


February 5, 2019

MEMORANDUM

TO: Florida State College at Jacksonville
District Board of Trustees

FROM: Mr. Kevin E. Hyde 
Interim College President

RE: February 2019 Board Agenda

Enclosed please find materials in support of the February 12, 2019 Board meeting.

All meetings of the Board will be held at the College's Administrative Offices, 501 West State Street, Jacksonville, FL 32202.

The Board Workshop on the topic listed below will convene from noon – 1 p.m. in Room 403A. The full Board meeting will begin at 1 p.m., Board Room 405.

- Enrollment Improvements in Partnerships, Processes and Personalization

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
February 12, 2019 – 1 p.m.
Administrative Offices, Board Room 405

CALL TO ORDER AND PLEDGE OF ALLEGIANCE

MINUTES OF THE NOVEMBER 13, 2018, DISTRICT BOARD OF TRUSTEES DEEP DIVE WORKSHOP/MEETING (p. 243-260)

MINUTES OF THE NOVEMBER 28, 2018, DISTRICT BOARD OF TRUSTEES PRESIDENTIAL SEARCH INFORMATIONAL GATHERING SESSION (p. 261-264)

MINUTES OF THE DECEMBER 11, 2018, DISTRICT BOARD OF TRUSTEES FINANCE & AUDIT COMMITTEE QUARTERLY MEETING (p. 265-266)

MINUTES OF THE DECEMBER 11, 2018, DISTRICT BOARD OF TRUSTEES WORKSHOP (p. 267-269)

MINUTES OF THE DECEMBER 11, 2018, DISTRICT BOARD OF TRUSTEES REGULAR MEETING (p. 270-290)

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. Administration: Board Rules – Non-Substantive Changes and Review (p. 291-292)
2. Purchasing: Annual Contract Extensions (p. 293)
3. Finance: Delinquent Accounts (p. 294)

ACTION ITEMS

1. Approval of Consent Agenda (p. 295)
2. Purchasing: Property Insurance (p. 296)
3. Academic Affairs: Academic Calendar, 2019-20 (p. 297-298)
4. Academic Affairs: Activation of Surgical Services Associate in Science (p. 299)
5. Academic Affairs: Inactivation of Surgical Technology Assistant Post-Secondary Adult Vocational Certificate Program (p. 300)
6. Academic Affairs: Inactivation of Office Assistant Post-Secondary Adult Vocational Certificate Program (p. 301)

Subject: Regular Meeting
February 12, 2019, Board Agenda
(Continued)

INFORMATION ITEMS

Trustees may request discussion of the Information Items.

- A. Human Resources: Personnel Actions (p. 302-304)
- B. Purchasing: Purchase Orders Over \$195,000 (p. 305)

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
(Report provided by Ms. Lori Cimino)

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

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

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

NEXT MEETING

The next regular meeting of the Board is scheduled for Tuesday, April 9, 2019, at the College’s
Administrative Offices.

ADJOURNMENT

Florida State College at Jacksonville
District Board of Trustees
Minutes of the November 13, 2018, Deep Dive Workshop/Meeting
Administrative Offices, Board Room 405, Noon

PRESENT:

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

ABSENT:

J. Palmer Clarkson

CALL TO ORDER:

Chair Bowling called the meeting to order at 12:30 p.m. and welcomed those in attendance. She provided a special welcome to Florida College System (FCS) Chancellor Ms. Madeline Pumariega, and on behalf of the Board, thanked her for traveling from Tallahassee to attend today's meeting.

PLEDGE:

Chair Bowling led the Pledge of Allegiance.

Prior to beginning the workshop conversation, Chair Bowling shared her appreciation with one of FSCJ's very own culinary instructors Chef Dennis Chan, who also is a local Jacksonville restaurant owner of the Blue Bamboo. Chef Chan recently won the General Mills' Neighborhood to Nation Recipe Contest grand prize for his Sunshine State Orange Crunch Cake, which he so graciously brought with him for Trustees to enjoy. Chair Bowling congratulated Chef Chan on his award winning recipe, noting that everyone in attendance looks forward to tasting the cake.

INTRODUCTIONS:

Interim College President Mr. Kevin Hyde introduced FCS Chancellor Pumariega, noting she would provide Trustees with a presentation on enrollment data comparable to other FCS institutions later in the workshop.

President Hyde introduced newly hired Vice President of Student Services Dr. Linda Herlocker, who joins FSCJ from Valencia College. He shared that many of the outstanding student service programs at Valencia were implemented by Dr. Herlocker, noting the vast experience and expertise she brings to the College.

REPORT OF THE COLLEGE
 PRESIDENT:

President Hyde apprised the Board on the following subject matters:

- FSCJ Employer Tuition Program
- FSCJ Awarded \$15,000 Florida College System Foundation Grant
- FSCJ STEM Building Ranked #9 of 56 Florida College System Capital Outlay Projects
- Pathway to Work
- Wastewater Treatment Operators

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.

INFORMATION/
 DISCUSSION:

A. Enrollment – FSCJ
 DBOT Ad Hoc
 Committee Final
 Report:
 (Leadership Team
 Response)

Chair Bowling provided a special thank you to the following individuals for taking time out of their busy schedule to attend the various FSCJ DBOT Ad Hoc Committee meetings throughout the summer, noting their contribution to the conversations were appreciated and beneficial.

Ms. Shamika Wright, Director of Community Outreach, JAX Chamber
 Mr. Ron Summers, FSCJ Alumnus
 Dr. Jason Gibson, FSCJ Professor of Humanities
 Dr. Harvey Slentz, FSCJ Professor of Business & Employment Law

Chair Bowling turned the workshop over to Ad Hoc Committee Chair Trustee Majdanics, and asked that he refresh the Board on the Committee's work.

Committee Chair Majdanics provided Trustees with an executive summary of the previous Ad Hoc Committee meetings. The summary included information pertaining to the following:

- Introductory Planning Session
- Five Sessions with College VPs, AVPs, Directors – Pertaining to Data and Process Descriptions
- Q&A Session with Faculty and Dean Representation

- Session to Scope/Draft Main Ideas and Conclusions for Final Report
- Session for Trustees to Provide Feedback on Draft Final Report

Committee Chair Majdanics advised that he met with each of the employee group leaders to discuss and receive feedback on the Ad Hoc Report.

Additionally, Committee Chair Majdanics shared with Trustees graphs, which he prepared, relating to the institution's enrollment decline, growth and trends – 2012-current. Chair Bowling thanked Committee Chair Majdanics for his in-depth summary and comparison graphs, noting the request for administration to provide regular enrollment updates with consistent formats and similar graphs.

Chair Bowling asked President Hyde to present the leadership's team response to the FSCJ DBOT Ad Hoc Committee on Enrollment – Final Report. (Appendix A)

President Hyde provided the Board with a detailed memorandum in response to the Final Report. (Appendix B) First, he expressed his appreciation to those who attended the meetings, spent time diving into the data and drafting the findings/recommendations over the summer. Secondly, he shared that his leadership team, along with the institution as a whole, is moving forward with an increased focus on enrollment, noting the weekly enrollment roundtable discussions, creation and review of a Strategic Enrollment Plan, enrollment ownership via Vice President Herlocker and equal attention being paid to retention, completion, student access, student success and employment. Thirdly, he is working with Executive Director of Academic Operations Dr. Rich Turner to provide Trustees with enhanced enrollment charts, to include raw numbers along with subsets of programs. Lastly, President Hyde noted a future conversation for a Deep Dive Workshop is "Improve/Grow Enrollment with Limited Resources." He noted that in order to fulfil the College's mission to properly serve/be responsive to the community with limited resources there would need to a discussion regarding: 1) What should be the main areas of focus?; 2) Where do we see the overall picture of the organization going?; and 3) How do we get there?

There was discussion by the Board regarding connecting/serving the business community, identifying industry sectors, trends of workforce needs, tailoring courses, marketing resources and course scheduling. Additionally, Trustee Holloway shared her appreciation for the enrollment charts provided by Executive Director Turner.

Committee Chair Majdanics led Trustees through President Hyde's memorandum in response to the Final Report, beginning with *Finding 1 – Enrollment is presently not included in the FSCJ Strategic Plan – and needs to be*. Chancellor Pumariega responded that she had the opportunity to take a deep dive at FSCJ's Strategic Plan, not only the current plan but the last two along with the data snapshots. She suggested that the Board not rush for an enrollment goal to be placed on the Strategic Plan at this point in time. From a Board's perspective, as FSCJ brings in a new leader, the focus at that time may need to be realigned with what FSCJ aspires to be, and is that reflected within the Strategic Plan. The enrollment number is one of the many characteristics the College wants, noting it is just an action hitting a piece of paper versus a strategy that's thoughtful about what enrollment looks like for FSCJ. Chancellor Pumariega shared that after her presentation, her hope is that she leaves the Board and administration with thoughts about what is missing from FSCJ's Strategic Plan and if the College is striving to be an exceptional institution – to be an Aspen winner. If so, then FSCJ's Strategic Plan should reflect that and enrollment strategy should be incorporated into the plan.

Committee Chair Majdanics presented *Finding 2, No one within FSCJ specifically "owns" student enrollment – the enrollment process is divided across multiple departments and fragments, resulting in no clear accountability*. President Hyde responded that respectfully it is the president's responsibility to manage his/her team and then to hold the president accountable for reaching his/her goals. Likewise, the same goes for the Vice President of Student Services, who will have ownership of enrollment, and any other vice president. Vice Presidents are accountable for their goals within their respective areas, just as the president is accountable for the overall organizational goals. With many respects, this is an internal administrative function operating within the overall goals in which administration will work with the Board to set.

Chancellor Pumariega shared that FSCJ's newly hired Vice President of Student Services comes from one of FCS's very best institutions. Once Dr. Herlocker performs a departmental deep dive, she will determine a strategy for enrollment.

There was additional discussion regarding daily dashboards, reclaiming students, marketing efforts, aligning resources, student completion, navigating the Enterprise Resource Planning (ERP) System, strategic enrollment management plan and enrollment roundtable discussions.

Trustee McGehee stated he was honored to have Chancellor Pumariega attend today's meeting. At this point, he suggested moving forward with her presentation as it had been noted prior that the presentation would provide understanding on the matters being discussed. Also, he wished to hear her insight from a strategic overall collegiate plan for the state and how FSCJ is involved within the plan.

B. Enrollment Data –
Florida College System

Chancellor Pumariega began her presentation by providing Trustees with information pertaining to the Five Characteristics of the Aspen Institute. The five characteristics of a successful college are:

- Strong Leadership
- Guided Pathways
- Teaching and Learning
- Partnerships
- Data Use

Chancellor Pumariega provided the Board with a comprehensive overview on enrollment data comparable to other FCS institutions. The overview included information pertaining to the following:

- FSCJ's Strategic Plan: 2017-2020 (All Students Served)
- 2017-18 Headcount Indexed to 2014-15 Headcount
- 2017-18 Full-Time Enrollment (FTE) to 2014-15 FTE
- FTE Enrollment Compared to Duval and Nassau County Unemployment Rates
- Full-/Part-Time Enrollment (Credit Load)
- Annual High School Graduates for Duval and Nassau County
- Population Projections by Age for Duval and Nassau County
- Retention Rate by Intensity
- 150% IPEDS Graduation Rate by Race/Ethnicity
- Performance-Funding Incentive Program

There was discussion by the Board related to enrollment declines, systemic enrollment patterns, honors program, technical pathways, stackable credentials, hybrid course success rates, marketing efforts, course scheduling, dual enrollment, retention efforts and policy vision strategy.

NEXT MEETING:

Chair Bowling announced the next meeting of the Board is scheduled for Wednesday, November 28, 2018, at the College's Administrative Offices for a Presidential Search Information Gathering Session. The session will convene at 1 p.m. in Room 403A.

ADJOURN FOR
EXECUTIVE SESSION:

Chair Bowling asked President Hyde to present the Board with information pertaining to the Executive Session.

President Hyde shared with the Board that a closed Executive Session, which is allowed by Florida Statute 286.011, had been publicly noticed and was on today's agenda to discuss faculty collective bargaining. The Executive Session would convene immediately following the adjournment of the workshop, Room 403A.

ADJOURNMENT:

There being no further business, Chair Bowling declared the meeting adjourned at 1:45 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

FSCJ AD HOC COMMITTEE ON ENROLLMENT – FINAL REPORT**Executive Summary**

The FSCJ Ad Hoc Committee on Enrollment (“the Committee”) was formed by the FSCJ District Board of Trustees in June 2018 to investigate the causes of FSCJ’s substantial student enrollment declines over recent years (-26% from the 2012-13 year to 2017-18, versus -7% for the rest of the Florida College System (FCS) over the same period), and to recommend courses of action to consistently reverse this trend. Ultimately, the hard work of college staff and FSCJ’s impact on the community it serves are both maximized with growing enrollment.

