information relating to best practices specific to enrollment and FCS comparison data.

Chair Bowling announced that one of FSCJ's very own culinary instructors, Chef Dennis Chan, recently won the General Mills' Neighborhood to Nation Recipe Contest grand prize for his Sunshine State Orange Crunch Cake. Her intent was to invite Chef Chan to attend the November meeting so that the Board may congratulate him on this accomplishment.

President Hyde took a moment to introduce to the Board newly appointed Director of Government Relations Ms. Virginia Haworth. Prior to joining FSCJ, Ms. Haworth worked in the Executive Office of the Florida Governor as the Appointments Director and as a fundraising and public relations consultant. The sole purpose of the position is to provide leadership as the College liaison for governmental affairs with local elected officials, state legislators, congressional delegates and serve as an authorized representative for FSCJ in the pursuit of grants, earmarks and program participation. Trustees provided a warm welcome to Ms. Haworth.

ADJOURNMENT:

There being no further business, Chair Bowling declared the meeting adjourned at 12:46 p.m.

APPROVAL OF MINUTES:

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Chair, District Board of Trustees

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Executive Secretary, District Board of Trustees

Submitted by: Ms. Kimberli Sodek, Secretary to the Board

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

**AGENDA ITEM NO. CA - 1.**

Subject:	Purchasing: Annual Contract Extensions
Meeting Date:	December 11, 2018

**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.	2014-37	Outsourced Financial Aid Services	ProEducation, LLC	10/15/2018	06/30/2019	5 of 5	\$195,000	0%
2.	2014C-05	Electrical Delivery Order Contracting Services	Kim's Electric, Inc.	02/01/2019	01/31/2020	6 of 6	\$300,000	0%
3.	2014C-05		North Florida Electrical Contractors, Inc.	02/01/2019	01/31/2020	6 of 6	\$300,000	0%
4.	2014C-05		The Titan Electrical Group, Inc.	02/01/2019	01/31/2020	6 of 6	\$300,000	0%
5.	2014C-05		Vanguard Electric Contractors, Inc.	02/01/2019	01/31/2020	6 of 6	\$300,000	0%
6.	2015C-14		Roof Repair & Replacement	BBG Contracting Group, Inc.	02/01/2019	01/31/2020	5 of 6	\$1,000,000
7.	2015C-14	Delivery Order Contracting Services	J. Register Company, Inc.	02/01/2019	01/31/2020	5 of 6	\$1,000,000	0%

**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 are comprehended in the College's operating or capital budgets.

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

**AGENDA ITEM NO. CA - 2.**

Subject:	Purchasing: Construction Services – Pre-Qualification of General Contractor Renewal
Meeting Date:	December 11, 2018

RECOMMENDATION: It is recommended that the District Board of Trustees authorize College administration to renew pre-qualification of the following 32 construction contractors for the period of January 1, 2019 through December 31, 2019 in accordance with Florida Statute 1013.46(2) and State Requirements for Educational Facilities (SREF), Chapter 4(4.1), and College Board Rule 6Hx-7-8.1 “Building and Grounds”:

Company Name	A* Maximum Dollar Value per Project	B** Maximum Dollar Value Under Contract at any one time
A <sup>2</sup> Group, Inc.	\$9.8 M	\$22.7 M
ABBA Construction, Inc.	\$8.6 M	\$8.6 M
AC General, Inc.	\$5.0 M	\$8.6 M
ACON Construction Co., Inc.	\$4.2 M	\$4.2 M
Allstate Construction, Inc.	\$29.4 M	\$29.4 M
Auld & White Constructors, LLC	\$4.0 M	\$4.0 M
C. C. Borden Construction, Inc.	\$21.3 M	\$21.3 M
Charles Perry Partners, Inc.	\$ 38.7 M	\$138.7 M
Core Construction Company, Inc.	\$7.2 K	\$7.2 K
D&M Construction Group, Inc. d/b/a Foresight Construction Group, Inc.	\$12.0 M	\$13.3 M
D.E. Scorpio Corp.	\$18.5 M	\$18.5 M
D. J. Haycook Construction Company	\$9.6 K	\$9.6 K
Dana B. Kenyon Company	\$34.6 M	\$34.6 M
Danis Construction, LLC	\$10.6 M	\$10.6 M
E. Vaughan Rivers, Inc.	\$20.4 M	\$20.4 M
F & G Construction General Contractors, Inc.	\$4.6 M	\$4.6 M
General Mechanical Corporation	\$7.0 M	\$25.0 M
Gilbane Building Company	\$500.0 M	\$2.0 B
Hager Construction Company	\$2.5 M	\$2.5 M
Hawkins Construction, Inc.	\$33.4 M	\$70.6 M
KBT Contracting Corp.	\$1.0 M	\$1.0 M
LEGO Construction Company	\$9.3 M	\$26.3 M
Marand Builders, Inc.	\$12.6 M	\$30.0 M
Native American Service Corp. (NASCO)	\$24.5 M	\$ 4.5 M

Subject: Purchasing: Construction Services – Pre-Qualification of General Contractor Renewal  
(Continued)

Company Name	A* Maximum Dollar Value per Project	B** Maximum Dollar Value Under Contract at any one time
Perry-McCall Construction, Inc.	\$41.1 M	\$41.1 M
Sauer Incorporated	\$92.3 M	\$92.3 M
Scherer Construction of North Florida, LLC	\$6.9 M	6.9 M
Stellar Group Incorporated	\$9.4 M	\$9.4 M
The Haskell Company	\$200.0 M	\$468.9 M
The Morganti Group, Inc.	\$233.6 K	\$233.6 K
Thomas May Construction Company	\$8.9 M	\$8.9 M
Warden Construction Corp	\$3.1 M	\$3.1 M

\*Column A: Maximum dollar value per project is defined in SREF Chapter 4, Section 4.1(3). The maximum value of each project can be up to twice the value of the largest project previously completed, but shall not exceed the contractor's single bonding capacity or ten (10) times the contractor's net quick asset dollar amount.

\*\*Column B: Maximum dollar value under contract at any one time is defined in SREF Chapter 4, Section 4.1(2). The total dollar value of work the contractor will be permitted to have under contract at any one time as determined by the contractor's aggregate bonding capacity or ten (10) times the contractor's net quick asset dollar amount.

BACKGROUND: Pursuant to State Department of Education SREF Rule and District Board of Trustees Board Rule 6Hx7-8.1, "Buildings and Grounds," the College is required to annually pre-qualify construction contractors.

33 firms responded to the College's request for qualifications (RFQ) for pre-qualification renewals, including one Contractor deemed ineligible for renewal for not being a current Pre-Qualified Contractor. Pursuant to SREF Chapter 4(4.1) and College Board Rule 6Hx7-8.1(4), the RFQ included an evaluation of construction contractor's professional qualifications, financial and bonding capacity, performance, references and past experience. The evaluation committee reviewed the submissions and recommend pre-qualification renewal of the above 32 firms.

RATIONALE: Pre-qualification of construction contractors ensures that the qualifications of construction firms bidding meet or exceed State Statutes, SREF requirements, and College Board Rule.

FISCAL NOTES: There is no fiscal impact to the College as a result of this action.



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

**AGENDA ITEM NO. CA – 3.**

Subject:	Purchasing: Construction Services – Pre-Qualification of New General Contractors
Meeting Date:	December 11, 2018

**RECOMMENDATION:** It is recommended that the District Board of Trustees authorize College administration to pre-qualify the following four construction contractors for the period of January 1, 2019 through December 31, 2019 in accordance with Florida Statute 1013.46(2), State Requirements for Educational Facilities (SREF), Chapter 4(4.1), and College Board Rule 6Hx-7-8.1 “Building and Grounds”:

Company Name	A* Maximum Dollar Value per Project	B** Maximum Dollar Value Under Contract at any one time
CGC, Inc.	\$2.5 M	\$9.5 M
Crabtree Construction Co.	\$4.1 M	\$10.7 M
J. B. Coxwell Contracting Inc.	\$66.3 M	\$66.3 M
Lasa Construction, Inc	\$5.1 M	\$5.9 M

\*Column A: Maximum dollar value per project is defined in SREF Chapter 4, Section 4.1(3). The maximum value of each project can be up to twice the value of the largest project previously completed, but shall not exceed the contractor’s single bonding capacity or ten (10) times the contractor’s net quick asset dollar amount.

\*\*Column B: Maximum dollar value under contract at any one time is defined in SREF Chapter 4, Section 4.1(2). The total dollar value of work the contractor will be permitted to have under contract at any one time as determined by the contractor’s aggregate bonding capacity or ten (10) times the contractor’s net quick asset dollar amount.

**BACKGROUND:** Pursuant to State Department of Education SREF Rule and District Board of Trustees Board Rule 6Hx7-8.1, “Buildings and Grounds,” the College is required to annually pre-qualify construction contractors.

Five firms responded to the College’s request for qualifications (RFQ) for pre-qualification of contractors not already approved as pre-qualified. Pursuant to SREF Chapter 4(4.1) and College Board Rule 6Hx7-8.1(4), the RFQ included an evaluation of construction contractor’s professional qualifications, financial and bonding capacity, performance, references, and past experience. The evaluation committee reviewed all submissions and recommended pre-qualification of the above four firms. The evaluation committee rejected one firm, Brasfield & Gorrie, LLC for failure to meet all the RFQ solicitation pre-qualification requirements of State Requirements for Educational Facilities (SREF), Chapter 4(4.1), and College Board Rule 6Hx-7-8.1 “Building and Grounds.”

Subject: Purchasing: Construction Services – Pre-Qualification of New General Contractors  
(Continued)

**RATIONALE:** Pre-qualification of construction contractors ensures that the qualifications of construction firms bidding meet or exceed State Statutes, SREF requirements, and College Board Rule.

**FISCAL NOTES:** There is no fiscal impact to the College as a result of this action.

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

**AGENDA ITEM NO. CA – 4.**

Subject:	Purchasing: Festo/Labvolt Industrial Training Systems
Meeting Date:	December 11, 2018

**RECOMMENDATION:** It is recommended that the District Board of Trustees authorize College administration to purchase Festo/Labvolt Industrial Training Systems from Bluegrass Educational Technologies, LLC who is the sole authorized distributor for Festo in the Southeast United States under the Kentucky Community and Technical College System Contract ITB KC-00992. The planned purchase is in the amount of \$373,622 and will utilize a grant awarded to Florida State College at Jacksonville (College) from the National Science Foundation (NSF).

**BACKGROUND:** Fifteen local manufacturers and utilities, as members of an Advisory Committee, helped shape the College's Instrumentation & Control Technology program (ICT), which will yield an associate's degree in advanced manufacturing with an ICT specialty. Industry partners for this project include: Johnson & Johnson Vision Care, Georgia Pacific, Miller Electric, WestRock, Rayonier Advanced Materials, Maxwell House, Jacksonville Electric Authority, Owens Corning, Florida Public Utilities, GE Oil & Gas, Vac-Con, Safari-land Group, Delta Fountains, Stellar, and West Frazer.

Instrumentation & Control (I&C) technicians are critical to Northeast Florida's advanced manufacturing industry as they troubleshoot and repair the production line components that keep operations running smoothly. In the absence of an I&C technician education program, Northeast Florida advanced manufacturing employers have attempted in-house I&C training programs that have drained resources while lacking success in identifying long term I&C candidates or effective training methods. This training system will allow the College's Instrumentation & Control Technology program to utilize regional industry standard equipment and instrumentation, including process control and mechatronics training systems.

The ICT program instrumentation acquisition will educate students with the ultra-modern skills and credentials to work in the engineering technology and advance manufacturing industries.

**RATIONALE:** 2 CFR Chapter II Part 200 Uniform Guidance allows for the use of cooperative contracts when seeking competitive and cost effect price quotes. The College has previously established instructional standards of programmatic equipment and curriculum based on Festo/Labvolt training systems.

**Fiscal Notes:** The planned purchase is in the amount of \$373,622 and is approved and included in the College's awarded NSF grant budget allocation.

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

**AGENDA ITEM NO. CA – 5.**

Subject:	Purchasing: LED Theatrical Lighting Fixtures – South Campus Wilson Center
Meeting Date:	December 11, 2018

RECOMMENDATION: It is recommended that the District Board of Trustees authorize College administration to award a contract to \_\_\_\_\_ as the responsive low bidder meeting specifications for the purchase of LED Theatrical Lighting Fixtures and equipment in an amount not to exceed \$\_\_\_\_\_.

**Due to a November 26, 2018 bid opening date, this bid is in the process of being evaluated.**

BACKGROUND: The theatrical lighting currently in use was installed during the original building construction in 1995 and has reached the end of their service life. It is no longer cost effective to continue to repair/maintain the existing lighting units. The lighting and equipment will be used in an educational environment at the College's South Campus Wilson Center for theatrical performances and classes to teach and train students.

The College elected to direct purchase the LED Theatrical Lighting and Equipment for the retrofitting of the South Campus Wilson Center Theater construction project awarded to E. Vaughan Rivers Inc. to update the antiquated theater lighting to current standards of theater operations. The College selected Haddad Engineering Inc. as the Engineer of Record as having the most extensive electrical experience.

College administration advertised and publicly issued an Invitation to Bid (ITB) solicitation to \_\_\_\_\_ qualified distributors. \_\_\_\_\_ firms submitted fixed item cost bids on November 26, 2018 and \_\_\_\_\_ firms submitted "no bid" responses.

RATIONALE: Authorization to award this contract to the responsive low bidder meeting specifications is pursuant to State Board Rule 6A-14.0734 and will allow the project to proceed as scheduled.

FISCAL NOTES: The contract has a total lump sum base bid of \$\_\_\_\_\_. The College is committed to expend the funds from the Capital Improvement Fee Local Funds.

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

**AGENDA ITEM NO. CA – 6.**

Subject:	Resource Development: Bringing Resources Into Developing Goal-driven Educational Success (B.R.I.D.G.E.S.)
Meeting Date:	December 11, 2018

**RECOMMENDATION:** It is recommended that the District Board of Trustees authorize College administration to negotiate and enter into resultant contract(s) for grant proposal number A17033, “Bringing Resources Into Developing Goal-driven Educational Success (B.R.I.D.G.E.S).”

**BACKGROUND:** This is a new award under the U.S. Department of Education Office of Postsecondary Education’s Title III Strengthening Institutions program. B.R.I.D.G.E.S. has three main goals: 1) Increasing the effectiveness of the student advising experience by implementing a comprehensive model that integrates academics, wrap-around support services, orientation, and supportive technologies; 2) Improving rates of student retention and completion through implementation of targeted support programs, faculty training, academic courses, guided curricular pathways, and instructional models using high-impact equity practices that help close the achievement gap; and 3) Intensifying institutional data tracking and strategic enrollment management efforts, which support equity, retention and completion outcomes of low-income and historically underrepresented students.

**RATIONALE:** This project supports FSCJ Objective 1.2, “Increase access opportunities for student enrollment, persistence and completion into programs that meet the educational needs of Duval and Nassau counties.”

**FISCAL NOTES:** Over five years this project will receive \$2,057,929.73 from the U.S. Department of Education. However, indirect cost recovery is not allowed under Title III.

