


February 2, 2021

MEMORANDUM

TO: Florida State College at Jacksonville
District Board of Trustees

FROM: John Avendano, Ph.D. 
College President

RE: February 2021 Board Agenda

Enclosed please find materials in support of the February 9, 2021, Board meeting.

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

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

- Legislative Update

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 9, 2021 – 1 p.m.
Advanced Technology Center, Rooms T-140 & 141

CALL TO ORDER AND PLEDGE OF ALLEGIANCE

COMMENTS BY THE PUBLIC

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

MINUTES OF THE NOVEMBER 10, 2020, DISTRICT BOARD OF TRUSTEES FINANCE & AUDIT COMMITTEE QUARTERLY MEETING (p. 303-304)

MINUTES OF THE NOVEMBER 10, 2020, DISTRICT BOARD OF TRUSTEES WORKSHOP (p. 305-307)

MINUTES OF THE NOVEMBER 10, 2020, DISTRICT BOARD OF TRUSTEES REGULAR MEETING (p. 308-327)

REPORT OF THE COLLEGE PRESIDENT

CONSENT AGENDA

Trustees may remove item(s) from the Consent Agenda for individual consideration under Action Items.

1. Purchasing: Property Insurance (p. 328)

ACTION ITEMS

1. Approval of Consent Agenda (p. 329)
2. Human Resources: Amendment One to the Collective Bargaining Agreement (Full-Time Faculty) (p. 330-335)
3. Finance: Fiscal Year 2020-21 Capital Outlay Budget Amendment No. 2 (p. 336-338)
4. Academic Affairs: Academic Calendar, 2021-22 (p. 339-340)
5. Academic Affairs: Inactivation of Real Estate Sales Agent Career Certificate Program (p. 341)
6. Academic Affairs: Inactivation of Real Estate Sales Associate Post Licensing Career Certificate Program (p. 342)
7. Academic Affairs: Inactivation of Courses Not Taught Within Five Years (p. 343)

INFORMATION ITEMS

Trustees may request discussion of the Information Items.

- A. Human Resources: Personnel Actions (p. 344-346)
- B. Purchasing: Purchase Orders Over \$195,000 (p. 347)
- C. Finance: Investment Reports for Quarter Ended September 30, 2020 (p. 348-381)

INTRODUCTION OF NEW EMPLOYEES (Group Recognition)

Subject: Regular Meeting
February 9, 2021, Board Agenda
(Continued)

REPORT OF THE BOARD CHAIR

REPORTS OF TRUSTEES

REPORT OF THE FINANCE & AUDIT COMMITTEE CHAIR

REPORT OF THE BOARD LIAISON, FSCJ FOUNDATION BOARD OF DIRECTORS

REPORT OF THE ADMINISTRATIVE AND PROFESSIONAL COLLABORATIVE
(Report provided by Dr. Heather Kenney)

REPORT OF THE CAREER EMPLOYEES COUNCIL (Written report provided by
Ms. Camilla Collins)

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

REPORT OF THE STUDENT GOVERNMENT ASSOCIATION (Written report provided by
Ms. Marjan Ahmadzada)

NEXT MEETING

The next regular meeting of the Board is scheduled for Tuesday, April 13, 2021, at the College's
Advanced Technology Center.

ADJOURNMENT

Florida State College at Jacksonville
District Board of Trustees
Finance & Audit Committee
Meeting Minutes of November 10, 2020, Quarterly Meeting
Betty P. Cook Nassau Center, Room T-117, 10:30 a.m.

PRESENT:

O. Wayne Young, Committee Chair
John Avendano
Anita Kovacs
Albert Little
Stephen Stanford

ABSENT:

Laura M. DiBella
D. Hunt Hawkins

CALL TO ORDER:

O. Wayne Young, Committee Chair, per Dr. Avendano's request, called the Finance and Audit Committee meeting to order at 10:34 a.m. and welcomed those in attendance.

INFORMATION /
DISCUSSION:

A. Review of FSCJ Operational and Bright Futures Audits

AVP Anita Kovacs reviewed the Florida Bright Futures Audit findings with all members present. Two findings on the Florida Bright Futures audit. Both were in regard to returning refunds in a timely manner. Bright Futures is a two-year audit for 2017-2019 fiscal years. These findings showed a faster return in year two than in year one showing improvement in return times. No discrepancy in returned amounts. College reviews for the 2019-2020 fiscal year show great improvements in Financial Aid and with timely returns.