After ~18 hours of publicly noticed, open meetings and through solicited input from a wide range of college stakeholders, the Committee submits this report and the following key findings, preliminary findings and concluding insight for action by college leadership. These items, listed below in this executive summary, are discussed in detail in the main body of the report. The Committee hopes that the findings and recommendations within shall aid FSCJ in better reaching its full potential as an institution.

Key Findings

- Enrollment is presently not included in the FSCJ strategic plan – and needs to be.
- No one within FSCJ specifically “owns” student enrollment – the enrollment process is divided across multiple departments and fragments, resulting in no clear accountability.
- Metrics and measurements for the core components of the enrollment process are neither clear nor visible to stakeholders, making it difficult to assess progress.
- It does not appear that FSCJ regularly and proactively benchmarks enrollment processes and indicators to FCS peers, resulting in missed opportunities for learning and best practice sharing.
- There is no central clearinghouse for student enrollment concerns, resulting in inconsistent trouble-shooting, tracking and problem resolution.
- The college’s marketing strategy, positioning and plan needs significant improvement to foster enrollment growth.

Preliminary Findings

- It appears that current financial aid processes are too quick to terminate aid-dependent students, who are navigating a process that is complex for both the student and the college.
- It appears that college scheduling is prioritizing the maximization of efficiency instead of maximizing enrollment.
- It appears that college advisers are not adequately prepared and linked to academic programs, yielding inconsistent guidance and new student orientation.

Concluding Insight

- There are broader concerns about the FSCJ leadership culture, due to faulty communication channels within the college. College stakeholders do not have the channels or “safety” to provide feedback on the quality and integrity of enrollment processes, resulting in missed improvement opportunities. When joined with unclear accountability and a general lack of transparency regarding enrollment outcomes and processes, the college’s capacity to process inquiries, accept feedback – and adapt/learn – appears to be dysfunctional.

Introduction

The FSCJ Ad Hoc Committee on Enrollment (“the Committee”) was formed by the FSCJ District Board of Trustees in June 2018 to investigate the causes of FSCJ’s substantial student enrollment declines across recent years, and to recommend courses of action to consistently reverse this trend. Ultimately, the hard work of college staff and the impact on the community FSCJ serves is maximized with growing enrollment.

Over the past five school years (since the 2012-13 year), FSCJ’s full-time equivalent (FTE) student enrollment has declined by 26%. Meanwhile, the remaining 27 institutions of the Florida College System (FCS) experienced enrollment declines of 7%. In each of the past five years - 2014, 2015, 2016, 2017, and 2018 - FSCJ enrollment has declined faster than the remaining FCS. (See the report’s Appendix for enrollment data detail, sourced by the State of Florida).

Framed another way, FSCJ’s final enrollment in 2017-18 was 11% smaller than the 2001-02 school year – 16 years ago – despite substantial population growth within FSCJ’s Duval and Nassau county service area. While some of FSCJ’s enrollment decline is attributable to the strong economy (when unemployment rates are low, fewer potential students elect to engage in college studies – and vice versa), this does not explain the 19% gap between FSCJ’s enrollment decline and that of the broader FCS.

FSCJ’s enrollment in 2017-18 experienced a particularly sharp 11% decline, while the rest of the FCS posted a slight enrollment increase of 0.4%. The 11% enrollment decline was the largest one-year percentage drop experienced by FSCJ in decades. A substantial reason for the severity of the decline was the flawed implementation and execution of a new ERP (Enterprise Resource Planning) software system, which created numerous disruptions to students and the college.

As a result of enrollment declines, the college’s impact on Duval and Nassau counties has declined in parallel. In addition, personnel reductions, layoffs and allocations from college financial reserves were increasingly needed to balance annual budgets as a result of tuition revenue declines (tied to enrollment).

While the college anticipates an enrollment bump in 2018-19 as a result of FSCJ’s ERP challenges being largely remedied, many questions still remain:

- After ERP issues are fully resolved, will FSCJ’s enrollment resume the “pre-ERP” patterns of 2014 through 2017, where FSCJ enrollment consistently lagged that of the broader FCS?
- What structures and systems are needed for FSCJ to consistently grow student enrollment, outside of a regional economic downturn (which boosts enrollment)?
- What are the processes by which new potential FSCJ students are enrolled - including marketing, the application process, advising, registration, orientation and financial aid, to the start of classes? Are there any barriers that presently exist which deter student enrollment, and is there opportunity for existing strategies or processes to be optimized?
- Are there gaps between what students or local employers are demanding from FSCJ and what the college is offering, in terms of programs and scheduling convenience across campuses and times of day? How nimble is FSCJ to make changes in response to student and community needs?

Starting in late June 2018, the Committee has met for over 18 hours to explore the questions noted above. State and FSCJ-internal data was requested and analyzed. Through publicly noticed and open meetings, numerous questions were asked of college Vice Presidents, Associate Vice Presidents, senior administrators, Deans, and Faculty regarding FSCJ’s enrollment practices and opportunities for

improvement. Every FSCJ Trustee has participated in at least two committee sessions. The Trustees are grateful for the time of FSCJ employees and those who have been tapped for their data and insight, as well as community leaders who have served on the Committee in a volunteer capacity.

The Committee's work has followed the principles of the Association of Governing Boards of Universities and Colleges, with respect to its organization and operation. These principles include:

- Serving as a model of good governance, where issues are debated and recommendations are framed openly, inclusively and with full transparency.
- All constituents whose voices have legitimate bearing on the topic of FSCJ enrollment were deliberately included.
- The Committee engaged in a dialogue that demanded facts and explored issues within appropriate boundaries. Jointly and based on mutual trust, questions were asked that honor governance prerogatives and advanced FSCJ's strategic direction.
- As a final output, the Committee shall present conclusions and recommendations that summarize relevant data and findings, including constituent voices and diverse perspectives.

Below are the Committee's key findings, preliminary findings, recommendations, and insights, based on the quantitative and qualitative information that has been received and assessed by the Committee.

KEY FINDINGS & RECOMMENDATIONS**Finding: Enrollment is presently not included in the FSCJ strategic plan – and needs to be.**

The present iteration of the FSCJ strategic plan includes key performance metrics such as student retention (continuation) rates, degree completion, and job placement. However, enrollment goals and strategies are not included in the strategic plan. This is a gap which must be remedied in the plan's next iteration, via an amendment in the first half of 2019. Congruent with larger FSCJ enrollment is an increased impact within the community and economy of Duval and Nassau counties. A new plan will need aggregate enrollment targets and also targets for key student sub-demographics to make sure that all members of the community are accessing FSCJ – and succeeding. Further, specific objectives and strategies related to growing enrollment should be detailed in the plan.

Finding: No one within FSCJ specifically “owns” student enrollment – the enrollment process is divided across multiple departments and fragments, resulting in no clear accountability.

To complete the enrollment process, a student must first be recruited and/or receive FSCJ marketing messages; complete a college application and be admitted; be advised on their degree program; apply for and receive financial aid (in many cases); and finally, enroll in courses. At present, these key functions are managed/overseen by three separate college Vice Presidents. Since no one person is ultimately accountable for the totality of student enrollment, it appears that certain college decisions are being made based on what's optimal for the specific department, not for enrollment as a holistic process and end goal.

It is recommended that College Leadership structure the organization to discretely prioritize enrollment, hold leader(s) clearly accountable for enrollment goals, and give leader(s) the discretion over personnel and resources to holistically optimize the enrollment experience for students. This could come in the form of declaring a sole “owner” of enrollment or through other organizational shifts. After multiple years of enrollment declines that exceed FSCJ's 27 FCS peers, the status quo is in need of change.

Finding: Metrics and measurements for the core components of the enrollment process are neither clear nor visible to stakeholders, making it difficult to assess progress.**Finding: It does not appear that FSCJ regularly and proactively benchmarks enrollment processes and indicators to FCS peers, resulting in missed opportunities for learning and best practice sharing.****Finding: There is no central clearinghouse for student enrollment concerns, resulting in inconsistent trouble-shooting, tracking and problem resolution.**

These three findings share common themes related to clear accountability and transparency of results.

There are many facets to the enrollment process, including but not limited to: marketing and prospective student outreach, applications, new student advising, financial aid, new student orientation, course enrollment, and the start of classes. Factors contiguous to the enrollment process, including introductory student life-skills classes and the college's student retention/completion strategies, also impact enrollment. The overall enrollment process and these key sub-processes must be continually honed and optimized for the benefit of the student and to drive student enrollment increases. However, the Committee found it difficult to view discrete goals, metrics, and measures of quality for these sub-processes.

Further, the Committee did not find evidence that the College systematically and proactively benchmarks key enrollment indicators to FCS peers. There were occasional anecdotes or general ranges offered as to how FSCJ performance compares to peers, but no formal systems for tabulation and transparent comparison of results.

Last, individual Trustees – as part of their role as community ambassadors for FSCJ – have heard numerous anecdotes of student enrollment challenges. On occasion, Trustees may receive phone calls directly from students/families to help resolve a problem, or read of issues via social media. Some students are able to get their personal issue resolved as a result of a family connection to an FSCJ administrator or employee, but this is neither scalable nor equitable. All FSCJ students need a clear venue to articulate enrollment challenges and have their problems solved - a venue that is visible to the entire college community.

It is recommended that the college lay out clear goals and metrics for overall enrollment, as well as sub-processes on which enrollment depends. These goals should not only be based off of prior FSCJ results, but also benchmarked to best practices from FCS peers. Student complaints and concerns need a central clearinghouse where not only such concerns can be quickly resolved, but also analyzed for trends that may yield improvements to overall FSCJ processes. By crafting such systems, FSCJ can more clearly hold personnel accountable to results and make better allocations of finite college resources. In addition, such systems will allow for the college community to transparently assess the student experience and to more swiftly make improvements to college processes and practices.

Finding: The college's marketing strategy, positioning and plan needs significant improvement to foster enrollment growth.

At present, there is no formal strategic plan that guides the college's marketing efforts, advertising budget, and deployment of FSCJ personnel dedicated to marketing the college. While FSCJ does advertise across various media channels (billboard, digital, social media, etc.), the return on investment and enrollment yield of such spending is unclear. Also unclear is whether current levels of advertising are sufficient to drive needed enrollment increases. Current marketing efforts generically promote the FSCJ brand, when there may be opportunities to specifically promote particular programs within the college to drive enrollment gains.

It is recommended that a comprehensive marketing plan be crafted which benchmarks FSCJ marketing efforts vis-à-vis FCS peers, articulates a clear strategy and rationale for marketing tactics and resulting budget allocations, and denote objective criteria to determine the success of marketing efforts in fostering enrollment growth.

PRELIMINARY FINDINGS

The below “preliminary findings” were noted to the Committee during its sessions as being areas of the enrollment process in need of improvement. Given the Committee’s limited bandwidth and its primary governance role, it could not make conclusive findings on these aspects of the enrollment process.

These preliminary findings are listed below. More fact-finding is needed to better understand each topic. Overall, it is recommended that FSCJ leadership research these areas expediently, share the rationale for current strategies and processes, compare current college practices to that of leading FCS peers, and report findings to Trustees via scheduled workshops and Board of Trustee meetings.

Preliminary Finding: It appears that current financial aid processes are too quick to terminate aid-dependent students, who are navigating a process that is complex for both the student and the college.

The Committee has heard of numerous anecdotes where prospective students were dropped from registered classes as a result of delayed financial aid processing or possessing a minor balance due to the college. Various work-around processes involving faculty and student services aim to reinstate students while aid is completed and balances closed, resulting in student uncertainty and the possibility of unnecessary and duplicative staff efforts. In addition, FSCJ policies regarding how satisfactory academic progress of students with prior academic records is calculated for purposes of determining financial aid availability was viewed by some college stakeholders as being too restrictive.

Preliminary Finding: It appears that college scheduling is prioritizing the maximization of efficiency instead of maximizing enrollment.

The scheduling of courses across various times of day and across FSCJ’s campuses is part art, part science. While the college must have a certain number of revenue-generating students in a given class section to cover the direct and indirect costs of the section, the specifics of how the college makes scheduling decisions regarding section offerings is unclear to stakeholders. There is a balance between maximizing the efficiency of section offerings and deploying additional section offerings to grow enrollment. More analysis and visibility is needed to determine if current practices are optimized to meet the needs of students within the college’s Duval and Nassau county service area.

Preliminary Finding: It appears that college advisers are not adequately prepared and linked to academic programs, yielding inconsistent guidance and new student orientation.