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

**AGENDA ITEM NO. A – 1.**

A. RECOMMENDATION: It is recommended that the District Board of Trustees approve the Consent Agenda as presented,

with the exception of:

Item \_\_\_\_, Title \_\_\_\_\_, page(s) \_\_\_\_\_

Item \_\_\_\_, Title \_\_\_\_\_, page(s) \_\_\_\_\_

Item \_\_\_\_, Title \_\_\_\_\_, page(s) \_\_\_\_\_

Item \_\_\_\_, Title \_\_\_\_\_, page(s) \_\_\_\_\_

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Item \_\_\_\_, Title \_\_\_\_\_, page(s) \_\_\_\_\_

Item \_\_\_\_, Title \_\_\_\_\_, page(s) \_\_\_\_\_

which have been removed from the Consent Agenda for individual consideration.

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

**AGENDA ITEM NO. A - 2.**

Subject:	Administration: College President Search
Meeting Date:	December 11, 2018

**RECOMMENDATION:** It is recommended by the executive search firm, AGB Search, that the District Board of Trustees ("Board") charge the Presidential Search Committee with the following expectations in their efforts to identify and recommend candidates for the position of College President.

1. The Search Committee shall assist the District Board of Trustees in seeking qualified candidates for the office of the President. The Search Committee will conduct an active national search to attract highly qualified candidates. The Committee shall perform other tasks and/or assume other duties as may be assigned by the Board. Further assistance shall be provided to the Committee via the Board's search consultant, AGB Search.
2. All business of the Search Committee shall be conducted in the Sunshine and in conjunction with Robert's Rules of Order. When questioned about Search Committee business, members should encourage the questioner to attend Committee meetings.
3. Members shall participate actively throughout the search, including making reference check calls, attending interviews, and assisting as a host for candidates during the on-campus interviews, if requested. All members of the Committee shall attend all meetings.
4. With the assistance of the AGB Search, the Search Committee will develop an advertisement and Search Profile, including a statement of desired qualifications and credentials for the presidency that will guide the search and selection process, to be shared with candidates and nomination sources.
5. The Search Committee will adopt a timeline for the search that will permit the appointment of a President by April 2019 or as soon thereafter as possible.
6. The Search Committee shall select finalists and make a candidate recommendation to the Board at the conclusion of the finalist interviews.
7. The Search Committee will make periodic reports to members of the Florida State College at Jacksonville community and to the Board about the progress of the search.

**BACKGROUND:** At its August 14, 2018 meeting, the Board authorized College Administration to negotiate and enter into a satisfactory agreement with an executive search firm for the selection of the College President. Through the joint leadership of Board Trustees Thomas McGehee and Michael Bell, AGB Search was selected as the executive search firm.

Subject: Administration: College President Search  
(Continued)

**RATIONALE:** The College President search process is designed to include broad representation of the College community and external stakeholders in a legally defensible selection process under the guidance of the Board. The work of the Search Committee is advisory to the Board and, while the identification of top candidates will be the result of the work of the committee and search firm, the selection of the next Florida State College at Jacksonville President is the responsibility of the Board.

**FISCAL NOTES:** The fiscal impact is comprehended within the current budget.



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

**AGENDA ITEM NO. A – 3.**

Subject:	Human Resources: Lump Sum Payment
Meeting Date:	December 11, 2018

**RECOMMENDATION:** It is recommended that the District Board of Trustees approve a one-time lump sum payment to all qualifying non-instructional full-time employees effective with the processing of the December 23, 2018 payroll.

**BACKGROUND:** In lieu of an increase to base salaries for the current fiscal year for non-instructional employees, the recommended lump sum payment will recognize continued efforts and contributions of College employees.

The one-time lump sum gross payment will be equal to 2.0% of each eligible employee's base annual salary or \$750, whichever is greater, up to a maximum of \$2,000. Eligible employees are full-time non-instructional employees employed with the College in a full-time position on August 31, 2018 and who continue to be employed in a full-time non-instructional position (without a break in service) on December 1, 2018.

**RATIONALE:** The lump sum payment is in recognition of continued efforts of the College community.

**FISCAL NOTES:** The economic impact will be approximately \$1,030,413.

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

**AGENDA ITEM NO. A - 4.**

Subject:	Finance: Fiscal Year 2018-19 Operating Budget Amendment No. 2
Meeting Date:	December 11, 2018

RECOMMENDATION: It is recommended that the District Board of Trustees approve Amendment No. 2 to the Fiscal Year 2018-19 Operating Budget.

<b><u>Budget Amendment #2, FY 2018-19</u></b>	<b>Current Budget</b>	<b>Changes</b>	<b>Revised Budget</b>
<b><u>Opening Reserves July 1, 2018</u></b>			
Designated Reserve for Insurance Programs	\$ 3,830,000		\$ 3,830,000
Unrestricted Board Reserve	22,094,850		22,094,850
Total Reserves	\$ 25,924,850		\$ 25,924,850
Tuition and Fees	\$ 47,509,245	\$ 2,600,000	\$ 50,109,245
State Appropriations	78,463,903		78,463,903
Other Revenue	4,297,766		4,297,766
Total Revenue	\$ 130,270,914	\$ 2,600,000	\$ 132,870,914
Total Available Funds	\$ 156,195,764	\$ 2,600,000	\$ 158,795,764
Personnel	\$ 101,934,130	\$ 1,983,750	\$ 103,917,880
Current Expense	26,082,097	616,250	26,698,347
Transfers	939,411		939,411
Equipment	2,514,359		2,514,359
Total Expenses	\$ 131,469,997	\$ 2,600,000	\$ 134,069,997
<b><u>Year-end Reserves, June 30, 2019</u></b>			
Designated Reserve for Insurance Programs	\$ 3,830,000		\$ 3,830,000
Unrestricted Board Reserve	20,895,767		20,895,767
Total Reserves	\$ 24,725,767		\$ 24,725,767
Total Expenses and Reserves	\$ 156,195,764	\$ 2,600,000	\$ 158,795,764

BACKGROUND: The District Board of Trustees approved the College's Operating Budget on June 12, 2018 and approved Budget Amendment No. 1 on September 11, 2018. This budget amendment increases the Fiscal Year 2018-19 Operating Revenue by \$2,600,000. This increase in revenue reflects the College's increase in tuition and fee revenue realized to date through the fall term due to enrollment increase.

Subject: Finance: Fiscal Year 2018-19 Operating Budget Amendment No. 2  
(Continued)

This budget amendment increases the Fiscal Year 2018-19 Operating Expenditure Budget by \$2,600,000. The increase in Personnel Expense reflects the expense of adjunct instructors needed for the additional class sections to accommodate the increased enrollment. Additionally, the increase in Personnel Expense reflects additional functional analysts and programmers needed to maintain the Enterprise Resource Planning (ERP) system after the consultants complete their work. The increase in Current Expense reflects the need to extend the third-party call service for Financial Aid through the end of the fiscal year.

**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 2018-19 Revenue Budget and Operating Expenditure Budget by \$2,600,000.

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

**AGENDA ITEM NO. A – 5.**

Subject:	Academic Affairs: Inactivation of Mortgage Loan Originator (20-Hour SAFE Comprehensive Mortgage Loan Originator) Post-Secondary Adult Vocational Certificate Program
Meeting Date:	December 11, 2018

**RECOMMENDATION:** It is recommended that the District Board of Trustees approve the inactivation of the Mortgage Loan Originator (20-Hour SAFE Comprehensive Mortgage Loan Originator) post-secondary adult vocational certificate program effective at the end of Summer Term 2019.

**BACKGROUND:** The Mortgage Loan Originator (20-Hour SAFE Comprehensive Mortgage Loan Originator) post-secondary adult vocational certificate program has been inactivated by the Florida Department of Education (FLDOE) with no new student enrollments beginning with the Fall Term 2019 per SACSCOC guidelines. The FLDOE 2018-19 curriculum frameworks indicate that a replacement program has not been identified at this time.

Therefore, it has been determined to be in the best interest of students to provide an appropriate teach-out period so that they may successfully complete coursework with minimal disruption and/or negative impact.

The College's Curriculum Committee has recommended this action and the Provost/Vice President of Academic Affairs has provided signatory support of the same.

**RATIONALE:** Students currently enrolled as well as past term students in the program have been notified by letter and email correspondence. All course(s) within the program will be discontinued from the College's curriculum inventory as part of the program inactivation. No full-time faculty or other programs will be adversely affected.

**FISCAL NOTES:** No fiscal impact is anticipated.

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

**AGENDA ITEM NO. A - 6.**

Subject:	Academic Affairs: Inactivation of College Credit and Post-Secondary Adult Vocational Courses
Meeting Date:	December 11, 2018

**RECOMMENDATION:** It is recommended that the District Board of Trustees approve the attached list comprising one college credit course to become inactive effective Spring Term 2019 (2198).

**BACKGROUND:** State Board of Education Rule 6A.10.0331 requires that institutions inactivate courses that have not been taught for five years and delete them from the college catalog and online encoding system as part of the ongoing curriculum review process. The annual purge of courses not taught in five years requires approval from the Board of Trustees. Per the College's course purge process, academic administrators and faculty were provided with a list of two courses identified for inactivation. Academic administrators and faculty were also given the opportunity to complete a waiver form for the course purge in the event that they sought to maintain the courses in the current, active curriculum inventory. Upon final review, only one course was submitted for the annual purge.

The Office of Curriculum Services has prepared a table of the course scheduled for inactivation.

**RATIONALE:** Inactivation of this course will ensure compliance with State Board of Education Rule 6A.10.0331, resulting in an update to the college catalog and the online encoding system for the 2019-2020 academic year.

**FISCAL NOTES:** Inactivation of this course will not have a budgetary impact because it has not been offered for five years.

**ANNUAL PURGE  
2018**

COURSE ID	COURSE TITLE	CREDIT HOURS	LAST TERM OFFERED	POS	PROGRAM TITLE	AREA	DEAN/IPM	SCHOOL OF
CGS 2825	Web Site Management	3	20133	2153	Computer Information Technology	ELECTIVE	Ernie Friend	Technology and Industry
<i>Note: No Postsecondary Adult Vocational Courses were identified at this time.</i>								

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

**INFORMATION ITEM I – A.**

Subject:	Human Resources: Personnel Actions
Meeting Date:	December 11, 2018

**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 funding.

**Faculty, Administrative, Professional and Career Appointments Since Previous Board Meeting  
as of December 11, 2018**

**Faculty Full-Time Appointments**

Allen	Anne Marie	Professor of Practical Nursing
Beasley	Harry Britt	Temporary Professor of Speech / Director of Forensics
Bisson	Christi	Professor of Physical Therapy Assistant
Hetzel	Carla	Professor of Nursing
Mauldin	Jaelyn	Professor of Nursing
Mervin	Marquiese	Professor of Digital Media
Overstreet	Lori	Professor of Nursing
Peterson	Robin	Temporary Professor of HVAC
Richardson	Jameria	Temporary Professor of Practical Nursing
Walter	Stefanie	Professor of Nursing

**Job Title****A&P Full-Time Appointments**

Clark	Melanie	Executive Director of Project Development
Couch	Diana	Associate Director of Athletics
Digesare	Jamie	Functional Analyst of Student Services
Dumouchel	Jerrett	Associate Vice President of Institutional Effectiveness
Hanna	Jennifer	Senior Associate Director of Enrollment and Student Services
Haworth	Virginia	Director of Government Relations
Herlocker	Linda	Vice President of Student Services
Hollingshead	Terry	Associate Director of Student Recruitment
Horowitz	Elise	Associate Director of Admissions
Johnson	Derrick	Ombudsman
Kimball	Cathy	Associate Director of Financial Aid
Kraut	Kimberly	Instructional Program Manager
Mann	Marion	Professor of Nursing
McLauchlan	Kelly	Program Development Manager
Nunez	Mayra	Program Coordinator EPI
Smith	Ronald	Chief Information Officer
Stallworth	Cherry	Director of Program Development
Taylor	Tamara	Associate Director of Student Conduct
Thomas	Billy	Interim Dean of Social and Behavioral Sciences
Thurlow	Kelly	Assistant Director of Integrated Communications and Special Events

**Job Title****Career Full-Time Appointments**

Ball	Destiny	Academic and Career Coordinator
Barclay	Clarissa	Student Success Advisor II
Berglund	Lavona	Business Office Specialist II
Bowen	Mark	Campus Security Officer in Charge
Brooks	Lawanda	Academic and Career Coordinator
Campbell	Heather	Vision Rehabilitation Training Specialist III
Clark	Otis	Security Officer I
Cleckler	Heaven	Admissions Advisor
Davenport	Tere	Financial Aid Advisor II
Devaughn	James	Senior Plant Service Worker
Dixon	Maliaha	Accountant
Farson	Tracy	Interim Project Coordinator
Floyd	Carlese	Interim Case Manager / Career Specialist
Fortune	Melvin	Security Officer I
Friedman	Sarah	Financial Aid Advisor II
Fuentez	Lorena	Senior Research Analyst
Gray	Phenessa	Academic and Career Coordinator

**Job Title**



**Faculty, Administrative, Professional and Career Appointments Since Previous Board Meeting  
as of December 11, 2018**

<b><u>Career Full-Time Appointments (cont.)</u></b>		<b><u>Job Title</u></b>
Guest	Chiffon	Financial Aid Advisor II
Hart	Clair	Interim Instructional Program Coordinator
Johnson	Charles	Fire and Occupational Health and Safety Specialist
Johnson	Keith	Tradesworker I
Johnson	Kenneth	Vision Rehabilitation Case Manager / Career Specialist
Krdzalic	Damir	Armed Security Officer
Larson	Lynn	Project Coordinator
Leverette	Otha	Case Manager / Career Specialist
Maynard	Claude	Senior Security Officer
McDuffie	Kathy	Academic and Career Coordinator
Murdorf	Aaron	Tradesworker II
Oliver	Megan	Instructional Support Specialist
Oliver	Shannon	Academic and Career Coordinator
Pearson	Quran	Laboratory Manager
Pittman	Terry	Center Facilities Supervisor
Roberts	Arthur	Security Officer I
Rogers	Justin	Laboratory Manager
Spates	Stephens	Campus Security Officer in Charge
Spies	James	Plant Service Worker
Swed	Dawn	Payroll Technical Support Specialist
Trott	Nicole	Financial Aid Advisor II
Tucker	Joseph	Financial Aid Advisor II
Turner	David	Armed Security Officer
Undheim	Cheryl	Vision Rehabilitation Case Manager / Career Specialist
Velez	Dorian	Interim Administrative Assistant II
Wallace	Sean	Library Assistant I
Watson	Richard	Senior Plant Service Worker
Wilkison	Robert	Academic Tutor
Williams	Tanisha	Academic and Career Advisor
 <b><u>Career Part-Time Appointments</u></b>		 <b><u>Job Title</u></b>
Cahill	Tyler	Security Officer II
Collins-Beverley	Emily	Academic Tutor
Eustaquio	Nina Kathryn	Accompanist
Foreman	Michael	Academic Tutor
Jones	Haley	Senior Support Specialist
Knight	Robert	Academic Tutor
McCall	Laura	Senior Support Specialist
Rogero	Madeline	Resident Director
Saint Elus	Youdeline	Security Officer II
Sims	Nyesha	Interim Assistant Coach
Thomas	Deshawn	Academic Tutor
Vinduska	Kyle	Test Proctor
Watson	Shawniece	Clerical Specialist
Wille	Ryan	Academic Tutor

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

**INFORMATION ITEM I – B.**

<b>Subject:</b>	Purchasing: Purchase Orders Over \$195,000
<b>Meeting Date:</b>	December 11, 2018

**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. These purchases were made during the period August 1, 2018 through October 31, 2018.