FSCJ’s student advising functions have experienced great change in recent years. With dozens of program offerings across the college, student advisers must be competent at the core activity of counseling students on their academic path while also having specific knowledge of FSCJ degree programs and its respective requirements. Sub-optimal preparation in either competency would result in inconsistent student guidance, the potential for student frustration, and decreased enrollment. Greater clarity is needed on FSCJ’s advising requirements, strategies, and practices.

CONCLUDING INSIGHT

There are broader concerns about the FSCJ leadership culture, due to faulty communication channels within the college. College stakeholders do not have the channels or “safety” to provide feedback on the quality and integrity of enrollment processes, resulting in missed improvement opportunities. When joined with unclear accountability and a general lack of transparency regarding enrollment outcomes and processes, the college’s capacity to process inquiries, accept feedback – and adapt/learn – appears to be dysfunctional.

Through interactions with college faculty and stakeholders, it appeared to the Committee that insights on enrollment from front-line personnel were not fully heeded. In some cases, it appeared that personnel were hesitant to offer constructive feedback for fear of reprisal. In others, it was unclear if feedback was processed and acted upon by college decision-makers. There appear to be cracks in the college’s shared governance structures and significant trust issues, formed over multiple years. These need to be repaired if FSCJ is to make consistent, future strides.

It should also be noted in this report that early indications of major enrollment challenges in the 2017-18 school year (11% decline) were apparent to college leadership during the summer of 2017. As significant difficulties in the implementation of FSCJ’s new ERP system was being experienced by the college community, enrollment shortfalls were readily apparent but kept closely held. Resulting shortfalls in tuition revenues versus budgeted expectations were not shared with Trustees in real-time. The subsequent deployment of college financial reserves to cover intra-year deficits was not shared with Trustees until after the fact. Operating a public institution such as FSCJ in such an opaque manner, simply put, is unacceptable. For Trustees to exercise their fiduciary responsibilities to FSCJ and its stakeholders, full transparency on the critical indicators of FSCJ’s operational and fiscal health is non-negotiable.

While there has been incremental improvements in the levels of accountability, transparency and intra-college communication within FSCJ in recent months, much more is needed.

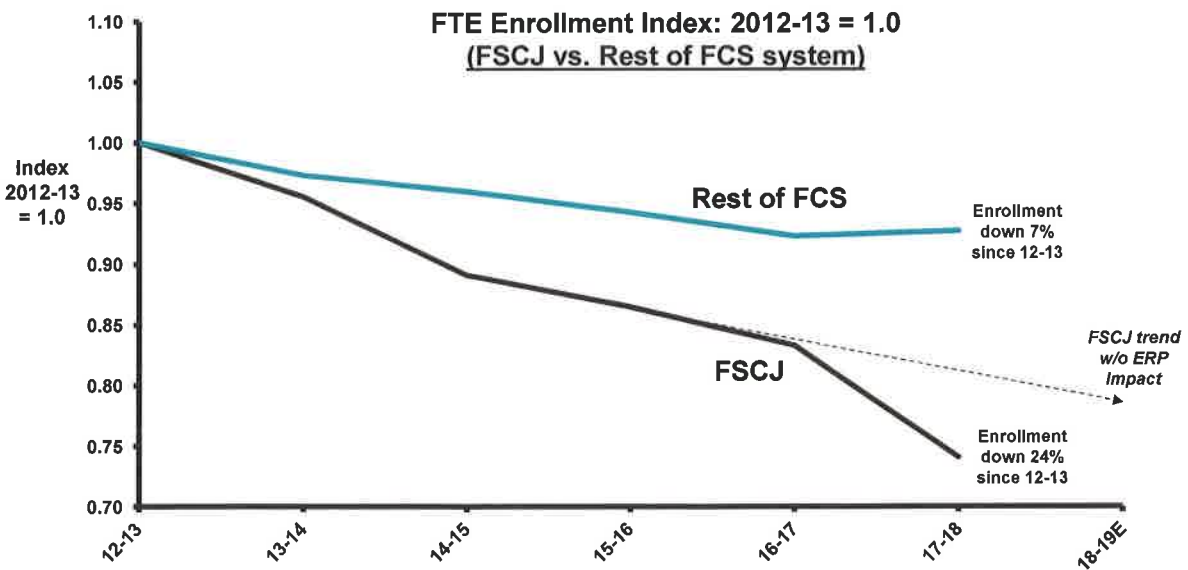
As noted in the introduction, the Committee offers the feedback of this report with the hopes that these findings and recommendations will aid FSCJ in better reaching its full potential as an institution, for the benefit of its students and the communities of Duval and Nassau counties.

APPENDIX

FTE (FULL-TIME EQUIVALENT) ENROLLMENT FSCJ VS FLORIDA COLLEGE SYSTEM

Year	Total FCS	FSCJ	Annual Growth	Rest of FCS	Annual Growth
17-18	320,043	16,808	-11.1%	303,235	0.4%
16-17	320,900	18,908	-3.7%	301,992	-2.1%
15-16	327,992	19,631	-2.9%	308,361	-1.8%
14-15	334,178	20,218	-6.7%	313,960	-1.4%
13-14	340,056	21,676	-4.5%	318,380	-2.7%
12-13	350,019	22,695	-9.9%	327,324	-5.6%
11-12	372,050	25,182	-1.3%	346,868	-0.8%
10-11	375,292	25,524	-2.4%	349,768	4.0%
09-10	362,630	26,161	14.7%	336,469	9.3%
08-09	330,556	22,805	9.2%	307,751	7.8%
07-08	306,238	20,880	2.5%	285,358	6.6%
06-07	288,079	20,374	3.8%	267,705	-0.6%
05-06	288,983	19,619	-1.6%	269,364	-2.3%
04-05	295,740	19,939	-3.3%	275,801	-0.7%
03-04	298,390	20,613	2.4%	277,777	4.7%
02-03	285,388	20,139	6.4%	265,249	6.8%
01-02	267,344	18,923		248,421	

Source: State of Florida Estimating Conference, August 2018



Source: FCS Enrollment Estimating Conference, August 2018



Memorandum

TO: FSCJ District Board of Trustees

FROM: Kevin E. Hyde
President

DATE: November 9, 2018

SUBJECT: Response to Ad Hoc Committee Final Report

At the request of Trustee Majdanics the Administration is responding to the "FSCJ Ad Hoc Committee on Enrollment - Final Report." Below are some initial observations, as well as a narrative response to the Key Findings & Recommendations, Preliminary Findings and Concluding Insights.

Initial Observations

In the Summer of 2018 Chair Bowling expressed strong interest in the status of enrollment which, at the time, was declining compared to the 2017 Summer Term. She recommended, and I concurred, that a trustee-led committee could "highlight" the enrollment issues faced by the College. As I stated from the beginning of my work, enrollment was one of the three issues - in addition to ERP and the budget - which deserved intense focus. I have consistently called on all at the institution to make this work a priority. Although enrollment results can be summarized with a few simple numbers, I can attest that the work that has gone into producing these results is complex, cooperative, and has required committed effort at every level.

The Administration agrees that the data presented is accurate. However, we are concerned that the Final Report draws only from areas of concern to create what purports to be a complete picture of the College's enrollment environment. It heavily emphasizes the 2017-18 enrollment short fall, with only minimal recognition of the large increase experienced in the current Fall, 2018 Term, not just in terms of numbers, but also in terms of the improvements made and obstacles overcome to date. There is more work to do, but we are hopeful, indeed confident, that this increase is the beginning of a continuing trend. To that end, we request that the Board work with the Administration to define clear and measurable goals to achieve in future enrollments. As a matter of Board governance, we request that the Board allow the Administration to determine the methods by which we will achieve this growth. We believe this is required by the standards of SACSCOC, and it is recommended by the Association of Governing Boards and the Association of Community College Trustees. Respectfully, we believe this line may have been approached, if not crossed, in some aspects of the Committee's work.

Much of the body of the report reviews actions occurring in prior administrations, and more particularly occurring in the 2017-2018 academic year. Numerically, enrollment has improved, with Fall enrollment recouping much of the loss experienced in Fall, 2017. Our conversations with the broader campus community, not just those who appeared before the committee, suggest that the feeling of "dysfunction" may not exist to the degree suggested, or does not apply to our current situation. The Administration recognizes the numerous dysfunctions in both the computer and manual processes set up during the

Summer/Fall of 2017 in Student Services, and as a result, the poor services provided to students during that time. While much progress has been made since then, we are mindful of the comments in the Final Report, and will take affirmative steps to ensure that lines of communication are widely open for all comments and suggestions. Toward that end, I met with the Faculty Senate on November 1, 2018 to discuss their concerns and the Final Report. More broadly, in my role as Interim President I have led these efforts with a tone and expectation of transparency, and found that approach welcomed and embraced throughout the College. We will continue to look for these opportunities and request that all College personnel reach out to the Administration at various levels to voice any concerns in a constructive manner. This will assist in effective shared governance.

Key Findings & Recommendations

1. **Enrollment is presently not included in the FSCJ Strategic Plan – and needs to be.** FSCJ student enrollment and the student's success is core to our mission for the community. Although enrollment is not specifically stated in the Strategic Plan, it is implied in every aspect including our goals for retention and completion. College activities around enrollment include widely distributed bi-weekly reports, weekly enrollment calls involving numerous departments, weekly enrollment roundtable discussions, creation and review of a Strategic Enrollment Plan, and enrollment metrics included in our work with Achieving the Dream. Given the critical importance of enrollment, we agree that it should be specifically referenced in the Strategic Plan. We request the Board work with us to determine appropriate enrollment goals and targets, taking into consideration the primary factors of population growth, change in number of high school graduates, the economy, the job market, new academic programs, and new facilities.

2. **No one within FSCJ specifically "owns" student enrollment – the enrollment process is divided across multiple departments and fragments, resulting in no clear accountability.** I have specifically tasked our incoming Vice President of Student Services Linda Herlocker to "own" student enrollment, coordinating closely with the Academic and Workforce areas. While she will take primary responsibility, the task will not fall on her shoulders alone. I anticipate she will delegate a significant number of tasks to a soon to be determined AVP for Student Enrollment. In doing this, we think it is important to recognize that enrollment alone is insufficient. Equal attention must be paid to retention, completion, student access, student success and employment. These issues are not only measured by the Performance Metrics, but are critical to moving our students from initial admission to employment.

3. **Metrics and measurements for the core components of the enrollment process are neither clear nor visible to stakeholders, making it difficult to assess progress.** I am working with Jerrett Dumouchel and Rich Turner to provide a simple dashboard - similar to what is already being provided to the DBOT on other issues - dealing with enrollment figures. I have shared our enrollment figures with the broader College community throughout the Summer and Fall. The enhanced enrollment charts will be useful in keeping everyone apprised of where enrollment stands and the work to be done.

4. **It does not appear that FSCJ regularly and proactively benchmarks enrollment processes and indicators to FCS peers, resulting in missed opportunities for learning and best practice sharing.** FSCJ is one of 28 colleges in the FCS. We have identified the following five schools as a useful peer group by which FSCJ can benchmark: Broward College, St. Petersburg College, Hillsborough Community College, Palm Beach State College, and Indian River State College. Although Miami Dade College and Valencia College may be useful referents for some questions, we omit as ideal benchmark institutions because of Miami Dade College's immense size and because Valencia College's enrollments are based overwhelmingly in their Associate in Arts program, making it a much less comprehensive institution than FSCJ. We will work with this peer group for sharing best practices and comparing against their efforts and results.

5. There is no central clearinghouse for student enrollment concerns, resulting in inconsistent trouble-shooting, tracking and problem resolution. We agree with the idea of a clearinghouse, though it may be too simplistic to assign all responsibility to a single area. In the Fall, 2017 semester, Student Services initiated a "ticket system", and instructed all student issues to be handled through the system. The result was staff spending exorbitant time entering tickets, assigning tickets, managing tickets, and reporting the number of tickets rather than truly helping the student. Outstanding tickets piled up in the thousands, while students kept submitting more tickets because their previous ticket was not answered. A ticket system can be an effective tool for a clearinghouse, but should not take the place of first helping students with the basic questions. The "clearinghouse" will be a point of contact in Student Services who can answer questions, and who will monitor issues and complaints for similarities and trends. When a recurring issue is identified, this individual will work with the area in question to address the student pain point or bottleneck.

6. The College's marketing strategy, positioning and plan needs significant improvement to foster enrollment growth. FSCJ currently spends \$739,429 in marketing efforts. FSCJ also serves a very broad community; as a community/state college, our students and potential students are incredibly diverse in age, race, socio-economic status, work experience, family and support systems, college readiness, and educational goals. Likewise, FSCJ offers a tremendous variety of programs, spanning from high school completion to baccalaureate degrees and crossing every industry sector in our region. This finding suggests that the marketing effort (and therefore dollars) must be more specifically targeted. As we analyze labor market information matched to available program offerings for future marketing plans, we welcome feedback from the Board on areas of emphasis. We believe that a targeted effort to more concentrated areas will improve results, though we cannot market "all things to all people" with our limited resources.