<b>Contract/ PO No.</b>	<b>Total</b>	<b>Supplier</b>	<b>Description</b>	<b>Authority</b>
PO00007125	\$250,000	ProEducation Solutions, LLC	Software and application license fee to include training system support and usage reporting, help desk and customer service support, and ongoing account management support for the period of 07/01/2018 – 10/14/2018.	FSCJ 2017-37 SBE 6A-14.0734 & Board Rule 6Hx7-5.1 and Cooperative Agreement Broward College
PO00007308	\$268,002	Presidio Holding, Inc.	SmartNet Cisco networking equipment maintenance renewal for the period of 9/1/2018 - 8/31/2019.	SBE 6A-14.0734 & Board Rule 6Hx7-5.1- Western States Contract Alliance (WSCA) Consortium
PO00007498	\$683,658	Dell Marketing LP	Network protection firewall software maintenance renewal.	SBE 6A-14.0734 & Board Rule 6Hx7-5.1- Western States Contract Alliance Consortium Contract No: WN08AGW Customer Agreement No: 43211500- WSCA-15-ACS Quote #3000028018371.1

**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. These purchases were 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 of \$1,201,660.

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

**INFORMATION ITEM I – C.**

Subject:	Finance: Travel Report
Meeting Date:	December 11, 2018

INFORMATION: The following information is provided to the District Board of Trustees pursuant to Board Rule 6Hx7-4.23, Travel and Per Diem. There were five reimbursements for travel during the period of July 02, 2018 – November 07, 2018 that exceeded \$2,000.

Name	Trip Purpose	Destination	Travel Dates	Number of Days	Travel Cost	FYTD Travel Cost
Wanda Martin	Council of Opportunity in Education Conference – Grant Funded	New York City, New York	09/13/18 – 09/16/18	4	\$3,485.77	\$3,485.77
Chelsea Hunt	Council of Opportunity in Education Conference – Grant Funded	New York City, New York	09/13/18 – 09/16/18	4	\$3,048.83	\$3,048.83
Cherry Stallworth	Council of Opportunity in Education Conference – Grant Funded	New York City, New York	09/13/18 – 09/16/18	4	\$3,170.99	\$3,170.99
Sabrina Edwards	Council of Opportunity in Education Conference – Grant Funded	New York City, New York	09/13/18 – 09/16/18	4	\$3,726.18	\$3,726.18
Mary Ebener	National League for Nursing 2018 Education Summit	Chicago, Illinois	09/11/18 – 09/15/18	5	\$3,599.96	\$4,912.14

BACKGROUND: Board Rule 6Hx7-4.23 requires presentation of a listing of trips costing \$2,000 or more to the District Board of Trustees.

Subject: Finance: Travel Report  
(Continued)

RATIONALE: This listing provides the District Board of Trustees an opportunity to review College expenditures for trips \$2,000 and above. All expenditures are made according to the provisions of Florida Statute 112.061.

FISCAL NOTES: The amounts for travel as presented were comprehended in the identified budgets.

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

**INFORMATION ITEM I – D.**

Subject:	Finance: Annual Property Inventory Report
Meeting Date:	December 11, 2018

**INFORMATION:** The College's annual property inventory report for the period ending June 30, 2018 is presented to the District Board of Trustees for information.

**BACKGROUND:** The District Board of Trustees is authorized to adopt rules, procedures and policies regarding College property by Florida Statute 1001.64(4) (b) and is charged with the responsibility for control of College-owned tangible personal property by Section 1001.64(5) Florida Statutes. Tangible personal property is defined as assets that are moveable with a useful life greater than one year and non-consumable. As such, a physical inventory of all College-owned tangible personal property is conducted no less than annually.

Board Rule 6Hx 7-4.15(2), Safeguarding and Disposition of Property, indicates that property surveyed as College inventory, with a net book value of five thousand dollars (\$5,000), shall first be declared surplus to the needs of the College or declared cannibalized, lost, stolen, damaged or missing-at-inventory by the Vice President of Business Services or Associate Vice President of Finance. During Fiscal Year 2017-18, none of the assets surveyed for disposal had a net book value of \$5,000 or more. Board Rule 6Hx 7-4.15(2) requires the College to submit to the Board an annual property report information agenda item to include deletion of property with a net book value of less than five thousand dollars (\$5,000) in accordance with Sections 274.05 and 274.06 of the Florida Statutes.

**RATIONALE:** The results of the College's physical inventory of tangible personal property for the period ending June 30, 2018 are shown in the attached chart. The College has \$55,788,534.65 (at original acquisition cost) in total assets with \$21,615.15 (0.04 percent) reported as unable to be located, lost or stolen. For the period ending June 30, 2018, none of the capitalized assets reported as unable to locate or stolen had a net book value of \$5,000 or more.

The attached chart of missing property from 2000 to 2018 indicates the College inventory process is stable and demonstrates excellent control for eighteen consecutive years with better than 99.5% accuracy. The fiscal year 2018 was at 99.9% accuracy.

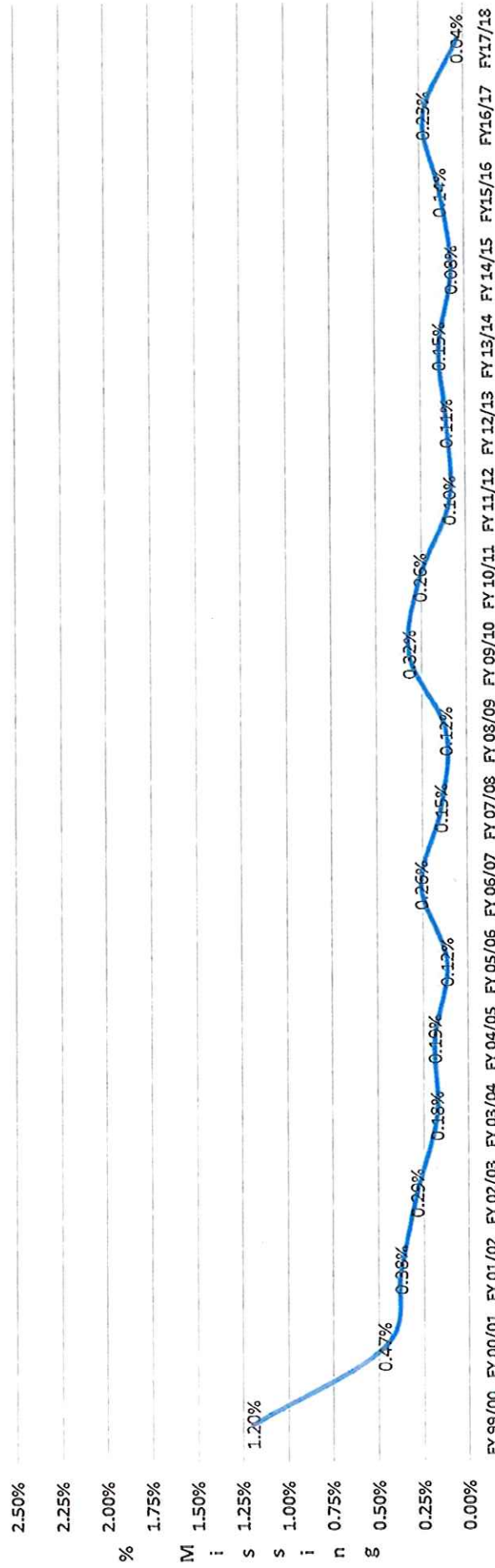
**FISCAL NOTES:** There is no fiscal impact as a result of this item.

Beginning Inventory 6/30/17										A1	20,363	A	\$ 56,021,000.19
	Items Valued Less Than \$5,000			Items Valued More Than \$5,000			Total						
	# of Assets	Acquisition \$ Value	# of Assets	Acquisition \$ Value	# of Assets	Acquisition \$ Value	# of Assets	Acquisition \$ Value					
Lost/Unable to locate	11	18,786.20	0	-	0	-	11	18,786.20					
Stolen	2	2,828.95	0	-	0	-	2	2,828.95					
<b>Subtotal/Deletions</b>	<b>13</b>	<b>\$ 21,615.15</b>	<b>0</b>	<b>-</b>	<b>0</b>	<b>-</b>	<b>13</b>	<b>\$ 21,615.15</b>					
Damaged/Destroyed/ Obsolete/Worn Out	117	100,258.07	6	69,213.91	123	169,471.98							
Returned to Agency	0	-	0	-	0	-	0	-					
Cannibalized	27	71,570.90	1	11,653.84	28	83,224.74							
<b>Subtotal/Deletions</b>	<b>144</b>	<b>\$ 171,828.97</b>	<b>7</b>	<b>\$ 80,867.75</b>	<b>151</b>	<b>\$ 252,696.72</b>							
Trade in	20	21,558.33	0	-	20	21,558.33							
Recycled	1547	2,083,607.18	93	1,205,822.24	1640	3,289,429.42							
Donated	17	43,140.87	2	18,600.00	19	61,740.87							
Sold	107	222,704.50	27	311,238.89	134	533,943.39							
Other	595	17,614.00	1	5,773.66	596	23,387.66							
<b>Subtotal/Deletions</b>	<b>2286</b>	<b>\$ 2,388,624.88</b>	<b>123</b>	<b>\$ 1,541,434.79</b>	<b>2409</b>	<b>\$ 3,930,059.67</b>							
<b>Total Deletions</b>	<b>2443</b>	<b>\$ 2,582,069.00</b>	<b>130</b>	<b>\$ 1,622,302.54</b>	<b>2573</b>	<b>\$ 4,204,371.54</b>							
Reinstated	1	927.42	0	-	1	927.42							
<b>Total Reinstatements</b>	<b>1</b>	<b>927.42</b>	<b>0</b>	<b>-</b>	<b>1</b>	<b>927.42</b>							
<b>Acquisitions FY18</b>	<b>813</b>	<b>\$ 1,316,217.76</b>	<b>154</b>	<b>\$ 2,654,760.82</b>	<b>967</b>	<b>\$ 3,970,978.58</b>							
<b>Ending Inventory 6/30/18</b>					<b>18,758</b>	<b>\$ 55,788,534.65</b>							

E1=A1-B1+C1+D1

E=A-B+C+D

Overall College Physical Inventory Analysis of Tangible Personal Property by Year  
 (% of Acquisition Value of Unable to Locate or Stolen)



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

**INFORMATION ITEM I – E.**

Subject:	Finance: Investment Reports for Quarter Ended September 30, 2018
Meeting Date:	December 11, 2018

**INFORMATION:** The Investment Reports for the Surplus Fund Account (Operating Fund) and the Quasi Endowment Fund for the quarter ending September 30, 2018 are presented to the District Board of Trustees 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 is invested largely in U.S. Treasury, Federal Agency/GSE, Federal Agency/CMO, high quality corporates, and mortgage backed securities with an average or effective duration of 2.20 years. The portfolio's quarterly total return performance of 0.39% outperformed its BofA ML 1-5 Year A-AAA U.S. benchmark performance of 0.20% by 0.19%. Over the past year, the Portfolio earned -0.10%, versus -0.40% for the benchmark.

The College utilizes the investment management services of PFM Asset Management LLC (PFM) for intermediate term fixed income investments. As of September 30, 2018 the College had surplus funds of approximately \$35.7 million under management with PFM.

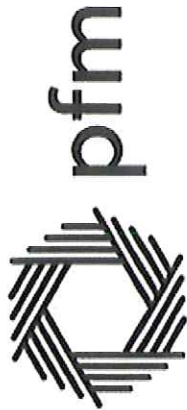
Quasi Endowment Funds are derived largely from auxiliary activities. These funds are also managed by (PFM) and invested in a diverse portfolio of domestic and international equities, fixed income securities, and cash equivalents. The account balance as of September 30, 2018 was just over \$5.0 million. The Quasi Endowment portfolio gained 4.17% for the quarter (net of mutual fund fees), outperforming its policy benchmark return of 3.66% by 0.51%. In dollar terms, the portfolio gained \$201,759 over the quarter and \$480,403 over the past 12-months.

The Investment Performance Review for the quarter ending September 30, 2018 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 September 30, 2018, the College had investment balances totaling \$40.7 million, which compares to \$49.7 million as of September 30, 2017. The decrease primarily results from the acquisition and implementation of the new ERP system and prior year revenue shortfalls.





**Investment Performance Review**  
**Surplus Funds**  
**For the Quarter Ended September 30, 2018**

Investment Advisors

Steven Alexander, CTP, CGFO, CPPT, Managing Director  
Robert Cheddar, CFA, Chief Credit Officer, Managing Director  
Richard Pengelly, CFA, CTP, Director  
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## QUARTERLY MARKET SUMMARY

### SUMMARY

- U.S. growth remained healthy in the third quarter as the unemployment rate hit historical lows, confidence rose further and stocks surged. This occurred despite ongoing concerns about a trade war with China, a disorderly Brexit, Italian budget concerns, Iran sanctions, a Turkish debt crisis and other geopolitical risks.
- Positive domestic economic data included strong readings on the labor market, auto sales, industrial production, manufacturing and service sector purchasing manager surveys and consumer sentiment. On the weaker side, residential housing has slowed due to escalating prices and higher mortgage rates. Broad measures of inflation also moderated a bit during the quarter. Lastly, the twin deficits – the federal budget deficit and trade deficit – both portend long-term imbalances that could be problematic for sustainable long-term growth of the U.S. economy.
- Amid strong economic fundamentals, the Federal Reserve (Fed) stayed the course, raising the federal funds rate by 0.25% to a new target range of 2.00% to 2.25%. Despite the removal of longstanding language from the Federal Open Market Committee (FOMC) statement that previously characterized the stance of monetary policy as “accommodative,” updated FOMC forecasts indicated an additional 0.25% hike is expected in December, followed by two to four more hikes in 2019.
- The S&P 500 Index (S&P) soared by 7.7% during the quarter, lifting the year-to-date (YTD) return to 10.6%. But, prices may have gotten ahead of themselves, increasing the risk of a near-term pullback. International indices also posted healthy gains, despite a few struggling emerging market (EM) economies.

### ECONOMIC SNAPSHOT

- Real gross domestic product (GDP) in the U.S. grew at an annualized rate of 4.2% in the second quarter, the fastest pace since 2014. Growth in the third quarter is expected to slow a bit, but remains healthy.
- U.S. labor market conditions remained strong during the quarter. The U.S. economy has added an average of more than 200,000 jobs per month this year, and the unemployment rate dropped to a 48-year low of 3.7%. Although there are a record number of job openings in the U.S., strong employment reports continue to suggest that the job market remains tight.
- On the inflation front, many gauges are now at or near the Fed’s 2% target. While job growth is solid, wage growth has been slower than in previous expansionary cycles, as companies continue to resist raising wages. Tariffs could, however, push prices higher as a result of the increased cost of raw materials and growing supply bottlenecks. Rising oil prices may nudge overall prices higher in coming quarters.