Preliminary Findings

It appears that current financial aid processes are too quick to terminate aid-dependent students, who are navigating a process that is complex for both the student and the College. The Financial Aid department experienced major problems in the 2017-18 year due to both system problems and poor leadership in key roles. As a result, more students than usual experienced delays in the awarding of aid, which in turn caused a significant increase in students who were in an unpaid status and subject to the drop for non-payment. Responsibility for Financial Aid was moved to the VP for Business Services in April, and the department has transformed under a new Director and Associate Directors. As a result, fewer students should face award delays in future terms and the drop for non-payment should be less traumatic.

As we approach the drop for non-payment date each semester, there are always many students who have not paid with many reasons why. Pending financial aid is one of those reasons. The College places an indicator on the student file to not drop due to pending financial aid when possible, though our ability to do this is restricted by statute to only certain instances. We understand many students still want to be in their classes, and in some cases ask advisors and other staff to help them get re-enrolled. The improvements in Financial Aid noted above should allow for a smoother process and fewer affected students in the future, though there will always be students whose financial aid is not finalized, and whose situation does not allow the College to place a Financial Aid hold. Administrative Rule 6A-14.054 requires all students to have paid tuition and fees by the end of the drop/add period unless the student is eligible for one of only three deferments: financial aid awaiting federal government approval, VA students, and those whose tuition is being paid by a third party. We are not authorized to allow students to otherwise remain in class after the drop/add date if they have not paid for their classes.

Students do roll up small balances from time-to-time, most of which are not related to current tuition and fees. We do not drop those students if they have paid their class fees. Our Student Financials department runs queries to identify those students, and where possible removes them from the pending drop list. Due to the extreme system problems in Fall, 2017 we extended our payment deadlines (within legal limits) several times. Where there was a choice, the College chose on the side of the students.

It appears that College scheduling is prioritizing the maximization of efficiency instead of maximizing enrollment. The balance between course availability and efficiency is an important dimension of course scheduling and schedule management. We welcome the opportunity to discuss with the Board the historical data, processes, and tradeoffs employed to strike that balance.

Four years ago the College moved to take its first systematic, collegewide look at scheduling. In the absence of a holistic approach, the schedule suffered from a phenomenon in which moderate inefficiencies at each site combined to add up to significant inefficiencies at the institutional level. The recent changes in our Class Schedule were made to promote student success. The College does continue to offer key classes on multiple campuses, but we do not have a sufficient number of students on every campus to offer every course. We are aware of gaps that have been identified, and believe improvements are possible. To this end, the Deans will continue to work with the Faculty on effective and efficient scheduling, designed to put student needs first. We will offer as many courses as is feasibly possible while maintaining reasonable efficiency standards. Discussion with the Board, perhaps in a future Workshop, would allow us to better understand the Board's views on the tradeoff between course availability and efficiency.

It appears that College advisers are not adequately prepared and linked to academic programs, yielding inconsistent guidance and new student orientation. The DBOT is aware that student advising was substantially reorganized this Summer. While it is our plan that the reorganization largely remain intact, I will ask Linda Herlocker to review its structure and make recommendations for further improvement.

Concluding Insight

Since the Final Report was issued the senior administrative team has visited every campus and center for one-on-one conversations and interactions. The conversations were constructive and open. Rather than re-litigate what occurred during the 2017-2018 academic year, we are committed to continued transparency with the Board and open communication with all of the College community. To support that commitment, we offer a friendly recommendation of our own: That the Board ensures the College's new president continue to set a tone of transparency and open dialogue that provides timely, realistic information about the College. At every Board meeting occurring during this interim administration we have provided you a dashboard of financial and operational issues as well as the status of initiatives being undertaken. We are committed to continue this practice and respond to your requests for information. As stated in the report, the fledgling Student System was the cause of many problems. We identified the issues, brought in knowledgeable consultants, assigned appropriate staff, and we are absolutely on target to finish the project by Spring, 2019. The work of this group is already evident with the smooth registration process this past August and September. We are committed to continuing the road forward, and look forward to working with you to address your concerns.

**Florida State College at Jacksonville
District Board of Trustees
Minutes of the November 28, 2018, Presidential Search
Informational Gathering Session
Administrative Offices, Room 403A, 1 p.m.**

PRESENT:

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

ABSENT:

J. Palmer Clarkson

CALL TO ORDER:

Chair Bowling called the meeting to order at 1:11 p.m. and welcomed those in attendance. She acknowledged Trustee DiBella's presence via remote attendance.

INTRODUCTIONS:

District Board of Trustees (DBOT) Presidential Search Committee Co-Chair Trustee McGehee introduced AGB Search Managing Principal Dr. Roderick McDavis and Executive Search Consultant Mr. Frederick Moore, noting they would provide Trustees with an overview of the search process as well as gather information for the candidate profile.

Co-Chair McGehee presented Trustees with an agenda item for their information and review, which is scheduled to be brought before the full Board at their December 2018 meeting. The item recommends the DBOT charge the Presidential Search Committee with specific expectations in their efforts to identify and recommend candidates for the position of College President. Trustees acknowledged the draft item. (Appendix A)

INFORMATION/
DISCUSSION:

A. Candidate Profile
Information Gathering:

AGB Managing Principal Dr. McDavis and Executive Consultant Mr. Moore provided the Board with an overview of the Search Process and gathered information for the candidate profile. The overview included information pertaining to the following:

- Role of AGB Search
- Presidential Search (Leadership) Profile
- Timeline and Deliverables
- Survey Questions
- Interim President Qualifications

There was discussion by Trustees regarding transparency, sunshine laws, candidate open forums, continual updates to the search webpage and critical milestones within the search process.

There was in-depth discussion by Trustees with AGB Search consultants regarding information gathering of the leadership profile, noting the desired characteristics, talents and experiences the president should possess and the opportunities/challenges that await the new president.

Co-Chair McGehee shared with Trustees that a goldenrod agenda item relating to the leadership profile will be drafted and brought before the full Board at their December 2018 meeting. The item will recommend the DBOT approve the Presidential Search Profile as developed by the Presidential Search Committee at their December 6th meeting.

In addition, it was noted that if approached by an individual interested in the College President position to please refer the individual to AGB Search. For information on AGB Search, please visit agbsearch.com/searches/president-florida-state-college-at-jacksonville.

For information on the 2018 FSCJ President Search, please visit fscj.edu/president/president-search.

COMMENTS BY THE PUBLIC:

There were no comments made by the public.

Chair Bowling announced that it was with regret she would not be in attendance at the December DBOT meetings. Therefore, Vice Chair for Nassau County Trustee Holloway had agreed to chair both the joint workshop with members of the Nassau County School Board and Superintendent of Schools as well as the regular Board meeting. She then wished everyone a safe and happy holiday.

ADJOURNMENT:

There being no further business, Chair Bowling declared the public meeting adjourned at 2:04 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

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

AGENDA ITEM NO.

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 March 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.

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.

DRAFT

Florida State College at Jacksonville
District Board of Trustees
Finance & Audit Committee
Meeting Minutes of December 11, 2018, Quarterly Meeting
Nassau Center, Room T-106, 10:45 a.m.

PRESENT:

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

ABSENT:

J. Palmer Clarkson
O. Wayne Young

CALL TO ORDER:

Finance and Audit Committee Chair (Committee Chair) Majdanics called the meeting to order at 10:45 a.m. and welcomed those in attendance.

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.

REVIEW OF INTERIM
FINANCIAL
STATEMENTS:

Vice President Little provided the Finance and Audit Committee (Committee) with a review of the College's interim financial statement as of October 31, 2018, to include net position, revenues and expenditures.

Vice President Little addressed questions brought forth by Committee members specific to Accounts Receivable. He stated that estimated debts are analyzed on a yearly basis, the allowances for which are adjusted appropriately through the budget. However, he noted an above average write-off this year, due in part, to ERP conversion and past financial aid disbursement issues, the effects of which are flowing through Accounts Receivable. Mr. Little informed the Committee that the College is actively searching for ways to assist in reducing its bad debt balance.

To that extent, Associate Vice President of Finance Ms. Anita Kovacs briefed the Committee on a plan to convert a portion of the College's endowment earnings into scholarships designed for students currently indebted to the institution. These scholarships can be applied to cover the cost of a college class, thereby allowing students the ability to pay back money they currently owe. This will be beneficial to the student in two ways. It will place them back in good financial standing with FSCJ and will allow them to continue their college education.

Vice President Little noted that a projected outlook for this fiscal year had been included on the current interim financial statement.

EARLY DISCUSSION OF
BUDGET OUTLOOK FOR
2019-20:

Vice President Little presented the Committee with an early look at the 2019-20 Budget Considerations specific to the College's revenues and expenditures.

Vice President Little advised the Committee that FSCJ is nearing the end of the ERP implementation project. Upon completion, the consultants the College currently has in place to assist with operational issues will no longer be available. For that reason, the institution is in the process of hiring five functional analysts and three programmers, all of which are deemed critically necessary, in order to ensure FSCJ's continued success with PeopleSoft.

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 11:30 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 December 11, 2018, Board Workshop
Joint Meeting with Nassau County School District Superintendent
and Members of the School Board
Betty P. Cook Nassau Center, Room T-117, Noon**

PRESENT: Candace T. Holloway, Vice Chair, Nassau County
Michael M. Bell
Laura M. DiBella
D. Hunt Hawkins
Thomas J. Majdanics
O. Wayne Young

ABSENT: Karen E. Bowling, Chair
Thomas R. McGehee, Jr., Vice Chair, Duval County
J. Palmer Clarkson

CALL TO ORDER: On behalf of Chair Bowling, Vice Chair Holloway called the meeting to order at 12:05 p.m. and welcomed those in attendance, to include Nassau County School District Superintendent and members of the School Board.

INTRODUCTIONS: Vice Chair Holloway began the meeting by asking attendees to take a moment to introduce themselves as there were many new faces around the table this year, and they did so accordingly.

Interim College President Mr. Kevin Hyde introduced Nassau County Department of Planning & Economic Opportunity Director Mr. Taco Pope and Assistant Director Ms. Adrienne Burke, noting they would provide Trustees with a presentation on Nassau County Growth.

INFORMATION/
DISCUSSION:

A. Nassau County
Growth:

Director Pope and Assistant Director Burke provided the attendees with an in-depth overview of Nassau County Growth. The overview included information pertaining to the following:

- Infrastructure of Nassau – Relating to FSCJ
- Nassau County, FL – Growth Trends
- Population/Employment/Housing Demographics
- Population Projections & Job Needs
- Planning Horizons
- William Burgess District
- Civic Center – Social Component
- Future Planning – Outreach Open House Events

Nassau County School District Superintendent Dr. Kathy Burns shared with attendees it was important to have Director Pope and Assistant Director Burke at today's meeting in order for Board members to hear the comprehensive presentation and have knowledge of the happenings around FSCJ. Therefore, we can all begin to look towards future planning.

There was discussion by attendees regarding post-secondary education, land development and a potential high school site.

B. Higher Education for Graduates of Nassau County Schools & Dual Enrollment Programs and Student Persistence at FSCJ:

President Hyde and Superintendent Burns together provided Trustees and School Board members with an overview of Higher Education for Graduates of Nassau County Schools & Dual Enrollment Programs and Student Persistence at FSCJ. The overview included information pertaining to the following:

- 2017-18 Academic Year Unduplicated Headcount (Credit)
- 2017-18 Nassau Center Funded FTE
- Top Five Academic Plans for Nassau County Students
- FSCJ Completable Programs Planned to be Offered
- FSCJ Continuing Workforce Education Planned to be Offered
- Enrollment Measures
- Workforce Needs in Nassau County
- Nassau County Dual Enrollment Student Headcount
- Nassau County High School Graduates attending FSCJ Fall Semester after Graduation
- Student Performance: Nassau Graduates GPA at FSCJ
- Student Performance: Nassau Graduates Retention at FSCJ
- Nassau District Schools Awards and Achievements

Superintendent Burns shared that FSCJ plays an important part in the advancement of higher education in Nassau County, and her hope is that FSCJ continues to offer more for the students locally. Additionally, she suggested the Boards consider meeting more often than annually due to the planned growth in Nassau County and the opportunities that are forthcoming.