### INTEREST RATES

- U.S. Treasury yields rose by 20-30 basis points (bps) (0.20% to 0.30%) in the quarter, with short-term yields outpacing longer-term yields. For example, the yield on the two-year Treasury note rose 29 bps to 2.82%, while the yield on the 10-year note rose 20 bps to end the quarter at 3.06%. The result was a flatter yield curve over the quarter, but the pace of flattening moderated near quarter-end.

- The yield curve remains very flat from a historical perspective (less incentive for investors to increase maturity). The yield difference between 10-year and two-year U.S. Treasury notes ended the quarter at 24 bps (0.24%), only 8 bps off of the decade low. While a flattening curve is not a foolproof indicator of future recession, it is one of many signals investors look at for indications of the future economy.
- As a result of rising yields, shorter Treasury indices outperformed longer-maturity ones. Although longer maturities provided higher yields, the small incremental benefit due to a flat yield curve was not sufficient to offset the adverse impact on market values due to increasing yields. For example, the three-month Treasury bill index generated a return of 0.49% for the quarter, while the five- and 10-year Treasury returned -0.26% and -1.1%, respectively.

### SECTOR PERFORMANCE

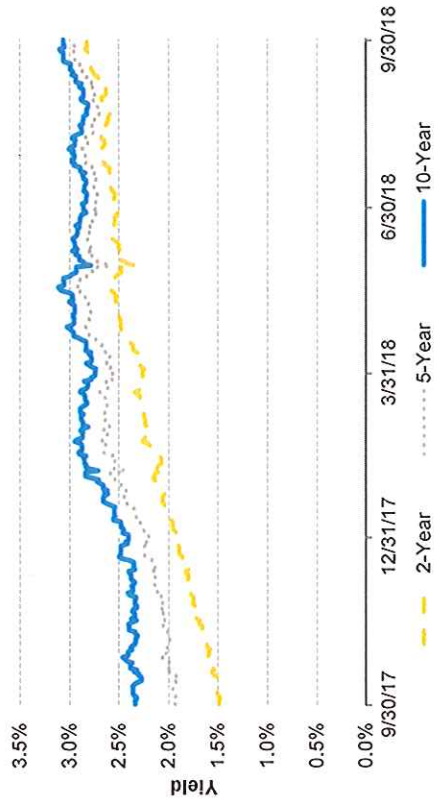
- Although Treasury returns were muted by rising rates during the quarter, diversification into other sectors added value as most other investment-grade (IG), fixed-income asset classes outperformed Treasuries. Corporates and asset-backed securities (ABS) performed well, generating strong, positive excess returns.
- Despite very narrow spreads available in the federal agency sector, returns in the sector generated excess returns near double digits for the third quarter. Because of their incremental yield and shorter durations, callable agencies accounted for the majority of the excess returns from the sector.
- Supranational securities performed well, as the combination of tighter spreads and incremental income led to the sector posting attractive returns relative to both Treasuries and agencies.
- The corporate sector benefitted the most from incremental income, posting attractive excess returns for the third quarter. Record earnings, stable credit fundamentals and a generally positive economic environment continued to serve as tailwinds to the sector. Specifically, one- to three-year BBB-rated corporate issuers were one of the best-performing segments of the IG market during the third quarter.
- Similarly, AAA-rated ABS were a positive contributor to performance for the third quarter, posting excess returns on average in the 25-30 bps range.
- Mortgage-backed securities (MBS) generated positive excess returns for the second consecutive quarter, despite still being in the red YTD. Longer was better for the third quarter, as 30-year collateral pools outperformed their 15-year counterparts. Meanwhile, agency-backed commercial MBS (CMBS) was the best segment of the securitized asset class, as these structures are less sensitive to increasing interest rates.
- Commercial paper and certificate of deposit yield spreads grinded to one-year lows over the quarter. As a result, short-term credit instruments now look more expensive relative to U.S. Treasuries. Still, they offer incrementally higher yields relative to similar-maturity government alternatives.

- The College's Operating Fund Portfolio is of high credit quality and invested in U.S. Treasury, federal agency/GSE, federal agency/CMO, corporate note, and mortgage-backed securities.
- The Operating Fund Portfolio's quarterly total return performance of 0.39%, outperformed the benchmark performance of 0.20% by 0.19%. Over the past year, the Portfolio earned -0.10%, versus -0.40% for the benchmark.
- We positioned portfolios with a defensive duration posture for the majority of the past two quarters in light of the Fed's impact on short-term rates. This has benefited portfolio returns as yields across the curve approached new highs for this cycle. Economic Conditions were characterized by:
  - The yield on the 2-year Treasury note rising by 29 basis points to end the quarter at 2.82%,
  - A robust labor market, with the U.S. unemployment rate near 48 year lows,
  - Core inflation near the Fed's 2% target, while oil prices surged and wages trended higher,
  - Consumer confidence is at a near two-decade high, while measures of manufacturing activity are also very strong,
  - As well as, an escalating trade war with China, weakness in emerging market economies and currencies, and political uncertainty.
- While the Fed's policy actions will depend on future economic data, we believe the current strength of the U.S. economy, coupled with a strong labor market and rising inflation, will cause the Fed to continue raising rates at a pace of about one ¼ percent hike per quarter well into 2019. Therefore, we plan to maintain a defensive duration posture to mitigate a portion of interest rate risk relative to benchmarks.

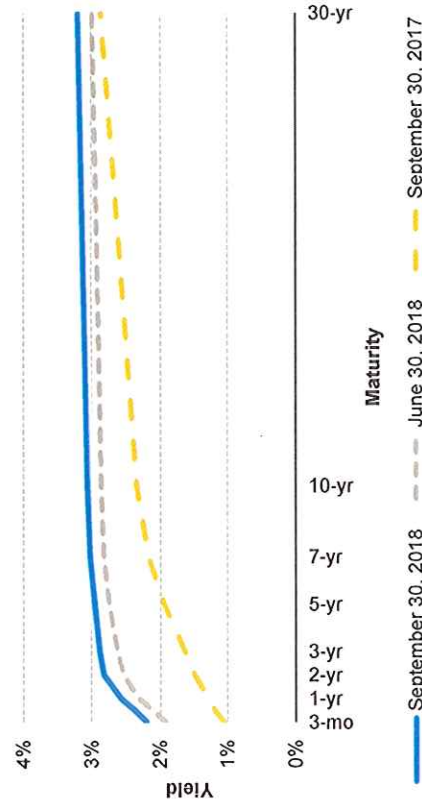
QUARTERLY MARKET SUMMARY

Interest Rate Overview

U.S. Treasury Note Yields



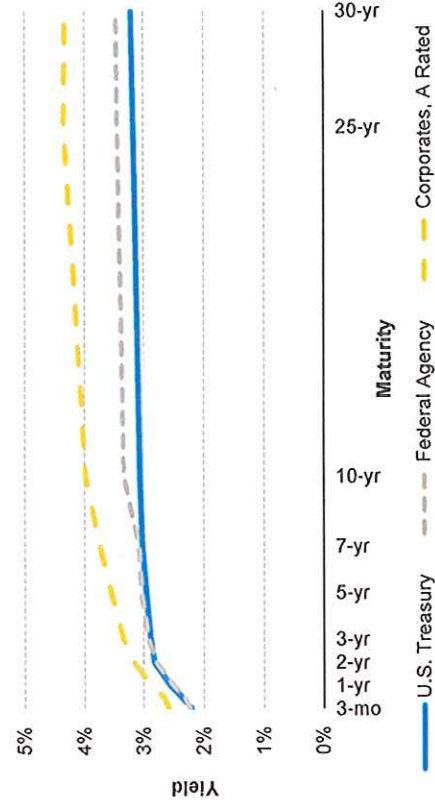
U.S. Treasury Yield Curve



U.S. Treasury Yields

Maturity	Sep '18	Jun '18	Change Over Quarter	Sep '17	Change Over Year
3-month	2.20%	1.92%	0.28%	1.05%	1.15%
1-year	2.57%	2.31%	0.26%	1.29%	1.28%
2-year	2.82%	2.53%	0.29%	1.49%	1.33%
5-year	2.95%	2.74%	0.21%	1.94%	1.01%
10-year	3.06%	2.86%	0.20%	2.33%	0.73%
30-year	3.21%	2.99%	0.22%	2.86%	0.35%

Yield Curves as of 9/30/18



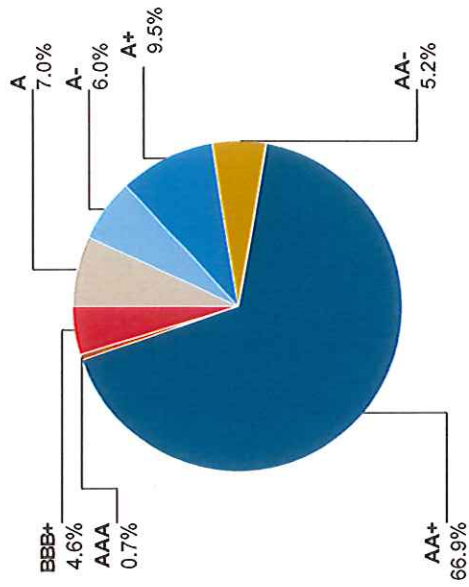
Source: Bloomberg.

**Portfolio Statistics**

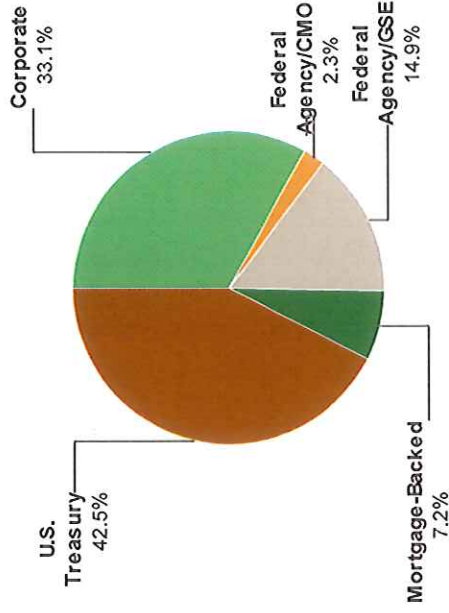
As of September 30, 2018

Par Value:	\$35,462,627
Total Market Value:	\$35,824,434
Security Market Value:	\$34,812,479
Accrued Interest:	\$161,728
Cash:	\$850,226
Amortized Cost:	\$35,727,357
Yield at Market:	2.95%
Yield at Cost:	1.77%
Effective Duration:	2.20 Years
Duration to Worst:	2.43 Years
Average Maturity:	3.14 Years
Average Credit: *	AA

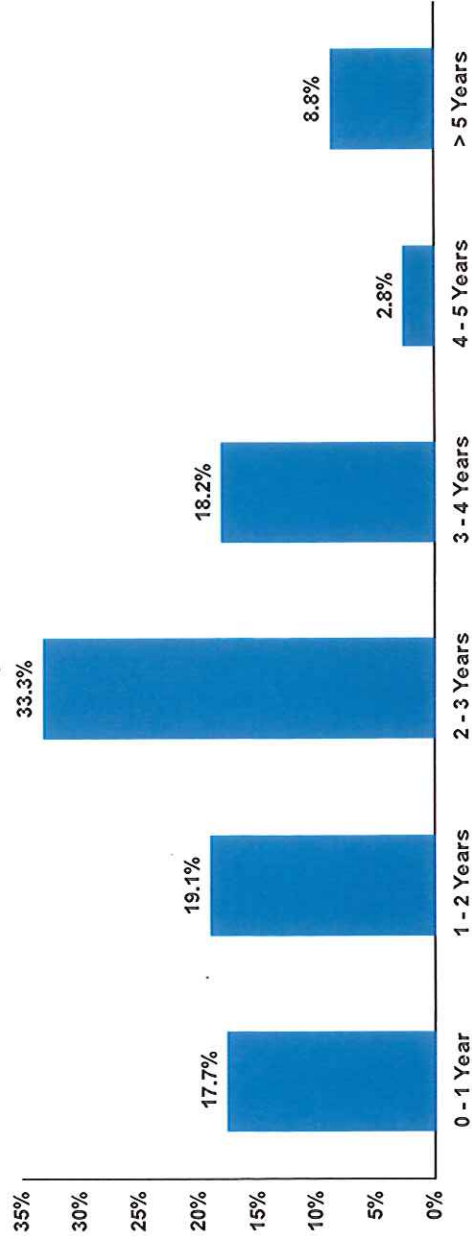
**Credit Quality (S&P Ratings)**



**Sector Allocation**



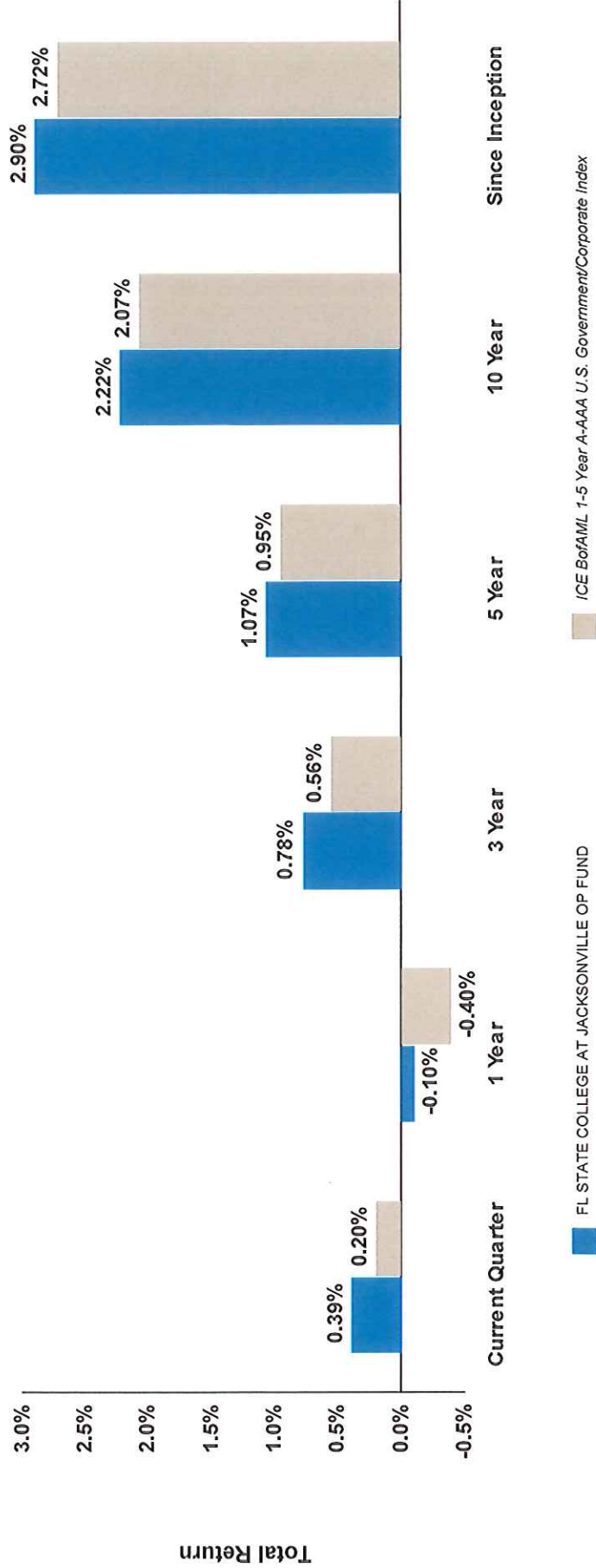
**Maturity Distribution**



\* 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)