There was discussion by attendees regarding funded FTE, enrollment trends within Nassau County, on-site advising services, virtual advising options, workshops to prepare students/parents, dual enrollment student

District Board of Trustees
 Minutes of the December 11, 2018, Board Workshop
 Joint Meeting with Nassau County School District Superintendent
 and Members of the School Board
 Page 3

headcount, awareness of community needs, skilled trades courses, potential joint-use facility, perception of FSCJ, community outreach and working with counselors to provide FSCJ information materials.

President Hyde stated due to the time, the workshop must unfortunately adjourn. However, he did not wish to lose the spirit of the discussion. Therefore, attendees were to forward any ideas not mentioned during today's conversation to FSCJ's Director of Marketing and Communications Ms. Jill Johnson at Jill.Johnson@fscj.edu.

COMMENTS BY THE
 PUBLIC:

There were no comments made by the public.

ADJOURNMENT:

There being no further business, Vice Chair Holloway declared the public meeting adjourned at 12:57 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

Florida State College at Jacksonville
District Board of Trustees
Minutes of the December 11, 2018, Regular Meeting
Betty P. Cook Nassau Center, Room T-126, 1 p.m.

PRESENT:

Candace T. Holloway, Vice Chair, Nassau County
Michael M. Bell
Laura M. DiBella
D. Hunt Hawkins
Thomas J. Majdanics
O. Wayne Young

ABSENT:

Karen E. Bowling, Chair
Thomas R. McGehee, Jr., Vice Chair, Duval County
J. Palmer Clarkson

CALL TO ORDER:

On behalf of Chair Bowling, Vice Chair Holloway called the meeting to order at 1:06 p.m. and welcomed those in attendance.

PLEDGE:

Vice Chair Holloway led the Pledge of Allegiance.

MINUTES:

(Ref. Board Agenda for
December 11, 2018; Pages
201900152 – 185)

Vice Chair Holloway 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 September 11, 2018, Finance & Audit Committee Quarterly Meeting, on agenda pages 152 – 154; September 11, 2018, Workshop, on agenda pages 155 – 157; September 11, 2018, Regular Meeting, on agenda pages 158 – 171; September 12, 2018, Ad Hoc Committee Meeting, on agenda pages 172 – 175; September 19, 2018, Ad Hoc Committee Meeting, on agenda pages 176 – 177; October 3, 2018, Ad Hoc Committee Meeting, on agenda pages 178 – 180; and October 19, 2018, Special Meeting, on agenda pages 181 – 185; and there were none.

MOTION: (Bell – Hawkins) The motion was made to approve the FSCJ DBOT minutes – as a slate – from the September 11, 2018, Finance & Audit Committee Quarterly Meeting; September 11, 2018, Workshop; September 11, 2018, Regular Meeting; September 12, 2018, Ad Hoc Committee Meeting; September 19, 2018, Ad Hoc Committee Meeting; October 3, 2018, Ad Hoc Committee Meeting; and October 19, 2018, Special Meeting, as recommended.

Motion carried unanimously.

REPORT OF THE COLLEGE
PRESIDENT:

Giving Tuesday:

Interim College President Mr. Kevin Hyde shared with the Board that on Tuesday, November 27, the FSCJ community joined forces to serve our neighbors and give back during Giving Tuesday. Students, faculty and staff contributed a total of 246 volunteer hours across Jacksonville.

There were some who were unable to volunteer but donated instead to the FSCJ H.O.P.E. Food Pantry. The Pantry received 5,217 pounds of food and \$5,277 in monetary donations. He thanked everyone for their time and support for such worthwhile causes.

Downtown Vision Award:

President Hyde shared with the Board that earlier this morning, the College was honored to accept the 2018 Downtown Project of the Year Award from Downtown Vision for the 20West Cafe and Housing projects. The award is given each year to honor a project that has significantly enhanced the economic revitalization of Downtown Jacksonville through the activation of underutilized resources, job creation or leading design practices.

The announcement of FSCJ's award took place during the inaugural #DTJax Awards Breakfast.

Business Speaker Series:

President Hyde shared with the Board that another event held this morning was FSCJ's Business Speaker Series, which welcomed Dr. Mary O'Hara-Devereaux to speak on the topic of Disruption: The Future of Work.

The Business Speaker Series continues to be a great learning experience for the community, our students, faculty and staff. As the College builds the series for 2019, Board members will continue to be invited to each of these events. Therefore, please plan to join us as your schedule permits.

Business Tuition Plan:

President Hyde noted that being involved with businesses throughout the community is extremely important to enhancing the College's position as a workforce partner. Many of FSCJ's divisions and departments are working together to assist with not only Career Development and Employment Services, but also to work with employers to ensure the institution has the programs available to meet their specific needs.

FSCJ's corporate outreach discussions continue to be focused on three things:

- Providing educational opportunities for their employees
- Opening doors for our students to obtain internships, work experience and jobs
- Offering contract training and educational services to enhance and expand the companies' in-house abilities

President Hyde noted that at each Trustees' seat were three fliers, which are currently being used as a guide during the conversations with prospective partners.

Data Dashboard Update: President Hyde noted that at each Trustees' seat was a copy of the latest data dashboard for their information and review.

Holiday Message: President Hyde shared with Trustees his sincere gratitude for their ongoing support and commitment to the institution, noting the remarkable year in terms of change and progress and that he looked forward to continuing that momentum in the months ahead.

President Hyde wished everyone a joyful, healthy and peaceful holiday season.

COMMENTS BY THE PUBLIC:

Vice Chair Holloway 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.

Vice Chair Holloway 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 December 11, 2018; Items 1 through 6, Pages 201900186 – 193)

Vice Chair Holloway 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 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
December 11, 2018; Items 1
through 6, Pages 201900194 –
202)

MOTION: (Young – DiBella) The motion was made to approve the Consent Agenda, as recommended. (Appendix A)

Vice Chair Holloway 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, Administration: College President Search, on agenda pages 195 – 196.

MOTION: (Hawkins – Bell) The motion was made to approve the charge of the College President Search, as recommended.

Vice Chair Holloway 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.A., Administration: College President Search – Presidential Search Profile, on agenda page 196-A.

DBOT Presidential Search Committee Co-Chair Trustee Bell shared with the Board that the executive search firm, AGB Search, had recently conducted a two-day event wherein the firm gathered information from a number of active collegewide listening sessions. Based on the information gathered, a leadership profile was developed and being presented for review and approval at today's meeting.

MOTION: (Bell – Majdanics) The motion was made to approve the College President Search – Presidential Search Profile, as recommended. (Appendix B)

Vice Chair Holloway asked if there were any questions or comments by the Board. There was discussion by the Board regarding the desired characteristics the president should possess, challenges and opportunities facing the new president and that the search committee welcomes applications from leaders in professions other than higher education.

Vice Chair Holloway 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 3, Human Resources: Lump Sum Payment, on agenda page 197.

MOTION: (Hawkins – Young) The motion was made to approve the Lump Sum Payment, as recommended.

Vice Chair Holloway 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 2018-19 Operating Budget Amendment No. 2, on agenda pages 198 – 199.

MOTION: (Bell – DiBella) The motion was made to approve the Fiscal Year 2018-19 Operating Budget Amendment No. 2, as recommended.

President Hyde asked Vice President of Business Service Mr. Al Little to provide the Board with a snapshot of the impact and reasons for Amendment No. 2.

Vice President Little shared with Trustees that the amendment involves two major driving factors to the personnel expense side: 1) Cost of adjunct instructors for the additional class sections to accommodate the increased enrollment and 2) Expense of functional analysts and programmers needed to maintain the Enterprise Planning (ERP) system after the consultants complete their work. As to the revenue side, the increase reflects the College's increase in tuition and fee revenue to date through the fall term due to enrollment increase.

Vice Chair Holloway asked if there were any questions or comments by the Board. There was discussion by the Board regarding the salary expense breakdown of the previously mentioned positions, tuition and fee revenue, fall term enrollment comparison and spring term enrollment trend.

Vice Chair Holloway 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, Academic Affairs: Inactivation of Mortgage Loan Originator (20-Hour SAFE Comprehensive Mortgage Loan Originator) Post-Secondary Adult Vocational Certificate Program, on agenda page 200.

MOTION: (Hawkins – Young) The motion was made to approve the Inactivation of Mortgage Loan Originator (20-Hour SAFE Comprehensive Mortgage Loan Originator) Post-Secondary Adult Vocational Certificate Program, as recommended.

Vice Chair Holloway 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 6, Academic Affairs: Inactivation of College Credit and Post-Secondary Adult Vocational Courses, on agenda pages 201 – 202.

MOTION: (Young – Bell) The motion was made to approve the Inactivation of a College Credit Course, as recommended.

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

Motion carried unanimously.

INFORMATION ITEMS:
 (Ref. Board Agenda for
 December 11, 2018; Items
 A – E, Pages 201900203 –
 240)

Vice Chair Holloway asked the Board if there were any questions or comments related to Information Items A – E, on agenda pages 203 – 240, and there were none.

INTRODUCTION OF NEW
 EMPLOYEE(S):

Vice Chair Holloway 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 BOARD
 CHAIR:

There was no report provided by the Board Chair.

REPORT OF THE BOARD
 FINANCE & AUDIT
 COMMITTEE CHAIR:

Finance & Audit Committee Chair Majdanics provided the Board with an overview of the December 2018 quarterly meeting, which included information regarding tuition revenue, review of the interim financial statement and early discussion of 2019-20 budget considerations.

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

FSCJ Foundation Board Liaison Holloway provided the Board with an overview of the written report relating to the FSCJ Foundation Board of Directors September 2018 meeting. (Appendix C)

REPORT OF THE
 PRESIDENTIAL SEARCH
 COMMITTEE CO-CHAIRS:

FSCJ Presidential Search Committee Co-Chair Trustee Bell provided the Board with a status update of the committee meeting held on December 6. The update included information regarding the survey findings, search profile text, timeline of events, outreach plans, draft advertisement, candidate sourcing pool and the discussion of next steps. The next meeting of the Committee is set for January 18, 2019.

For information on the 2018 FSCJ President Search, please visit fscj.edu/president-search.

REPORT OF TRUSTEES:

Trustee Holloway shared with the Board an update on FSCJ Alumna Ms. Sarah Childers, who earned a Bachelor of Science degree in Biomedical Sciences. Ms. Childers' goal was being accepted at the University of Florida – College of Veterinary Medicine, which she was accepted/enrolled as the first openly autistic woman in 2017. She has now successfully completed her first year – not completely without challenges but willing to accept them all. Trustee Holloway commended the institution and its faculty for being a part of Ms. Childers' successful journey.

Trustee Holloway shared with the Board a time in which she had an opportunity to attend Professor Ranjan Chhibber's class wherein the students had such respect for the faculty member, noting respect of faculty from FSCJ goes far and wide. Along those same lines, as the College searches for the next president, one of the characteristics Trustee Holloway will personally look for is – respect for the institution by whoever leads it and the respect is to be seen at all levels (by students, faculty and administration). She thanked everyone for their work towards making the next choice to lead the College.

REPORT OF THE
 ADMINISTRATIVE AND
 PROFESSIONAL
 COLLABORATIVE (APC):

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

REPORT OF THE CAREER
 EMPLOYEES COUNCIL
 (CEC):

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

REPORT OF THE FACULTY
SENATE (Senate):

Faculty Senate President Dr. John Woodward addressed the Board and presented an overview of the written report relating to current Senate initiatives and activities. (Appendix F)

REPORT OF THE STUDENT
GOVERNMENT
ASSOCIATION (SGA):

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

NEXT REGULAR BOARD
MEETING:

Vice Chair Holloway announced the Board will meet in January 2019 at the College's Administrative Offices for a Deep Dive Workshop. The date of the workshop will be forthcoming within the next week.

ADJOURNMENT:

There being no further business, Vice Chair Holloway declared the meeting adjourned at 1:58 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

**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 Pro Sound, Inc. dba/ Stage Equipment and Lighting as the responsive low bidder meeting specifications for the purchase of LED Theatrical Lighting Fixtures and equipment in an amount not to exceed \$374,238.

~~**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 Eighteen (18) qualified distributors and posted on the Florida VBS and College's web-sites. Eight (8) firms submitted fixed item cost bids with one (1) firm considered as non-responsive on November 26, 2018 and two (2) 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 \$374,238. 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. A - 2.A.**

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

RECOMMENDATION: It is recommended that the District Board of Trustees (“Board”) approve the presidential search profile as developed by the Presidential Search Committee.

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 Presidential Search Committee co-chairs Thomas McGehee and Michael Bell, AGB Search was selected as the executive search firm.

On November 27 and 28, 2018, AGB Search conducted information gathering sessions with members of the College community including community leaders, students, faculty, staff and the Board as a whole. Based on the information gathered, AGB Search developed a draft of the presidential search profile and presented it to Presidential Search Committee for review and discussion. A copy of the resulting profile has been provided to Trustees individually.

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 FOUNDATION TRUSTEE CANDACE HOLLOWAY

BRIEFING NOTES; DECEMBER 12, 2018

Since my last formal report to you on happenings at the Foundation, there has been quite a bit going on that I am delighted to share with you at this time. The very productive list includes:

1. Yesterday's Donor Appreciation and Scholarship Event titled "The Power of Possible" was a tremendous success. The event was hosted by our friends at Florida Blue, was attended by over 300 donors and supporters of FSCJ, and raised a meaningful sum for the benefit of students with varying financial needs. The keynote speaker for the event was Wes Moore; New York Best-Selling author of the book *The Other Wes Moore* - an inspiring life story that gives insight into the nature of destiny and the import of making positive choices in life. The event program along with a copy of the Foundation's 2017-18 Donor Report is included in your meeting materials for today.
2. For a second year in a row the Foundation has partnered with other areas of the College to transform the national day of giving; #GivingTuesday, into an event characterized by our giving back to the community. Over 100 college staff, faculty, student and alumni volunteers gave a total of 246 volunteer hours to 6 non-profit organizations, collected nearly four thousand pounds of food stuffs from across the College to stock the shelves in our College Food Bank, and raised just over \$5,000 to assist with other student needs.
3. Responding to an urgent request from Chancellor Pumariega to the Council of College Presidents to assist with relief efforts for Gulf Coast State College and Chipola College in the aftermath of Hurricane Michael, The Foundation's Board approved a leadership gift in the amount of \$25,000 to the Florida College System Cares Initiative. Proceeds from collected gifts flow through the Florida College System Foundation and directly to the respective colleges to provide aid to students, faculty and staff members displaced or disadvantaged by the storm.

4. The Foundation's Investment Advisory Committee, which is a 7 member committee comprised largely of investment professionals from the community, meets regularly to review the Foundation's Investment portfolio performance, and to make recommendations to the Foundation's Board regarding investment policy, asset allocation and compliance matters. The Committee recently completed a lengthy review and rewrite of the Foundations Investment Policy Statement which will be presented to the Board at its meeting tomorrow. As of this reporting, the Foundations investment portfolio is well in excess of \$53 million dollars, and provides considerable institutional and programmatic support to the College, along with scholarship support to our students.
5. The Foundation's start-up Alumni Advisory Council recently completed the construct of a Charter for the Alumni Association. The Charter will be presented to the Foundation Board for approval at its meeting tomorrow. The charter sets membership, governance and operating parameters, and once approved will allow the Council to move forward with expanding its governing body, work with staff on strategic plans and on various program initiatives currently being contemplated. The Council and the Alumni Development staff are also charged with organizing and conducting the Foundations Annual Fund Campaign.
6. The Foundation's September Board meeting included a welcome from President Hyde, and an orientation from staff to eleven newly elected board members; bringing the Board's total membership up from 9 to 21 active members [including President Hyde and myself]. The Board has been keenly focused on adding new members to its ranks with the time and talent to add value to its fund raising efforts, and who come equipped with the experience and capacity to manage the fiduciary responsibilities of the Board.
7. The Foundation's audit for the year-ending September 30, 2018 is currently in progress. It should be completed in time for timely submittal of its IRS Form 990, and submittal of the same to the DBOT for review and submittal to the State Auditor General's Office. Unaudited results for the 12 month period reflect a very positive performance for the Artist Series, which produced \$8.3 million in gross receipts, over total expenses of \$8.0 million.

Development operations produced \$2.8 million in gross revenues, over total expenses of \$2.5 million. Revenues include income from grants and contributions of \$800,000, while expenses include nearly \$1.7 million in scholarships for students and institutional support to the College.

8. Several development activities; purposed to engage donors, prospective donors, community leaders and alumni, are currently being contemplated by the Foundation's staff and Board, they include:
 - a) A community-wide Annual Fund Campaign
 - b) Leveraging upcoming Artist Series Broadway Events
 - c) A 3rd year hosting at the Tournament Players Championship
 - d) An FSCJ family Homecoming event
 - e) Start-up of "The President's Business Breakfast"
 - f) Formation of a Donor Development Council
 - g) Accelerate the Alumni Outreach and Marketing Campaign

As the Foundation board works at reconstituting itself in preparation for rebooting the College's \$50 million fund raising campaign, it's important that we all take full advantage of this timely opportunity to establish a new culture of giving; the giving of our time, talent and treasure, to the development needs of the College. As a member of the District Board of Trustees, and a member of the Foundation Board of Directors, I am committed to this task and accept the awesome responsibility for doing all I can to insure its success. I challenge you to join me in this pledge of self to the College in this way. Using the pledge cards included in you board packets, I invite you to join me today by making a financial pledge to the Foundation, and by committing yourself to the development work ahead.



Date: December 11, 2018

To: Florida State College at Jacksonville District Board of Trustees

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

Re: December 2018 Administrative and Professional Collaborative Report

Chair Bowling and Trustees:

Hello again from the APC! With the 2018 calendar year coming to an end and a new year upon the horizon, December's report will highlight reflection and gratitude.

I think I can speak on behalf of all Administrative and Professionals when I say how very different this fall semester was in comparison to last year's. Not only has the College experienced an increase in enrollment, but we have experienced an increase in something that data cannot quite measure. I am happy to report that 'smiles' are on the rise! Although as an employee group we are not completely above water yet, we are at minimum treading on top of the water and, in many instances, into a comfortable doggy paddle. As mentioned in my previous report, the breadth of the work that our Administrators and Professionals do for the College is not only wide, but deep. This vast ocean we call FSCJ has some incredible humans not only steering the ship, but also making repairs, ensuring the engine is running, punching in GPS coordinates, monitoring the tides and weather, and working to ensure that the Career and Faculty ships are also traveling safely, effectively and efficiently to serve our students along with us.

Not only are smiles on the rise, but a sense of College community has begun to swirl along these waters. With that said, with further reflection than just to one year ago, many of us have seen smoother waters and felt safer in the ocean than we do now. It is the relationships we have built, however, that have and will continue to keep us afloat. We look forward to the process we are currently undertaking to identify a leader that can not only align our ships, but also build relationships, inspire others and sail aboard our ships with us.

As I shift to reflect upon the APC's efforts and accomplishments, I must share how grateful I am to be working alongside a great group of officers and representatives who are truly involved to serve. The level of engagement, communication and collaboration these colleagues have demonstrated in just a few short months is admirable. Not only have our meetings been filled with excellent discussion, but the action outside of these meetings and the manner in which our fellow Administrative and Professionals have expressed their gratitude has been heartwarming. This group of wonderful humans unquestionably display the *values of integrity; excellence in teaching and learning; culture of honesty and trust; creativity; and respect for diversity* which continue to be at the forefront of all efforts of the APC.

The fall has been a busy time for the APC and below is a list of some of the highlights:

- Friday, October 26 – 20West Cafe Networking Breakfast
- Thursday, November 15 – Brown Bag Lunch Enrollment with Rich Turner, Executive Director of Academic Operations
- Tuesday, November 27 – Giving Tuesday at various locations in Northeast Florida
- Wednesday, November 28 – Presidential Search Forums
- Thursday, November 29 – Fasting for Food to support Diversity & Social Change in stocking the H.O.P.E. Food Pantry

Upcoming Events:

- Friday, December 7 – APC Holiday Open House Gathering
- Thursday, January 21 – APC Networking Social
- Saturday, February 16 – Congenital Heart Walk
- Thursday, February 21 – Brown Bag Event, Tentative Topic – Student Services
- Thursday, April 18 – Brown Bag Event, Topic TBD

Additionally, in an effort to bridge communication and have a truly shared voice, APC members have completed the following:

- Provided introductions to their campus Administrative and Professional colleagues with both pictures and contact information.
- APC Chair has sent out welcome letters to all new employees or current employees with new A&P positions. This letter shares the role of the APC as well of a list of APC Officers and Members.
- Updated the APC Blog which includes events, a photo gallery and spotlights colleagues from around the College. <https://blogs.fscj.edu/apcollaborative/>
- Served or are serving on numerous search committees such as the Associate Director of Financial Aid, VP of Student Services, AVP of Enrollment Management, Director of Academic and Student Achievement.

As we move forth in our work, we allow the mission of College, *'to provide high value, relevant life-long education that enhances the intellectual, social, cultural and economic development of our diverse community'* to steer our ship. We have identified a few goals to support our long-term vision and increase our short-term motivation. These goals are listed below:

APC Goals for 2018-19

- Support the efforts of 'rebuilding campus community' as a collaborative.
- Participate in intentional outreach to fellow A&P colleagues for increased engagement and understanding of how the APC can support A&Ps Collegewide.
- Maintain consistency in events, communication approaches and professional development to increase awareness and participation by A&Ps in APC activities.
- Address any concerns of A&Ps Collegewide as they arise in a comprehensive, timely and professional manner.

Not listed in the above goals, but certainly an important focus of all Administrative and Professional Employees at the College is for our voices to be heard during the hiring of the next President. In attending forums and talking with colleagues across the College some points were made that are worth reflection throughout this process. These include:

- Authentically cares for students and commits to connecting with them.
- Ability to build relationships within our College community, local community, business community, and governmental community.
- A leader who exhibits the values of our institution.
- A transformational leader that not only understands the mission of FSCJ, but believes in that mission and is committed to working toward it.
- A leader who has demonstrated experience and success in the above.

In closing, thank you once again for the important work you do and the significant amount of time that you and the board contribute to support Florida State College at Jacksonville and the success of our students. We are especially grateful for the work lead by Trustee Majdanics with the Ad Hoc Committee on Enrollment and Trustees Bell, McGehee and Young for their service on the Presidential Search Committee.

Respectfully,

Lori Cimino, M.Ed., NIC-Advanced
Instructional Program Manager, ASL/English Interpreting and Digital Media
Administrative and Professional Collaborative Chair 2018-19



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

Chair Bowling and Trustees:

I want to recognize Trustee Majdanics for his leadership on the Ad Hoc Committee on Enrollment Report. This report addresses key issues in the organization that needs to be addressed. It is encouraging to know that what many people in the College recognize but have no power to change, know that you have taken the time to take a deeper look and understand issues that are not readily visible on a standard enrollment report but directly affect it. This report will help us focus our search for a new President that will have proven experience in addressing these issues. Again, I want to thank you, Trustees Mike Bell and Mac McGehee again for including us in that process.

I want to recognize Interim President Hyde for his support of a one-time salary payment for career employees. His recognition of the work we do and the steps he has taken to demonstrate our value not only as employees for the tasks we do but also as valuable contributors beyond those tasks is greatly appreciated.

As we near the end of this calendar year, I wish you all a Merry Christmas and Happy New Year.

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



December 14, 2018

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

From: John A. Woodward, PhD

Re: October/November/December Report

Chair Karen Bowling and Trustees:

What started as an uneventful year has, of course, become much more eventful.

I and Senate would like to thank Board Member Tom Madjanics publically for his chairmanship of the Ad Hoc Committee on Enrollment as well as all of the board members who served on the committee. Faculty and staff felt it was a rare moment where our concerns were listened to and there was meaningful engagement with them.

Senate was, however, disappointed that the report did not result in an immediate re-evaluation of our enrollment and scheduling processes complete with metrics, desired outcomes, and so forth—or no engagement that included faculty participation. We were also very concerned with the specious presentation on ‘efficiency’ in course scheduling to the ad hoc committee, a report that was somewhat contradicted by the Provost in a later Senate meeting, and has exacerbated course scheduling difficulties. Senate’s position has been and still is that ‘efficiency’ scheduling has exacerbated enrollment problems and is an unreasonable goal in our complicated post-ERP-debacle environment. A committee in Senate has therefore drafted a white paper on the concept of efficiency—really capacity utilization—complete with a brief analysis of our enrollment issues and a proposal for moving forward. By the time you read this, I will have shared the report with the Provost and hope to be able to report on new processes in scheduling for the spring. I am happy to provide a copy of the report to the board at your request.

The report from the ad hoc committee also recognized a very real problem we have at this institution, a problem referred to as ‘cultural’ in the report—I would call it questionable prioritization. This report was a moment for the administration to recognize and openly address as a whole the bad practices that led to the debacle of the ERP, especially questionable prioritization and what an objective observer might call systemic indifference to the interests of faculty. And yet, there was no discussion. Moreover, that indifference to faculty interests seemingly persists in an institution that dedicates up to 40% of its travel budget exclusively to administrative travel, relegating faculty academic travel to just 4% of the total travel budget. We in Senate are struggling to understand how to better communicate our expectations where it comes to travel—we have spoken of it and heard promises from the administration for several years. By the time you read this, we will have resolved in Senate that the administration should significantly increase the budget for faculty academic travel. Such resolutions are meaningless without the active participation by the Provost in defending our interests—which I know he does—as well as an understanding by the rest of the institution that faculty academic travel is vital to a living, breathing, rigorous, and successful academic environment. After all, as the Chancellor recently said on her visit, we must address the issue of the perception of our college as ‘13th grade.’ We must focus on rigor. And that concept of rigor is tied to our own continual growth as scholars and our active engagement with our various fields of study or areas of professional interest.