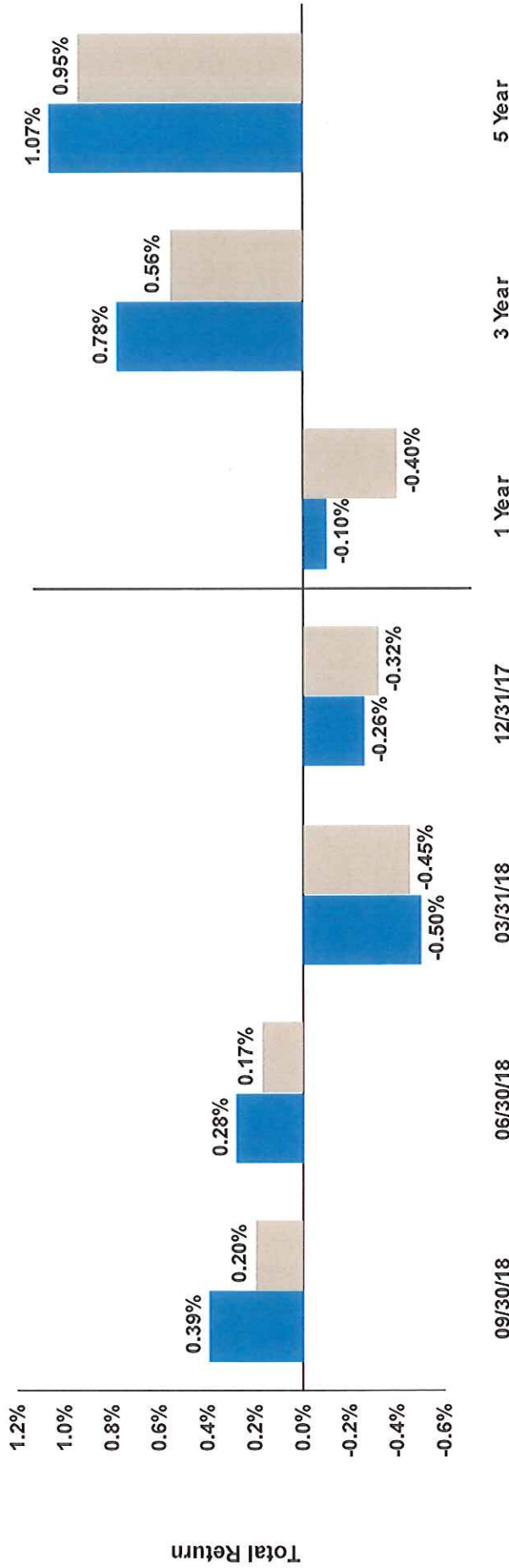
Portfolio/Benchmark	Effective Duration	Current Quarter	Annualized Return					Since Inception (06/30/06) **
			1 Year	3 Year	5 Year	10 Year		
FL STATE COLLEGE AT JACKSONVILLE OP FUND	2.20	0.39%	-0.10%	0.78%	1.07%	2.22%	2.90%	
ICE BofAML 1-5 Year A-AAA U.S. Government/Corporate Index	2.55	0.20%	-0.40%	0.56%	0.95%	2.07%	2.72%	
Difference		0.19%	0.30%	0.22%	0.12%	0.15%	0.18%	



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					Annualized Return		
		09/30/18	06/30/18	03/31/18	12/31/17	1 Year	3 Year	5 Year	
FL STATE COLLEGE AT JACKSONVILLE OP FUND	2.20	0.39%	0.28%	-0.50%	-0.26%	-0.10%	0.78%	1.07%	
ICE BofAML 1-5 Year A-AAA U.S. Government/Corporate Index	2.55	0.20%	0.17%	-0.45%	-0.32%	-0.40%	0.56%	0.95%	
Difference		0.19%	0.11%	-0.05%	0.06%	0.30%	0.22%	0.12%	



FL STATE COLLEGE AT JACKSONVILLE OP FUND

ICE BofAML 1-5 Year A-AAA U.S. Government/Corporate Index

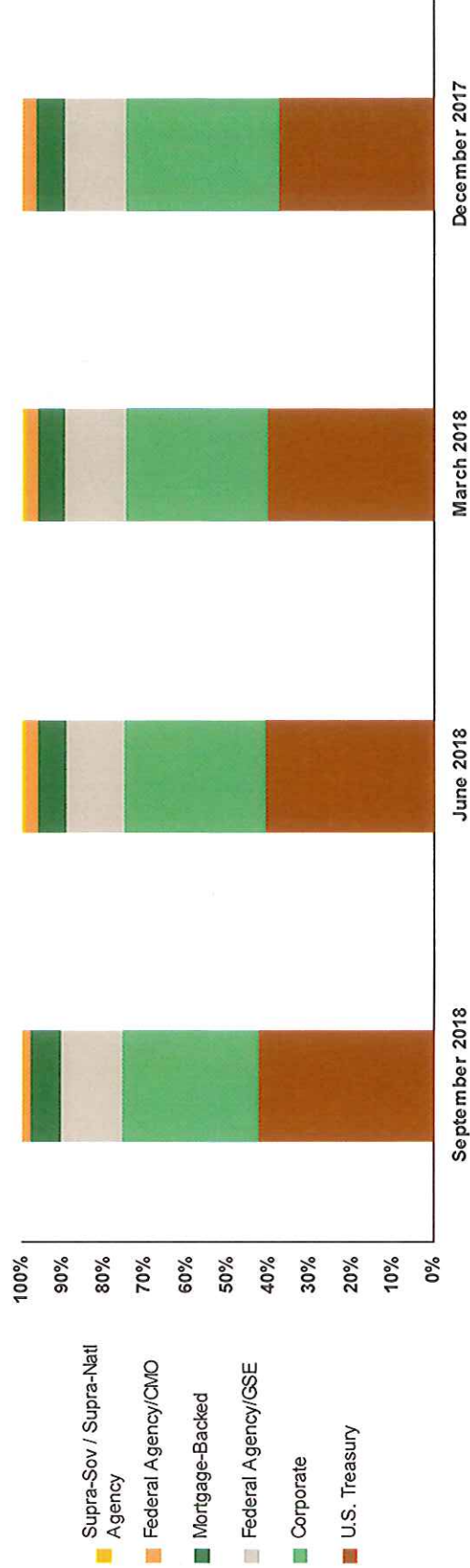
Portfolio performance is gross of fees unless otherwise indicated.

	Portfolio Earnings	
	Quarter-Ended September 30, 2018	
	Market Value Basis	Accrual (Amortized Cost) Basis
Beginning Value (06/30/2018)	\$39,742,348.20	\$40,656,460.94
Net Purchases/Sales	(\$4,859,838.40)	(\$4,859,838.40)
Change in Value	(\$70,030.39)	(\$69,265.54)
Ending Value (09/30/2018)	\$34,812,479.41	\$35,727,357.00
Interest Earned	\$198,151.96	\$198,151.96
Portfolio Earnings	\$128,121.57	\$128,886.42



Sector Allocation

Sector	September 30, 2018		June 30, 2018		March 31, 2018		December 31, 2017	
	MV (\$MM)	% of Total	MV (\$MM)	% of Total	MV (\$MM)	% of Total	MV (\$MM)	% of Total
U.S. Treasury	14.8	42.5%	16.3	41.0%	18.3	40.5%	17.0	37.7%
Corporate	11.5	33.1%	13.6	34.3%	15.5	34.2%	16.6	36.9%
Federal Agency/GSE	5.2	14.9%	5.6	14.0%	6.8	15.0%	6.8	15.1%
Mortgage-Backed	2.5	7.2%	2.7	6.8%	2.9	6.3%	3.0	6.7%
Federal Agency/CMO	0.8	-2.3%	1.1	2.8%	1.3	3.0%	1.6	3.6%
Supra-Sov / Supra-Natl Agency	0.0	0.0%	0.4	1.1%	0.4	1.0%	0.0	0.0%
<b>Total</b>	<b>\$34.8</b>	<b>100.0%</b>	<b>\$39.7</b>	<b>100.0%</b>	<b>\$45.2</b>	<b>100.0%</b>	<b>\$45.1</b>	<b>100.0%</b>

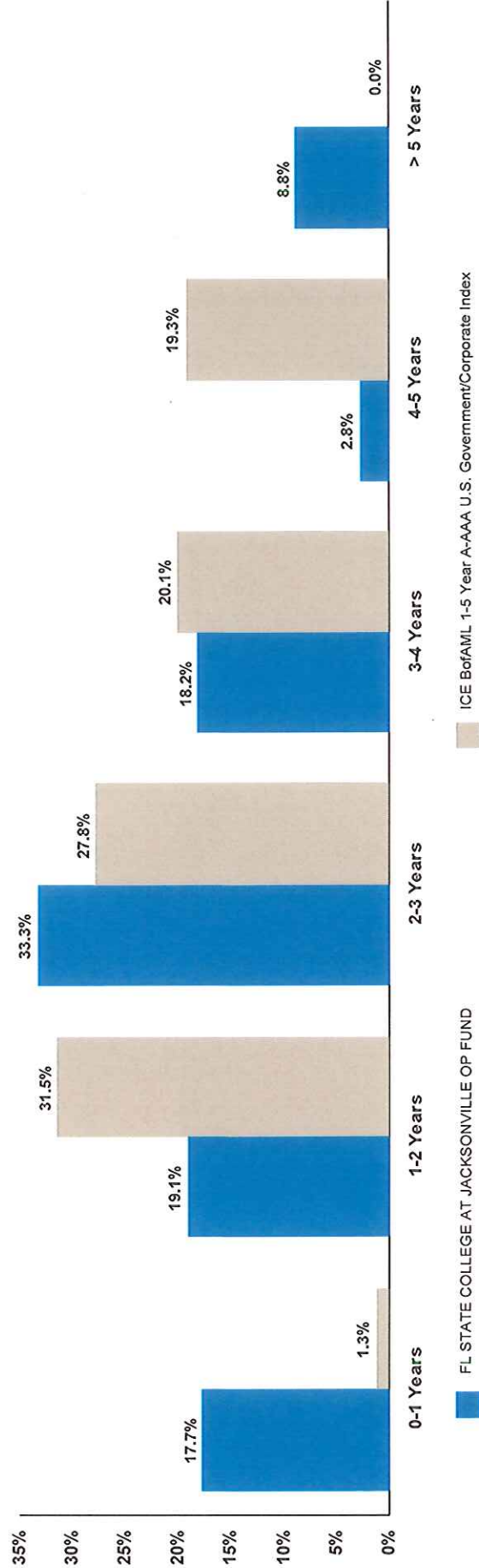


Detail may not add to total due to rounding.

Maturity Distribution

As of September 30, 2018

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	2.95%	3.14 yrs	17.7%	19.1%	33.3%	18.2%	2.8%	8.8%
ICE BofAML 1-5 Year A-AAA U.S. Government/Corporate Index	2.97%	2.77 yrs	1.3%	31.5%	27.8%	20.1%	19.3%	0.0%

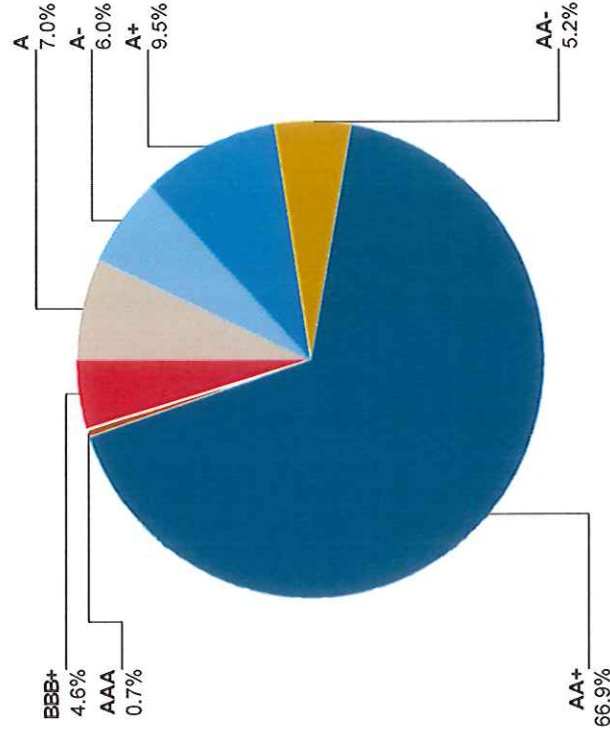


FL STATE COLLEGE AT JACKSONVILLE OP FUND  
 ICE BofAML 1-5 Year A-AAA U.S. Government/Corporate Index

**Credit Quality**

As of September 30, 2018

S&P Rating	Market Value (\$)	% of Portfolio
AA+	\$23,285,128	66.9%
A+	\$3,312,202	9.5%
A	\$2,437,205	7.0%
A-	\$2,103,926	6.0%
AA-	\$1,815,265	5.2%
BBB+	\$1,614,663	4.6%
AAA	\$244,091	0.7%
<b>Totals</b>	<b>\$34,812,479</b>	<b>100.0%</b>

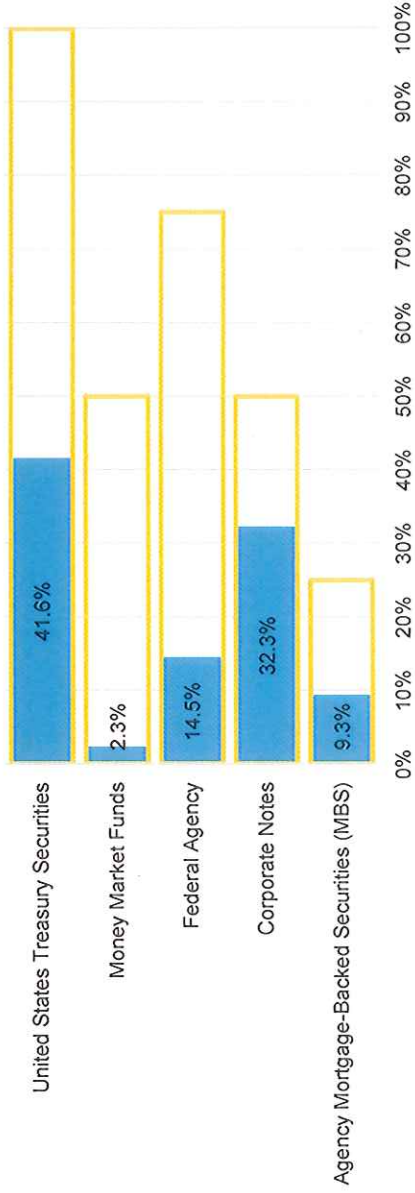


Detail may not add to total due to rounding.

For the Quarter Ended September 30, 2018

Asset Allocation

FLORIDA STATE COLLEGE AT JACKSONVILLE



Security Type	Amortized Cost (Includes Interest)	Allocation Percentage	Permitted by Policy	In Compliance
United States Treasury Securities	15,293,495.36	41.63%	100%	YES
Federal Agency	5,311,652.94	14.46%	75%	YES
Supranationals	-	0.00%	25%	YES
Corporate Notes	11,859,040.87	32.28%	50%	YES
Agency Mortgage-Backed Securities (MBS)	3,424,895.88	9.32%	25%	YES
Certificates of Deposit and Savings Accounts	-	0.00%	50%	YES
Non-Negotiable Interest Bearing Time Certificates of Deposit	-	0.00%	100%	YES
Commercial Paper	-	0.00%	50%	YES
Repurchase Agreements	-	0.00%	40%	YES
Money Market Funds	850,226.16	2.31%	50%	YES
Intergovernmental Pools	-	0.00%	50%	YES

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

**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 Interactive Data, 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.



# Florida State College at Jacksonville

## Quasi Endowment Fund



Investment Performance Review  
**Quasi-Endowment Funds**  
For the Quarter Ended September 30, 2018

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## Executive Summary

The College Quasi-Endowment Fund portfolio gained 4.17% (net of mutual fund fees) in the 3<sup>rd</sup> quarter of 2018, outperforming its policy benchmark return of 3.66% by 0.51%. Over the past 12 months, the portfolio returned 10.53%, 1.96% ahead of its 8.57% benchmark return. Since the inception date of July 1, 2016, the portfolio return of 12.25% annually is outperforming its 11.94% benchmark return by 0.31%. In dollar terms, the portfolio gained \$201,759 over the quarter, and \$480,403 over the past 12-months.

Outperformance over the benchmark for the quarter ending September was largely driven by asset allocation decisions, especially the decision to remain overweight equities relative to fixed income. Additionally, value was added within the fixed income sleeve by tilting the portfolio to favor credit and high yield securities over US Treasuries and Agencies. In general, positive domestic equity returns were driven by a U.S. economy continuing to expand, with real gross domestic product (GDP) growth for the quarter projected to be 4.1%, and unemployment declining to 3.7% as of September. The S&P 500 Index (S&P) posted a positive return of 7.7% for the quarter, which is the best quarter performance since the first quarter of 2013. Non-US developed equity dragged behind US equity with a return of 1.4% as measured by the MSCI EAFE Index, largely due to geopolitical instability and the lingering haze of ongoing global trade tensions. Emerging markets (EM) measured by the MSCI EM Index lost -1.1% for the quarter mostly driven by the Turkish currency and debt crisis, and contagion fears.

Risks we continue to monitor closely include the effects of the Fed rate hikes, and escalating trade tensions with no timeline for resolution. The Fed has pegged 3% as the neutral rate, so we can expect to see the Fed raise rates in December and two more times in the first two quarters of 2019. Essentially, the College's portfolio continues to be invested in compliance with its investment policy statement guidelines with a focus on the long-term preservation and growth of purchasing power.

*Data as of September 30, 2018. Please refer to the full market commentary provided in section 1.*

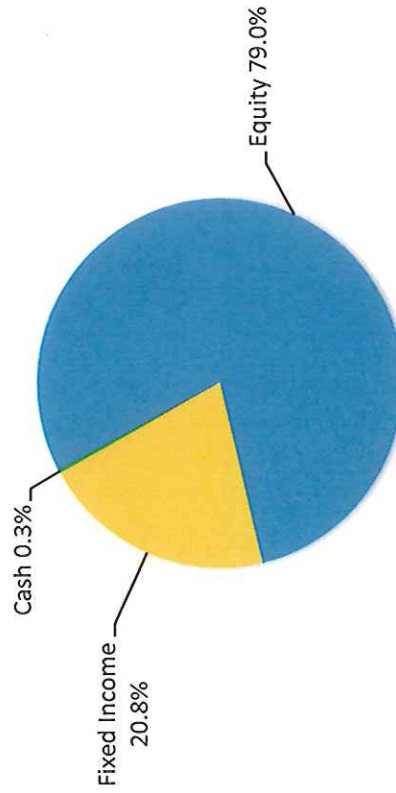
# Executive Summary



## Current Asset Allocation

Asset Class	Market Value	Pct (%)
Cash	\$ 12,985	0.2%
Equity	3,983,807	79.0%
Fixed Income	1,047,526	20.8%
<b>Total</b>	<b>\$ 5,044,319</b>	<b>100.0%</b>

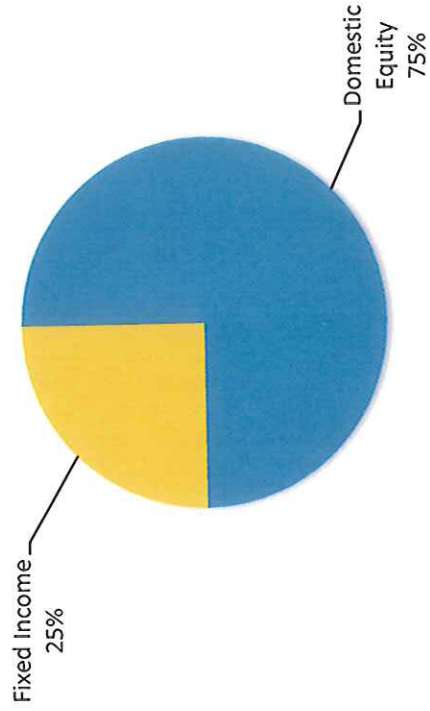
## Current Asset Allocation



## Target Asset Allocation

Asset Class	Market Value	Pct (%)	Range
Cash	\$ 0	0%	0% - 20%
Domestic Equity	3,783,239	75%	70%-80%
Fixed Income	1,261,080	25%	20%-30%
<b>Total</b>	<b>\$ 5,044,319</b>	<b>100%</b>	

## Target Asset Allocation





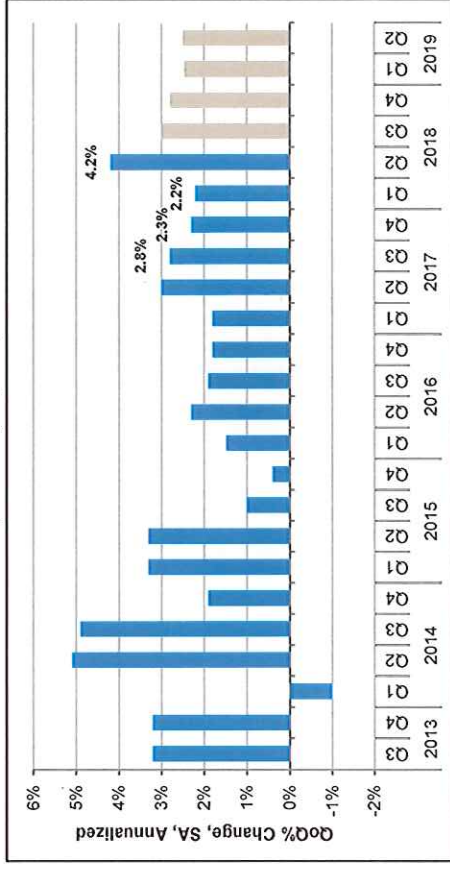
QUARTERLY MARKET SUMMARY

THE ECONOMY

- Real gross domestic product (GDP) for the third quarter of 2018 is projected to be 4.1% by the Federal Reserve Bank of Atlanta (Atlanta Fed) GDPNow forecast. The forecast is based on many factors including manufacturing, trade, home sales and inflation estimates. This is down slightly from the second quarter's real GDP growth of 4.2%.
- The unemployment rate continued to decline in the third quarter to 3.7%, as of the end of September. Total nonfarm payroll employment increased by 134,000 in September. Last year at this time, the unemployment rate was 4.2%. The U.S. labor force participation rate remained flat at 62.7%.
- September's year-over-year (YoY) inflation rate came in at 2.3%, slightly below expectations of 2.4%. Core inflation, which excludes food and energy, was stable at 2.2%, the same as in August but below forecasts of 2.3%. Disposable personal income (DPI) increased 0.3%, while personal consumption expenditures (PCE) increased by 0.1% in both July and August. The September Purchasing Managers Index (PMI) registered 59.8%, a decrease of 1.5% from the August reading of 61.3%. Overall, the U.S. economy is exhibiting signs of strong growth and stabilization.

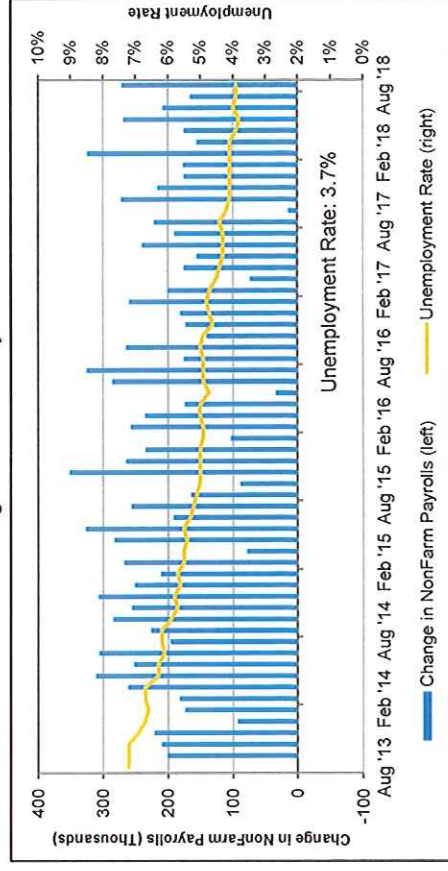
- Global growth for 2018 and 2019 is still projected at 3.9%. China's GDP increased by 6.8% during the third quarter, meeting expectations. Global trade tensions with the U.S. are expected to take a small toll on global growth through 2019.

U.S. Real GDP Growth  
(Seasonally Adjusted)



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

Change in NonFarm Payrolls



Source: Bloomberg.

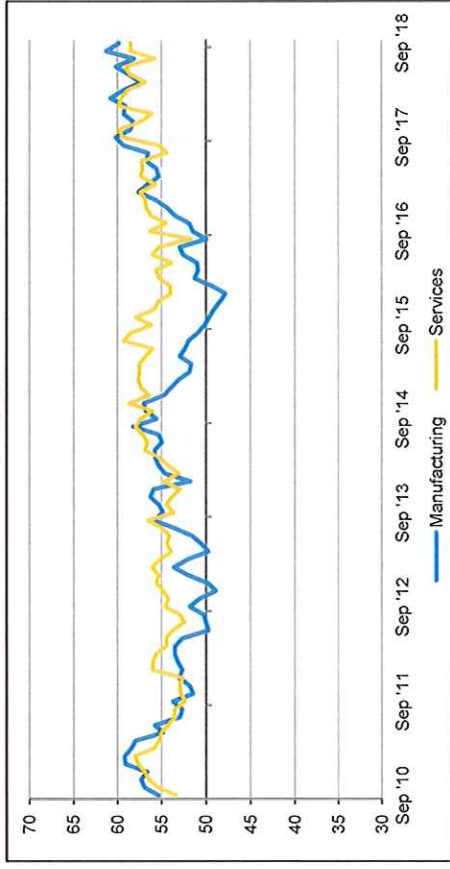


QUARTERLY MARKET SUMMARY

WHAT WE'RE WATCHING

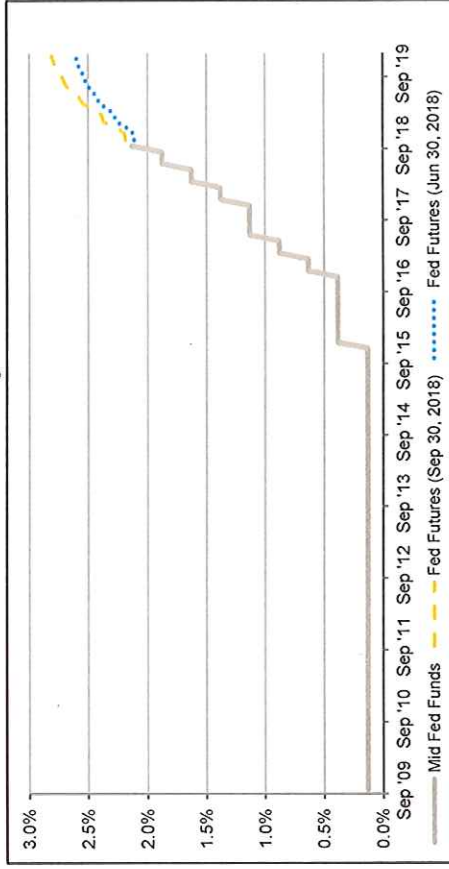
- The U.S. Treasury yield curve has been steepening recently after a long period of flattening. A rationale cited is the increased cost of U.S. dollar (USD) hedging for foreign buyers leading to a decrease in demand for U.S. bonds. The front end is expected to keep rising as the market anticipates a 71.5% chance of a December rate hike by the Federal Reserve (Fed).
- The U.S.-China trade war escalated on September 17 when President Trump announced the U.S. would impose 10% tariffs on \$200 billion worth of goods starting on September 24 and was prepared to tax all imports. These tariffs will rise to 25% on January 1, 2019. China retaliated with new tariffs on \$60 billion worth of U.S. goods. Trade tensions are expected to escalate further with no timeline for resolution.
- On October 1, it was announced the U.S., Mexico and Canada had struck a deal to replace the North American Free Trade Agreement (NAFTA) with the United States–Mexico–Canada Agreement (USMCA). This replacement was more of an adjustment with big implications for the North American automobile and dairy markets, in particular. USMCA requires automobiles to have 75% of their components made in either Mexico, Canada or the U.S., and it also stipulates that 40–45% of those parts must be made by workers who earn at least \$16 an hour. Furthermore, Canada will set new quotas on U.S. dairy that will give American dairy farmers access to up to 3.6% of Canada's dairy market.
- Notably, the Fed ended an era of accommodative monetary policy by removing the term "accommodative" from its policy statement released after its September meeting. At the September meeting, the Fed also raised rates for the third time in 2018, targeting a range of 2-2.25%. The Fed has pegged 3% as the neutral rate, so we can expect to see the Fed raise rates in December and two more times in the first two quarters of 2019.

ISM Manufacturing & Services PMI



Source: Bloomberg.

Federal Funds Target Rate



Source: Bloomberg.