I am again and again struck by the lack of respect for the centrality of the faculty to the College's mission and the deference one should have for our work towards that mission. Those of my colleagues in the workforce area have long been promised that a process would be developed to allow them to recoup the costs of their yearly credentialing, something they must do in order to satisfy the accrediting bodies. And yet, in spite of a longstanding request, this issue is seemingly not a priority. The process has not been developed. Where it comes to travel, all faculty who have gone to conferences have at some point paid out of pocket for that travel or associated costs. I have yet to see a parallel to that reality where it comes to administrative travel or travel related to administrative interests and priorities. Over the summer, a faculty member was removed by administration from co-chairing the Faculty Academy with no discussion, consultation, or even email explaining the reasons and certainly not in a timely manner. This resulted in losing reassigned time (course release time) and being tossed into new classes. There was seemingly no consideration of the importance of being able to plan schedules, develop class material, and so forth in order to prepare for the new teaching load. And more importantly, there was no protocol or adherence to even perceived protocol or processes—a strike at shared governance. Where it comes to technology, the budget has been set to exclude necessary across-the-board upgrades to our classroom technology, going about it piecemeal instead; and it took an outside consultant on the ERP to get the administration to understand the importance of listening to faculty interests, promoting them, and prioritizing faculty technical issues. And while there was once much discussion of a meaningful feedback system for administrators, in some ways akin to our student evaluation of instruction, such has yet to come to pass and what was once an invigorating idea is now but a whispered memory as of a lost love whose laughter dances on the wind at sunset. These are but some of the conflicts that speak to a general inversion of interests at the institution.

We are also very wary of a new discourse developing in some branches of the administration that confuses the radically different concepts of value and revenue. This discourse seems especially directed towards our adult education and ESOL colleagues. They are told by more than one person and on more than one occasion that they are non-revenue producing, and because of this they have had to struggle throughout the years to get basic rights of access for their students. This argument of revenue is fascinating because it is factual. In fact, many people employed at the institution produce zero revenue. Many of them are, as we know, in the administration. And yet, the poisonous barb is thrown by administrators. There is, I think, a confusion of two concepts: revenue and value. We know that adult education and ESOL both (and I hesitate to include them together in this paragraph since they are very different programs in many ways) are essential to our mission, provide mission critical services to the community—they produce citizens with new skill sets who will go into the economy and pay taxes, become employees, and maybe even start businesses. They are valuable and provide value. As Catherine Rifkin has said on more than one occasion, 14.2% of those who live and work in Jacksonville speak a non-English language. Do we make money off of these students? No... or not very much when they are ESOL students. But if we measure our effect according to how much money we make off students, our mission is meaningless. Our College is dead. Each year, full time faculty instruction provides enough revenue to cover their salary cost and provide about \$20 million beyond that. With that labor, we are happy to support the bettering of our community and the fulfillment of the dreams of our immigrant neighbors. All that to say that we must promote that aspect of our mission and grow it. Firing three faculty from a very small program is not the best way of growing it. Indeed, firing seven faculty is not the way to grow the institution. We cannot cut our way to prosperity, as the saying goes. This is even less the case in a program whose students will become our students—tuition paying students, well-prepared for our classes.

I think I can speak for myself and anecdotally for non-faculty that we have been through seriously demoralizing times. We look at the debacle of the ERP and the subsequent disastrous decline in enrollment and we look at those who were made victim to that decline, i.e. students and the close to 40 people cut in the reduction-in-force -- this after we had an express promise that no faculty positions would

be affected by the administration's bungling of enrollment. We see the lives that were affected by this and then we see those who made the disastrous decisions largely unaffected. We see a faculty member, for example, who was fired in the reduction in force and then asked to work as an adjunct at half her salary. She took the job. She had no other choice. We see an administration that has yet to admit that these layoffs constitute a reduction in force, an admission that would give those who were fired the right to reclaim their jobs once they become available. The process of reducing the force was unprofessional and lacked clarity and honesty—I think it is questionable to even call it a process.

I can honestly say that the administration is addressing that lack of clarity and honesty and allowing shared governance to grow again in some parts of the College. But we should not celebrate the repairing of that which was heedlessly broken. We must demand improvement. We must demand better outcomes. And we must demand accountability. Senate thought the report was a step in that direction. The response to it was not encouraging. We hope that the board will continue to require regular updates on specific outcomes and milestones, perhaps even including requirements about process development to assure faculty buy in. We must, perhaps most importantly, reorient the institution back towards the interests of the faculty and promote them, thereby growing a stronger and more rigorous and more successful institution.

That concludes my report to the board.

Respectfully,



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



Date: December 11, 2018

To: Florida State College at Jacksonville District Board of Trustees

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

Re: October to December 2018 Student Government Association 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 October to December 2018.

During October, the SGA participated in the following:

- SGA Vice President Syltavius Kelley chaired the Student Organization Council meeting where student organizations and performance groups shared updates and best practices.
- SGA members volunteered to lead tours during the grand opening of FSCJ Student Housing facilities at 20 West Adams St.
- The SGA Executive Board met with FSCJ Open Education Resources and agreed to help promote their courses as the course materials are free or low-cost for our students.
- SGA members attended Florida College System Student Government Association (FCSSGA) Region 1 Leadership Conference held at Pensacola State College. Six SGA members attended leadership and professional development workshops as well as networked with other Florida College System students.

During November, the SGA participated in the following:

- SGA members promoted Early Voting Site Shuttles for students to utilize at our campuses and centers. The SGA Executive Board came up with the theme of "Your Vote, Your Future" that was printed on 272 t-shirts. SGA members then gave away the t-shirts as well as snacks the week before and the week of the midterm elections to get students excited to vote.
- SGA members attended workshops on Robert's Rules of Order and True Colors.
- SGA members polled students on issues related to determining the FCSSGA legislative platform prior to attending the FCSSGA November Conference.
- SGA members attended the FCSSGA November Conference at Palm Beach State College where they voted based on their constituent's feedback to help determine the organization's legislative platform. Members Rico Rios and Seqoya Williams completed the FCSSGA Leadership Training program.
- SGA leaders served as emcees for the Oxfam Hunger Banquet. This annual collegewide event creates awareness of hunger and disparity issues in the community.
- The SGA helped the H.O.P.E. Food Pantry exceed its goal of collecting 1000lbs of food by donating over 700lbs of food to the pantry with donations coming from each campus.

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
FSCJ Student Government Association President

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

AGENDA ITEM NO. CA – 1.

Subject:	Administration: Board Rules – Non-Substantive Changes and Review
Meeting Date:	February 12, 2019


RECOMMENDATION: It is recommended that the District Board of Trustees approve the non-substantive revisions to the Rules of the Board of Trustees as attached and listed below.

6Hx7-2.10 – College Records

BACKGROUND: Florida Statute 120.74 states that each agency shall review and revise its rules as often as necessary to ensure that its rules are correct and comply with statutory requirements. Additionally, each agency shall perform a formal review of its rules every two years. The College administration is committed to reviewing and updating the Rules of the Board of Trustees to properly reflect the organizational structure as well as to reflect applicable Florida Statutes and State Board of Education rules. As part of this review, non-substantive changes are being brought to the Board's attention as consent items. Non-substantive changes primarily pertain to technical revisions such as changes to position titles, words, definitions, grammar corrections, obsolete language and changes to supporting state or federal statutes and/or rules.

RATIONALE: The changes required to Florida State College at Jacksonville Rules of the Board of Trustees referenced above are ministerial in nature and non-substantive, and are supported by current College procedures.

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

	RULES OF THE BOARD OF TRUSTEES	
	NUMBER	TITLE
	6Hx7-2.10	College Records
		PAGE
		2 - 22

- (1) The College President shall establish procedures to maintain, reproduce and dispose of all College records in accordance with [applicable federal laws](#), Chapter 119 and Section 257.36, Florida Statutes.
- (2) The College President shall establish procedures for the timely inspection or production of all College records that are “public records” as defined by Chapter 119, Florida Statutes, which include all documents, papers, letters, maps, books, tapes, photographs, films, sound recordings, data processing software, or other material, regardless of the physical form, characteristics, or means of transmission, made or received pursuant to law or ordinance or in connection with the transaction of official College business. Public records shall be open for inspection by any person, at reasonable times and under reasonable conditions, and College custodians of public records shall furnish copies of public records upon request. The College, where authorized by this law, may charge for the cost of duplication and labor related to the production of public records.

(General Authority: [2 CFR § 200.333](#), F.S. Chapter 119, 257.36, 1001.64, 1001.65)

(Adopted 07/01/73, Revised 06/23/80, 06/23/87, 10/14/14, [02/12/19](#), Formerly 7.4)
 (Reviewed 04/12/16)

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

AGENDA ITEM NO. CA – 2.

Subject:	Purchasing: Annual Contract Extensions
Meeting Date:	February 12, 2019

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

	Bid #/ File #	Title	Supplier	Extension Period		Year # of #	Estimated or Not-to- Exceed Value	Annual Change in Price
				From:	To:			
I.	2015-09	Security Guard Services	Giddens Security Corporation	01/01/2019	12/31/2019	4 of 6	\$338,000	4%

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 – 3.

Subject:	Finance: Delinquent Accounts
Meeting Date:	February 12, 2019

RECOMMENDATION: It is recommended that the District Board of Trustees approve the write-offs of delinquent student accounts in the amount of \$919,998.

BACKGROUND: The amount requested for write-off represents delinquent receivables incurred during FY 2015-16. Normally, the write-off would have been requested in June 2018, but was delayed due to implementation of the PeopleSoft system. An additional write-off for outstanding delinquent receivables incurred during FY 2016-17 will be recommended in June 2019. The number of delinquent accounts for the FY 2015-16 write-off is 1,759 compared to 1,878 accounts in the prior year. A breakdown of the type of accounts is below.

	<u>FY 2015-16</u>	<u>FY 2014-15</u>
Financial Aid & VA	\$840,266	\$703,847
Book Loans	54,005	79,112
Third Party Tuition	12,141	10,948
Miscellaneous	<u>13,586</u>	<u>19,860</u>
Total	\$919,998	\$813,767

RATIONALE: The write-off of delinquent accounts by the College of \$25 or more, and uncollectable for 2 or more years, is in accordance with Florida State Statute 1010.03, and Board Rule 6Hx7-4.22.

FISCAL NOTES: The College annually records bad debt expense, however, write-offs are charged to the Balance Sheet against the Allowance for Doubtful Accounts. There is no budget impact from this write-off since the Allowance balance is sufficient to cover the requests.

**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) _____

Item ____, Title _____, page(s) _____

Item ____, Title _____, page(s) _____

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Item ____, Title _____, page(s) _____

Item ____, Title _____, page(s) _____

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:	Purchasing: Property Insurance
Meeting Date:	February 12, 2019

RECOMMENDATION: It is recommended that the District Board of Trustees authorize College administration to negotiate and enter into a satisfactory contract with Arthur J. Gallagher Risk Management Services, Inc., in an amount of \$545,000 for the period of April 1, 2019 through April 1, 2020 for property insurance, including terrorism, flood, and equipment breakdown coverage. This is slightly higher than the actual quote of \$535,001 to accommodate unknown surcharges.

BACKGROUND: The College issued an RFP for Property and Casualty Insurance Broker Services on May 3, 2018. The committee, after evaluation of all proposals, recommended the contract be awarded to Arthur J. Gallagher Risk Management Services, Inc.

We recently requested our representative from Arthur J. Gallagher Risk Management Services, Inc. to assess our coverage and the values we previously placed on property. Based on their recommendation, and in harmony with the methodology used by the Florida College System Risk Management Consortium, we reduced our values placed on each piece of property. The amount per square foot we used previously came from the State of Florida, and the basis included many high value scientific research facilities hosted by the State University System institutions. When those unique facilities are removed, the average value per square foot decreases significantly. The reduced value on Florida State College at Jacksonville (FSCJ) facilities resulted in a corresponding rate reduction from last year.

This recommendation is to authorize College administration to negotiate a mutually agreed to property insurance renewal for the period of April 1, 2019 through April 1, 2020.

RATIONALE: This purchase renewal conforms to State Board of Education Rule 6A-14.0734 and insures the College against catastrophic property losses.

FISCAL NOTES: The resultant renewal one-year term purchase will be \$545,000 in total, which is comprehended in the College's operating or capital budgets.