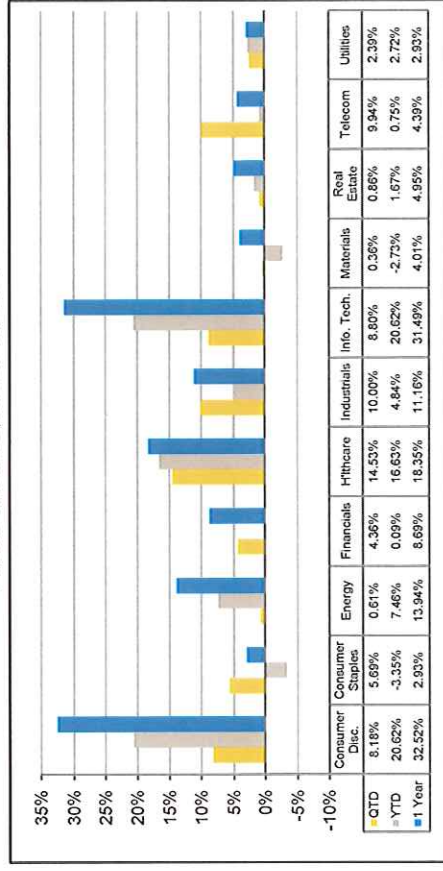


QUARTERLY MARKET SUMMARY

DOMESTIC EQUITY

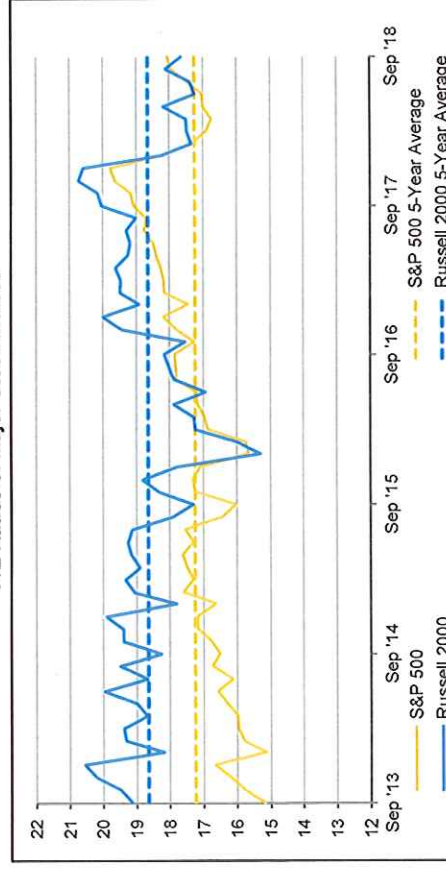
- Domestic equity indices posted a strong quarter in third-quarter 2018, with large-caps outperforming mid- and small-caps. Large-caps, represented by Russell 1000 Index returned 7.4%, while mid-caps (represented by Russell Midcap Index) returned 5.0% and small-caps (represented by Russell 2000 Index) returned 3.6%. This quarter saw a reversal in the trend of small-caps outperforming large-caps, but small-caps continue to outperform large-caps on a year-to-date (YTD) basis.
- The S&P 500 Index (S&P) posted a positive return of 7.7% for the quarter, which is the best quarter performance since the first quarter of 2013. The resolution of trade agreements with Mexico and Canada and strong earnings growth helped propel the market higher.
- Earnings growth continued to be strong in the second quarter of 2018. According to FactSet Earnings Insight (as of October 5, 2018), for second-quarter 2018, earnings growth and revenue growth for the S&P came in at 25.0% and 10.1%, respectively. The expected earnings growth for the third quarter is at 19.1%, with the expected earnings growth for the full year of 2018 at 20.3%, according to FactSet Earnings Insight (as of October 5, 2018).
- During the quarter, growth stocks continued to outperform value stocks across all market capitalizations, continuing the trend evidenced on a YTD basis. Growth stocks (represented by Russell 1000 Growth Index) returned 9.2%, while the Russell 1000 Value Index returned 5.7% for the quarter.
- As of September 21, 2018, S&P and MSCI have restructured Global Industry Classification Standards (GICS) to change the composition of Telecom and rename it Communication Services. For the S&P, 16 Consumer Discretionary stocks (22% of the sector) and seven Information Technology (Info. Tech.) stocks (20% of the sector), will be reclassified as Communication Services. As a result, within the S&P, Communication Services now constitutes close to 10% of the Index compared with 2% of the Telecom sector (prior to reclassification).
- All sectors within the S&P generated positive returns for the quarter, with Healthcare (+14.5%) and Industrials (+10.0%) being the best performers.

S&P 500 Index Performance by Sector  
Periods Ended September 30, 2018



Source: Bloomberg.

PIE Ratios of Major Stock Indices\*



Source: Bloomberg.

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



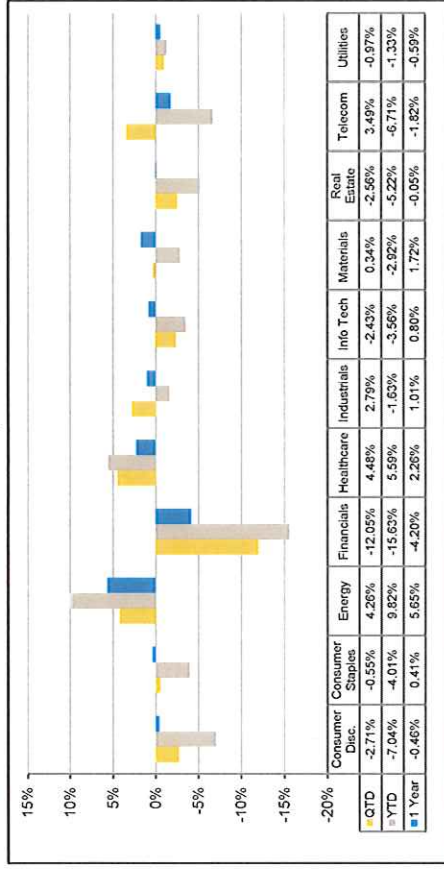


QUARTERLY MARKET SUMMARY

NON-U.S. EQUITY

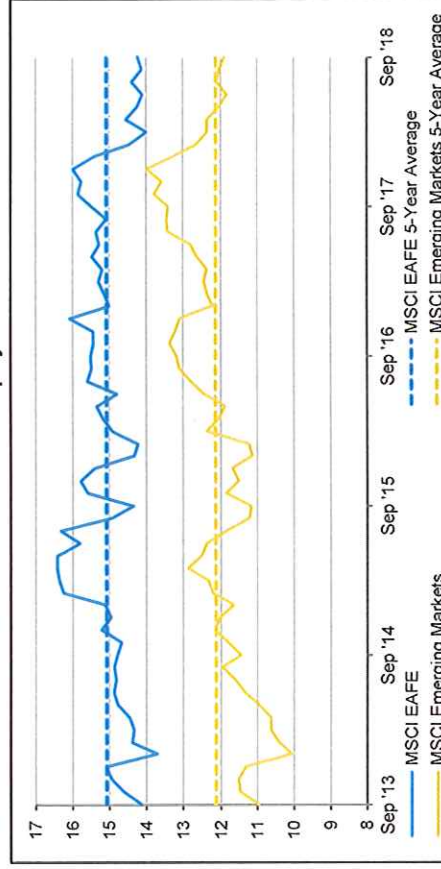
- Developed markets outside of North America, as measured by the MSCI EAFE Index, rose 1.4% in the third quarter. These results continued to lag behind those of the U.S., owing to geopolitical instability and the lingering haze of ongoing global trade tensions.
- European equities posted positive returns in the third quarter. Energy-rich Norway was among the strongest performers, benefitting from rising oil prices. In contrast, Italy struggled, in part due to concerns surrounding its political situation and rumblings once again that it may be considering a departure from the European Union (EU), allowing the country to go back to issuing its own currency in hopes of increasing its relative competitiveness within the region.
- Emerging markets (EM), as represented by the MSCI Emerging Markets Index, returned -1.1% in the third quarter. Turkey continued to drag down results for the quarter, though it rebounded sharply in September, having increased short-term interest rates by 6.25%, hoping to stave off further erosion in the lira. Mexico delivered strong results for the period, after a renewed trade agreement with the U.S. brought some needed stability to the relationship with its largest trading partner.
- Japanese Prime Minister Shinzo Abe was reelected for a third term as leader of Japan's governing Liberal Democratic Party, putting him one step closer to becoming the longest-serving prime minister in Japan's history. He will need to remain in office until November 2019 to hit that milestone.
- While the U.S. trade war with China continued, within North America the trade deal formerly known as NAFTA was reborn as USMCA. While not an entirely new agreement, it adds considerable changes with regard to treatment of automobiles, environmental standards and intellectual property protections, as well as a provision that allows U.S. dairy farmers to increase their penetration into Canada's lucrative bagged-milk market.

MSCI ACWI ex-U.S. Sectors  
Periods Ended September 30, 2018



Source: Bloomberg.

P/E Ratios of MSCI Equity Indices\*



Source: Bloomberg.

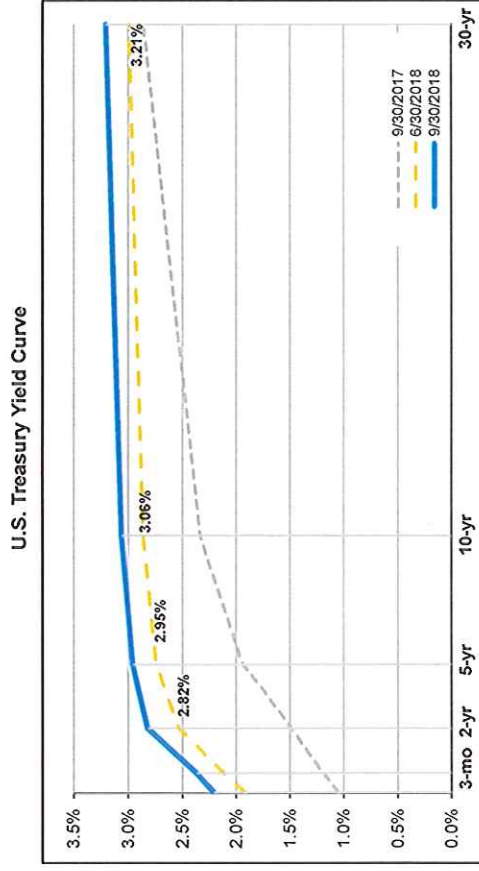
\*P/E ratios are calculated based on one-year forward estimates and adjusted to include only positive earnings results for consistency.



QUARTERLY MARKET SUMMARY

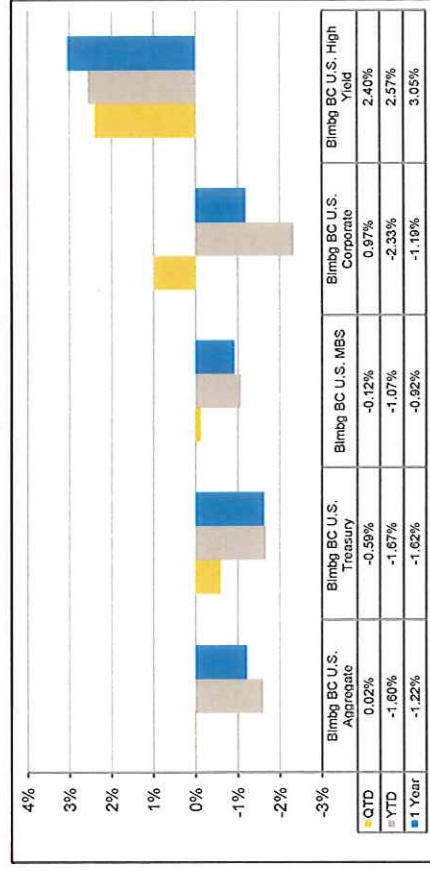
**FIXED INCOME**

- The U.S. bond market, represented by the Bloomberg Barclays U.S. Aggregate Index, returned 0.02% in the third quarter.
- During the quarter, rates across the yield curve shifted upward, with more movement on the front end in anticipation of the Federal Open Market Committee (FOMC) decision effective on September 27. Intermediate rates represented by the five- and 10-year Treasury increased 19 and 20 basis points (bps), respectively.
- Long-term Treasury yields rose during the quarter, with the 30-year bond ending September at a yield of 3.21%. Reasons for the selloff on the intermediate-to-long parts of the curve include the robust pace of U.S. growth, a decrease in foreign demand as the USD hedging cost rises and an increase in speculative shorts.
- Investment-grade (IG) corporate spreads declined during the quarter. The Bloomberg Barclays U.S. Corporate Index rose 97 bps (after falling 98 bps the prior quarter). High-yield (HY) bonds, as represented by the Bloomberg Barclays U.S. Corporate High Yield (HY) Index continued to be a strong sector, rising 2.40%. Spreads remain very tight, particularly in the HY space.



Source: Bloomberg.

Returns for Fixed-Income Segments  
Periods Ended September 30, 2018



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

- The fixed-rate mortgage market, as measured by the Bloomberg Barclays U.S. Mortgage-Backed Securities (MBS) Index, declined 0.12%, while the Bloomberg Barclays U.S. CMBS Index (measuring commercial MBS) gained 0.55%.
- Global bond markets continued to experience bouts of volatility due to the strength of the USD. However, USD-denominated assets from EM countries were generally positive during the quarter, while their sovereign local-market bonds, as represented by the JP Morgan GBI-EM indices, remained in negative territory.



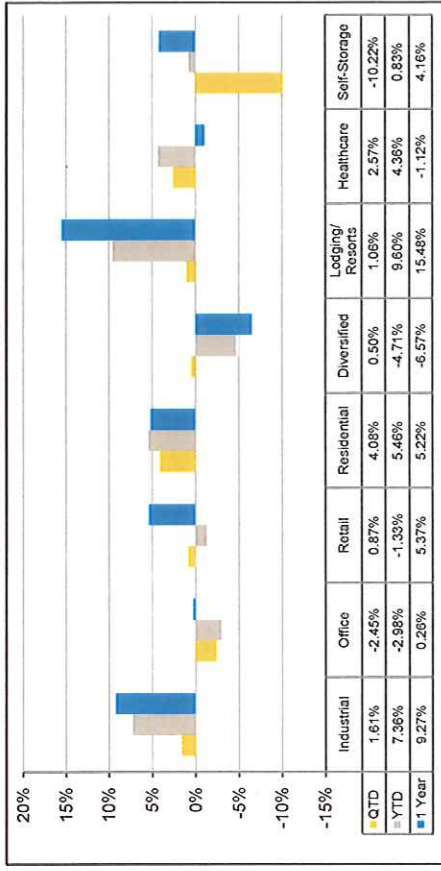
QUARTERLY MARKET SUMMARY

ALTERNATIVES

- Real estate investment trusts (REITs), as measured by the FTSE Nareit All Equity REITs Index, returned 0.79% in the third quarter. The sector increases were led by Residential and Healthcare, with returns of 4.08% and 2.57%, respectively. Office and Self-Storage were the only sectors to generate losses in the third quarter, with returns of -2.45% and -10.22%, respectively.
- Private real estate, as measured by the NCREIF Property Index of 7,672 commercial properties nationwide worth a combined total of \$581 billion, generated a total return of 1.81% in the third quarter, up slightly from 1.70% last quarter. The total return consisted of a 1.14% income return and 0.67% capital appreciation. Industrial properties, which are primarily Warehouse, continue to be the strongest performer, with a return of 3.58% for the quarter. A distant second was Hotel at 1.95%, followed by Office and Apartment, which were tied at 1.54%. Retail recovered nicely from 0.72% last quarter to 1.32% for the current quarter.