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

AGENDA ITEM NO. A – 3.

Subject:	Academic Affairs: Academic Calendar, 2019-20
Meeting Date:	February 12, 2019

RECOMMENDATION: It is recommended that the District Board of Trustees approve the Academic Calendar for 2019–20 as attached.

BACKGROUND: Each year the District Board of Trustees must approve the Academic Calendar for transmittal to the State Department of Education, Division of Florida Colleges. The 2019–20 Academic Calendar coincides with Duval County Public School District spring break.

The Calendar represents the best possible arrangement of term lengths, starting dates and ending dates to accommodate enrollment, efficient operations, and program length requirements.

RATIONALE: The Academic Calendar is established within the rules for credit and non-credit courses in State Board of Education Rule 6A-10.019.

FISCAL NOTES: There is no fiscal impact associated with this action.

Florida State College at Jacksonville
2019–2020 ACADEMIC CALENDAR

FALL (15 Weeks)

2019

August 29	(Th)	College Convocation
August 30	(F)	Classes begin
September 2	(M)	Labor Day Holiday (College closed)
November 11	(M)	Veteran's Day Holiday (College closed)
November 27	(W)	College designated holiday (College Closed)
November 28-Dec 1	(Th-Su)	Thanksgiving Holiday and Break (College closed)
December 16-17	(M-T)	Finals for A15 classes
December 23-31	(M-T)	Winter Break (College closed)

SPRING (15 Weeks)

2020

January 1	(W)	New Year's Day Holiday and Break (College closed)
January 2	(Th)	College reopens
January 6	(M)	Classes begin
January 20	(M)	Martin Luther King, Jr. Holiday (College closed)
February 17	(M)	Presidents' Day Holiday (College closed)
March 9-15	(M-Su)	Spring Break (College closed)
April 27-28	(M-T)	Finals for A15 classes
May 7	(Th)	Commencement

SUMMER (15 Weeks)

2020

May 4	(M)	Classes begin
May 25	(M)	Memorial Day Holiday (College closed)
June 4	(Th)	Adult High School Graduation
July 3	(F)	Independence Day Holiday Observed (College closed)
August 17-18	(M-T)	Finals for A15 classes

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

AGENDA ITEM NO. A – 4.

Subject:	Academic Affairs: Activation of Surgical Services Associate in Science
Meeting Date:	February 12, 2019

RECOMMENDATION: It is recommended that the District Board of Trustees approve a new Surgical Services (64 credit hours) Associate in Science degree program effective at the beginning of Fall Term 2019.

BACKGROUND: The Surgical Services Associate in Science degree program has been recommended for activation by the College's Curriculum Committee and approved by the Provost/Vice President of Academic Affairs. The activated program will have new student enrollments beginning with the Fall Term 2019 per SACSCOC guidelines.

In response to the requirements set forth by the Commission on Accreditation of Allied Health Education Programs (CAAHEP), member institutions of higher education must offer a Surgical Services Associate in Science degree program no later than Fall Term 2021 to serve as a replacement to the retired Surgical Technology post-secondary adult vocational certificate program.

The new Surgical Services Associate in Science degree program offers a sequence of courses that provide coherent and rigorous content along with challenging academic standards as outlined by the Florida Department of Education curriculum framework. The program curriculum is designed for students to become employed as entry-level Surgical Technologists or to serve as members of the surgical team in an operating room setting under the direct supervision of professional nurses and surgeons. The program meets the educational standards set forth in the current Association of Surgical Technologists' *Core Curriculum for Surgical Technology*, sixth edition, and adheres to CAAHEP's standards and guidelines for accreditation of educational programs in surgical technology.

This state-approved Associate in Science degree program provides graduates with the high-demand skills they can use to pursue employment in the Health Science career cluster field, and it allows employers to hire successful individuals who have hands-on training and direct Surgical Technologist experience.

RATIONALE: The College currently offers a wide range of allied health Associate in Science degree programs which are included as part of the Florida Department of Education Health Sciences cluster. It is anticipated that the implementation of this Associate in Science degree program will provide graduates with a broad range of technical skill proficiencies and contribute to their ongoing academic knowledge, higher-order reasoning and problem-solving abilities, work attitudes and general employability skills.

FISCAL NOTES: The financial impact of this program is comprehended in the College's budget.

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

AGENDA ITEM NO. A – 5.

Subject:	Academic Affairs: Inactivation of Surgical Technology Assistant Post-Secondary Adult Vocational Certificate Program
Meeting Date:	February 12, 2019

RECOMMENDATION: It is recommended that the District Board of Trustees approve the inactivation of the Surgical Technology (1,330 clock hours) post-secondary adult vocational certificate program effective at the end of Summer Term 2020.

BACKGROUND: The Surgical Technology post-secondary adult vocational certificate program has been recommended for inactivation by the College's Curriculum Committee and approved by the Provost/Vice President of Academic Affairs. The inactivated program will have no new student enrollments beginning with the Fall Term 2020 per SACSCOC guidelines.

In response to the requirements set forth by the Commission on Accreditation of Allied Health Education Programs (CAAHEP), member institutions of higher education offering a Surgical Technology post-secondary adult vocational certificate program must retire the existing curriculum and replace it with a new Surgical Services Associate in Science degree program no later than Fall Term 2021.

Therefore, it has been determined to be in the best interest of students to provide the replacement program identified by the CAAHEP as an option for transfer within the College so that students may successfully complete coursework with minimal disruption and/or negative impact.

Beginning in the Fall Term 2019, the Surgical Services Associate in Science degree program will serve as the official replacement program for the inactivated Surgical Technology post-secondary adult vocational certificate program. 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 in the program being inactivated have been notified by letter and email correspondence. As part of the College's curricular inventory, all courses will remain in a teach-out status and be offered through the end of Summer Term 2020; therefore, students are able to complete their coursework without disruption. 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 Office Assistant Post-Secondary Adult Vocational Certificate Program
Meeting Date:	February 12, 2019

RECOMMENDATION: It is recommended that the District Board of Trustees approve the inactivation of the Office Assistant (450 clock hours) post-secondary adult vocational certificate program effective at the end of Summer Term 2019.

BACKGROUND: The Office Assistant post-secondary adult vocational certificate program has been recommended for inactivation by the College’s Curriculum Committee and approved by the Provost/Vice President of Academic Affairs. The inactivated program will have no new student enrollments beginning with the Fall Term 2019 per SACSCOC guidelines.

The Office Assistant post-secondary adult vocational certificate program was established as a “local only” option to deliver hands-on office skills training to support student participants of the 21st Century Academy grant project funded by CareerSource (WorkSource at the time of project funding). As a “local only” option, the Office Assistant post-secondary adult vocational certificate program does not provide students with a state-approved credential or framework. The program is not eligible for financial aid and students are not eligible to be reported as program completers. Since June 2014, the program has experienced little to no enrollment. Further, the 21st Century Academy grant project ended in June 2015.

RATIONALE: There are no students currently enrolled in the program being inactivated. All previous students have been notified by letter and email correspondence. As part of the College’s curricular inventory, four courses have been identified for teach-out until Fall Term 2019 while one course will remain in an active status as part of other program offerings. 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**

INFORMATION ITEM I – A.

Subject:	Human Resources: Personnel Actions
Meeting Date:	February 12, 2019

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

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

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

**Faculty, Administrative, Professional and Career Appointments Since Previous Board Meeting
as of February 12, 2019**

Faculty Full-Time Appointments

<u>Faculty Full-Time Appointments</u>		<u>Job Title</u>
Allison	Valerie	Professor of Occupational Therapy Assistant - Program Director
Buchman	David	Professor of Hospitality/Culinary
Habib	Ana Paula	Temporary Professor of Digital Media
Mann	Marion	Professor of Nursing
O'Neil	Emily	Librarian
Peterson	Robin	Professor of HVAC
Reid	Anthony	Professor of HVAC

Change in Pay Level

<u>Change in Pay Level</u>	<u>New Level</u>	
Brown	Monica	Level II
Byrd	Anna	Level III

A&P Full-Time Appointments

<u>A&P Full-Time Appointments</u>		<u>Job Title</u>
Chakraborty	Ujjwal	Interim Dean of Arts & Sciences
Everett	Jefferson	Program Manager
Guine	Naita	Instructional Program Manager - Pre-Collegiate Programs
Haley	Tara	Interim Dean of Education and Human Services
Kozsuch	Amy	Interim Associate Dean of Nursing
Prothro	Louis	Associate Director of College Reporting and Research
Waines	Bridgette	Associate Registrar & Associate Director of Registration and Student Records
Wilhelm	Donna	Call Center Manager

Career Full-Time Appointments

<u>Career Full-Time Appointments</u>		<u>Job Title</u>
Alomar Kissoonlal	Anna	Retention Specialist
Ashbrook	Sarah	Project Coordinator
Backman	Kyri	Retention Specialist
Barnwell	Lakesha	Academic Department Coordinator
Brennan	Alvin	Coordinator of Title IX
Brown	Jamica	Enrollment Coach
Butler	Ashley	Academic and Career Advisor
Butler	Bryon	Case Manager/Career Specialist
Cabrera	Olga	Plant Service Worker
Cahill	Tyler	Armed Security Officer
Cain	David	Supervisor of Plant Service Workers
Callender	Kucel	Interim Maintenance Site Manager
Cleckler	Heaven	Enrollment Coach
Correoso Matos	Lisset	Plant Service Worker
Davenport	Tere	Project Coordinator
De Nose	Myisha	Academic and Career Advisor
Ethridge	Gwendolyn	Retention Specialist
Evans	Craig	Security Officer II
Farson	Tracy	Project Coordinator
Floyd	Carlese	Case Manager/Career Specialist
Gaffney	Warren	Security Officer I
Gardner	Carissa	Academic Department Coordinator
Hargett	Jayson	Plant Service Worker
Hart	Clair	Instructional Program Coordinator
Jackson	Jessica	Administrative Specialist
McNair	Geneva	Enrollment Coach

**Faculty, Administrative, Professional and Career Appointments Since Previous Board Meeting
as of February 12, 2019**

<u>Career Full-Time Appointments (cont.)</u>		<u>Job Title</u>
Mitchell	Cornelia	Accountant IV
Nelson	Timothy	Benefits Coordinator
Nesbitt	Girardeau	Student Records Specialist
Nipper	Raymond	Military Student Records Transcript Evaluator
Oliver	Jaime	Academic and Career Advisor
Orr	Neil	Enrollment Coach
Parker	Anthony	Security Officer I
Quiroz	Aava Maria	Enrollment Coach
Reed	Megan	Administrative Assistant I
Roberts	Arthur	Armed Security Officer
Shuler	Chandra	Academic and Career Advisor
Stewart	Bryan	Administration Support Manager - Enrollment Management & Student Services
Stewart	Kerri	Financial Aid Advisor II
Still-Richardson	Ethel	Project Coordinator
Trescot	Travis	Journeyman
Walton	Guana	Retention Specialist
Watson	Melissa	Plant Service Worker
Weinman	Curtis	Academic Tutor
Williams	Lauren	Coordinator of Student Conduct
 <u>Career Part-Time Appointments</u>		<u>Job Title</u>
Beaufort	Chanita	Academic Tutor
Cunningham	Joseph	Interim Assistant Coach
Grace	Robin	Senior Support Specialist
Green	Sharon	Clerical Specialist
Lecoite	Kevin	Culinary Worker
Lunford	Candace	Interim Assistant Coach
Nguyen	Liem	Academic Tutor
Pence	Vanessa	Library Assistant I
Ray	Tyler	Clerical Specialist
Tawadrous	Ramy	Project Coordinator
Williams	Natasha	Interim Senior Support Specialist

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

INFORMATION ITEM I – B.

Subject:	Purchasing: Purchases Orders Over \$195,000
Meeting Date:	February 12, 2019

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 November 1, 2018 through December 31, 2018.

Contract/ PO No.	Total	Supplier	Description	Authority
PO00007575	\$499,000	Carnegie Communications, LLC	Media buying consulting services for the College's Marketing Department.	University Of Cincinnati - Contract 1798-17L University Of Ohio - RFP #OU-021716DRM Pennsylvania State System Of Higher Education Slippery Rock University - RFP # SRU-RFP-004-16 State Of Illinois Public Institutions Of Higher Education Northeastern Illinois University - RFP #201MARK1
FSCJ 2019-12	\$797,502	Canon Solutions America, Inc.	Five-year lease and estimated maintenance for collegewide multi- functional printers/ copiers.	SBE 6A-14.0734, Board Rule 6Hx7-5.1 and FSCJ 2019-12 utilizing the National IPA Consortium Cannon Solutions America, Inc. Contract #R171401

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 \$1,296,502.