FTSE Nareit Sectors

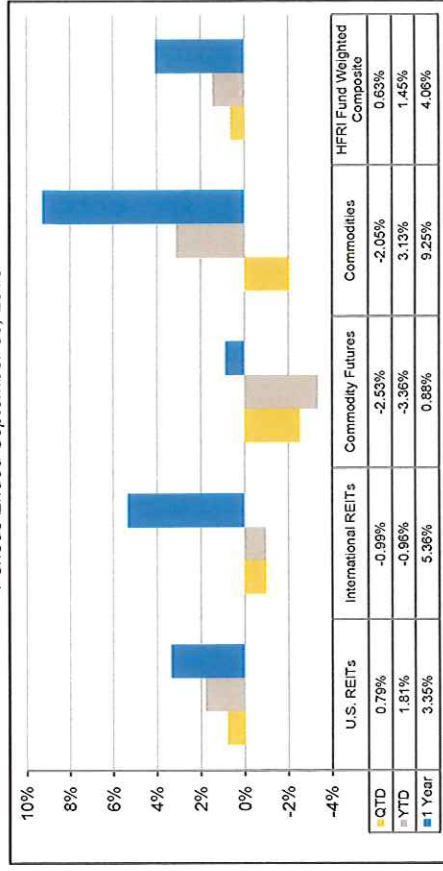
Periods Ended September 30, 2018



Source: Bloomberg.

Returns for Alternative Assets

Periods Ended September 30, 2018



Sources: Bloomberg and Hedge Fund Research, Inc.

- Hedge funds generated modest returns overall in the third quarter. The HFRX Global Hedge Fund Index returned 0.39%. The HFRX Macro/CTA Index generated a return of 0.65%, followed by HFRX Relative Value Arbitrage Index with a third-quarter return of 0.39%. The HFRX Equity Hedge and HFRX Event Driven indices lagged, with returns of -1.15% and -1.08%, respectively.
- Private equity fundraising remained strong in the third quarter with 214 private equity funds reaching final close, raising a total of \$121 billion. North America-focused funds dominated fundraising, with 126 funds securing \$82 billion. More than half (55%) of capital raised in the third quarter was secured by the 10 largest vehicles that closed this quarter. Private equity dry powder has continued to climb, reaching \$1.14 trillion as at September 2018.
- Commodity futures, represented by the Bloomberg Commodity Index of 19 raw materials futures, fell 2.53% in the third quarter. Overall, the index has declined 3.36% in 2018. Recent weakening can be attributed to the strong USD. The U.S. Dollar Index (DXY), a measure of the value of the U.S. dollar relative to a basket of foreign currencies, has increased 0.70% in the third quarter and has increased 3.96% YTD. Gold spot prices ended the quarter at \$1,196 per ounce, down from \$1,255 per ounce at the end of the second quarter. West Texas Intermediate (WTI) Crude Oil spot prices were \$73.25, down from \$74.15 at the end of the second quarter.



QUARTERLY MARKET SUMMARY

Investment Strategy Overview  
For the Fourth Quarter 2018

Asset Class	Our Investment Preferences	Comments
<b>U.S. EQUITIES</b> Large-Caps Small-Caps		<ul style="list-style-type: none"> <li>Positive earnings growth and resolution of NAFTA are tailwinds, while fear of trade wars with China along with a stronger dollar are headwinds.</li> <li>Strong earnings growth and lesser exposure to international revenues that could be impacted by possible tariffs and trade wars are tailwinds, while rising valuations are headwinds.</li> </ul>
<b>NON-U.S. EQUITIES</b> Developed Markets Non-U.S. Small-Caps Emerging Markets		<ul style="list-style-type: none"> <li>International valuations remain cheap relative to domestic markets, while central banks still appear relatively accommodative. Concerns over certain emerging markets (EM) economies have rattled the markets, but these remain isolated incidents with no signs of contagion.</li> <li>Trade war with China and its impact on China's economic growth are a concern, but the overall outlook for EM still remains positive.</li> </ul>
<b>FIXED INCOME</b> Long-Duration, Interest Rate-Sensitive Sectors Credit-Sensitive Sectors		<ul style="list-style-type: none"> <li>Rising interest rates will act as a headwind for long-duration, interest rate-sensitive, fixed-income securities.</li> <li>Improving economic growth and low default rates are positive for credit, while rising investment-grade spreads are a tailwind. We continue to carefully monitor credit spreads but are comfortable with the current allocation due to continuing economic growth and strong corporate fundamentals.</li> </ul>
<b>REAL ESTATE</b>		<ul style="list-style-type: none"> <li>Real estate returns face headwinds from rising interest rates. Still, a healthy economy and modest fundamentals should support moderate net operating income growth.</li> </ul>
<b>ALTERNATIVES</b> Hedge Funds Private Equity		<ul style="list-style-type: none"> <li>Due to rising assets under management and the proliferation of hedge funds and private equity funds, the relative performance from alternatives is unlikely to significantly outperform publicly traded markets. We expect to see relative outperformance in more niche strategies.</li> </ul>

Current outlook Outlook one year ago



**Florida State College at Jacksonville Quasi Endowment Fund**      **As of September 30, 2018**

**Asset Allocation & Performance**

	Allocation		Performance(%)					Inception Date	
	Market Value (\$)	%	1 Quarter	Year To Date	1 Year	3 Years	5 Years		Since Inception
<b>Total Fund</b>	<b>5,044,319</b>	<b>100.00</b>	<b>4.17</b>	<b>5.53</b>	<b>10.53</b>	<b>N/A</b>	<b>N/A</b>	<b>12.25</b>	<b>07/01/2016</b>
<b>Blended Benchmark</b>	<b>2,850,241</b>	<b>56.50</b>	<b>3.66</b>	<b>3.90</b>	<b>8.57</b>	<b>N/A</b>	<b>N/A</b>	<b>11.94</b>	<b>07/01/2016</b>
<b>Domestic Equity</b>									
Vanguard Total Stock Market Index	2,565,757	50.86	7.09	10.61	17.62	17.07	13.44	18.20	07/01/2016
Russell 3000 Index			7.12	10.57	17.58	17.07	13.46	18.21	07/01/2016
iShares Edge MSCI USA Quality Factor	140,887	2.79	8.75	10.48	19.18	16.51	14.17	8.75	07/01/2018
S&P 500			7.71	10.56	17.91	17.31	13.95	7.71	07/01/2018
iShares Core S&P Small-Cap ETF	143,597	2.85	4.75	14.60	19.11	19.40	13.30	5.93	06/01/2018
S&P SmallCap 600			4.71	14.54	19.08	19.41	13.32	5.90	06/01/2018
<b>International Equity</b>	<b>1,133,566</b>	<b>22.47</b>							
Vanguard Total International Stock Index	352,033	6.98	0.53	-3.12	1.61	9.95	4.47	10.09	10/01/2016
MSCI AC World ex USA (Net)			0.71	-3.09	1.76	9.97	4.12	10.33	10/01/2016
Vanguard International Value	233,983	4.64	0.99	-2.86	1.90	10.00	3.93	12.50	07/01/2016
J. O. Hambro International Select	299,665	5.94	0.21	4.97	9.22	11.52	8.31	12.34	07/01/2016
MSCI AC World ex USA (Net)			0.71	-3.09	1.76	9.97	4.12	12.42	07/01/2016
Oppenheimer International Small-Mid Company	146,860	2.91	2.80	9.22	16.04	16.61	14.01	21.03	07/01/2016
MSCI AC World ex USA Smid Cap Index (Net)			-0.71	-3.59	2.26	10.86	5.72	12.58	07/01/2016
Hartford Schroders Emerging Markets Equity	101,026	2.00	-1.22	-7.33	-0.91	13.17	4.12	-10.04	03/01/2018
MSCI EM (net)			-1.09	-7.68	-0.81	12.36	3.61	-10.66	03/01/2018
<b>Fixed Income</b>	<b>1,047,526</b>	<b>20.77</b>							
Baird Core Plus	344,789	6.84	0.34	-1.41	-0.86	2.33	2.96	0.81	07/01/2016
Bimbg. Barc. U.S. Aggregate			0.02	-1.60	-1.22	1.31	2.16	-0.31	07/01/2016
DoubleLine Core Fixed Income I	157,507	3.12	0.31	-0.61	-0.15	2.40	3.24	-0.48	09/01/2017
PGIM Total Return	104,008	2.06	-0.17	-2.22	-1.21	2.53	3.11	-1.46	09/01/2017
Bimbg. Barc. U.S. Aggregate			0.02	-1.60	-1.22	1.31	2.16	-1.56	09/01/2017
Vanguard Interm-Term Invest. Grade	345,057	6.84	0.62	-1.57	-1.38	2.11	2.91	0.22	07/01/2016
Bimbg. Barc. U.S. Credit 5-10 Year Index			0.87	-2.02	-1.59	2.69	3.47	0.57	07/01/2016
Vanguard High Yield Corporate	96,166	1.91	2.67	1.56	1.67	6.42	5.24	6.19	07/01/2016
Bimbg. Barc. U.S. Corp: High Yield			2.40	2.57	3.05	8.15	5.54	7.81	07/01/2016
<b>Cash Equivalents</b>	<b>12,985</b>	<b>0.26</b>							
TD US Government Fund	12,985	0.26	0.37	0.92	1.09	0.47	0.28	0.62	07/01/2016

Returns are net of mutual fund fees.  
Returns are expressed as percentages.  
Blended Benchmark: See historical hybrid composition page for details.





**Florida State College at Jacksonville Quasi Endowment Fund** As of September 30, 2018  
**Comparative Performance**

	2017	2016	2015	2014	2013	2012	2011
<b>Total Fund</b>	<b>18.52</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
<b>Blended Benchmark</b>	<b>18.03</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
<b>Domestic Equity</b>							
Vanguard Total Stock Market Index	21.17	12.66	0.39	12.56	33.52	16.38	1.08
Russell 3000 Index	21.13	12.74	0.48	12.56	33.55	16.42	1.03
iShares Edge MSCI USA Quality Factor	22.26	9.18	5.56	11.62	N/A	N/A	N/A
S&P 500	21.83	11.96	1.38	13.69	32.39	16.00	2.11
iShares Core S&P Small-Cap ETF	13.20	26.49	-2.00	5.67	41.36	16.28	0.89
S&P SmallCap 600	13.23	26.56	-1.97	5.76	41.31	16.33	1.02
<b>International Equity</b>							
Vanguard Total International Stock Index	27.55	4.67	-4.26	-4.17	15.14	18.21	-14.52
Vanguard International Value	27.96	4.46	-6.44	-6.69	22.15	20.18	-14.58
J. O. Hambro International Select	22.89	5.20	-4.05	5.35	38.21	15.48	-15.24
MSCI AC World ex USA (Net)	27.19	4.50	-5.66	-3.87	15.29	16.83	-13.71
Oppenheimer International Small-Mid Company	38.30	-0.24	15.15	0.38	45.26	23.17	-20.08
MSCI AC World ex USA Smid Cap Index (Net)	30.35	3.57	0.44	-3.05	17.79	17.98	-16.90
Hartford Schroders Emerging Markets Equity	40.87	10.41	-12.68	-4.61	-2.28	21.73	-16.70
MSCI EM (net)	37.28	11.19	-14.92	-2.19	-2.60	18.23	-18.42
<b>Fixed Income</b>							
Baird Core Plus	4.65	4.73	0.14	6.59	-1.32	7.95	7.89
DoubleLine Core Fixed Income I	4.66	4.11	0.63	6.86	-1.20	8.15	11.45
PGIM Total Return	6.33	4.54	-0.30	6.80	-1.17	9.59	7.57
Blmbg. Barc. U.S. Aggregate	3.54	2.65	0.55	5.97	-2.02	4.21	7.84
Vanguard Inter-Term Invest. Grade	4.26	3.93	1.63	5.91	-1.27	9.25	7.63
Blmbg. Barc. U.S. Credit 5-10 Year Index	5.57	5.23	0.69	7.38	-2.05	11.26	8.21
Vanguard High Yield Corporate	7.13	11.30	-1.30	4.69	4.64	14.47	7.24
Blmbg. Barc. U.S. Corp. High Yield	7.50	17.13	-4.47	2.45	7.44	15.81	4.98
<b>Cash Equivalents</b>							
TD US Government Fund	0.46	0.01	0.01	0.01	0.01	0.01	0.02

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



**Florida State College at Jacksonville Quasi Endowment Fund** **As of September 30, 2018**  
**Account Reconciliation**

**QTR**

	Market Value As of 07/01/2018	Net Flows	Return On Investment	Market Value As of 09/30/2018
Total Fund	4,842,559	-	201,759	5,044,319

**YTD**

	Market Value As of 01/01/2018	Net Flows	Return On Investment	Market Value As of 09/30/2018
Total Fund	4,779,875	-	264,443	5,044,319

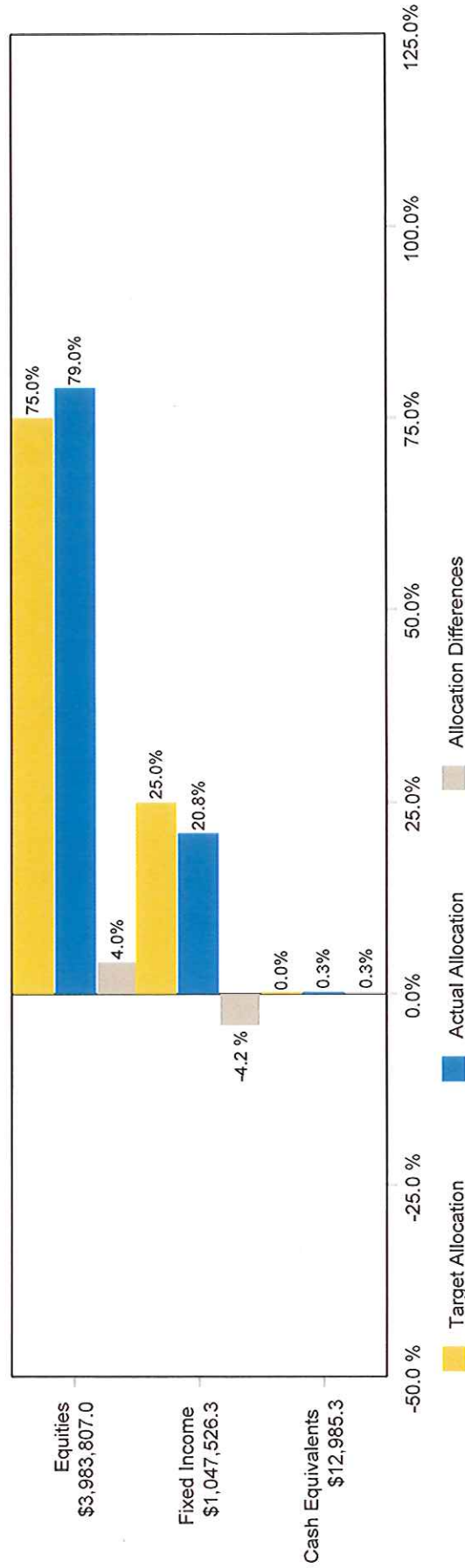
**1 Year**

	Market Value As of 10/01/2017	Net Flows	Return On Investment	Market Value As of 09/30/2018
Total Fund	4,563,915	-	480,403	5,044,319



**Florida State College at Jacksonville Quasi Endowment Fund** As of September 30, 2018  
**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	20.8	25.0	20.0	30.0	-4.2
Cash Equivalents	0.3	0.0	0.0	10.0	0.3





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