AVP Anita Kovacs reviewed the FSCJ Operational Audit with all members present. The sole finding regarded User Access to Social Security Numbers. The College has implemented multifactor authentications which makes unauthorized access more difficult. Users must authenticate with their FSCJ credentials to help reduce access. The number of employees with access to full Social Security Numbers has been reduced down to approximately 100 individuals. In addition, software has been implemented to mask the full Social Security Number on students who have not matriculated. The College is considering the Auditors suggestion to allow only temporary access rights to specific individuals. By cleaning up of security access and by reviewing Policy and Procedures, this has helped IT to reduce access to individuals who do not need it.

B. Review of Interim Financial Statements

VP Little discussed projections of current fiscal year budget. The projected net reduction in fund balance is \$3 million. The College is requesting approval to transfer \$3 million from the Unexpended Plant Fund to cover this deficit. On the expenditure side, there have been significant saving due to employees still working from home, not spending as much on supplies, and no employees traveling. There may be an additional decline in tuition based on enrollment for spring and summer terms.

C. Early Discussion of Budget Outlook for 2021-2022

VP Little discussed appropriations from the State of Florida. March will be when we start to see future appropriations for the coming fiscal year. COVID restrictions have affected enrollment and may continue into the new year.

D. Review of Fund Balance

VP Little discussed reserves and remaining in compliance with state mandates. Reserves are in place for certain catastrophic disasters if needed.

COMMENTS BY THE PUBLIC:

Director of Government Relations Ms. Virginia Berg discussed projections for the 2021-2022 budget final tally will be in May 2021. Director Berg stated the College should maintain enough in reserves but not too much. Some colleges had to make cuts.

NEXT MEETING:

The next meeting of the Finance & Audit Committee is scheduled for Tuesday, April 13, 2021 at FSCJ's Administrative Offices, Foundation Conference Room (AO 104A). The Committee will meet at 10:45 a.m. in AO 104A.

ADJOURNMENT:

There being no further business, Chair Young declared the meeting adjourned at 11:20 a.m.

APPROVAL OF MINUTES:

Committee Chair, Finance and Audit Committee

Vice President of Business Services

Submitted by Ms. Shannon Oliver, Project Coordinator

**Florida State College at Jacksonville
District Board of Trustees
Minutes of the November 10, 2020, Board Workshop
Joint Meeting with Nassau County School District
Superintendent of Schools and Members of the School Board
Betty P. Cook Nassau Center, Room T-126, 11:30 a.m.**

PRESENT:

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

ABSENT:

D. Hunt Hawkins
Thomas J. Majdanics

CALL TO ORDER:

Chair McGehee called the meeting to order at 11:41 a.m. and welcomed those in attendance, including Nassau County School District Superintendent of Schools Dr. Kathy Burns and members of the School Board.

WELCOME/
INTRODUCTIONS:

Prior to getting the meeting underway, College President John Avendano, Ph.D. shared the following information with the Board and meeting attendees:

He noted that The Centers for Disease Control and Prevention (CDC) have been regularly updating their guidelines as they continue to learn more about COVID-19. According to the latest CDC guidance issued, masks are necessary at all times except while eating. Therefore, during the meeting, attendees need to keep masks on when possible.

President Avendano welcomed all those in attendance. He extended his appreciation to the Nassau County School District Superintendent of Schools Dr. Kathy Burns and School Board members for allowing the two Boards to come together in conversation today. He asked attendees to take a moment to introduce themselves, and they did so accordingly.

President Avendano shared his appreciation for the Boards' flexibility to meet in the month of November in lieu of December. He stated the joint meeting was rescheduled this year due to the overlapping of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) annual meeting being held on the same date in December. However, due to COVID-19, the SACSCOC meeting was held virtually. Therefore, the preplanning for this year was for not, nonetheless, administration was grateful.

INFORMATION/
 DISCUSSION:

A. FSCJ & NCSD
 Collaborative:

President Avendano and Superintendent Burns provided Trustees and School Board members with an overview of the FSCJ and Nassau County School District (NCSD): Dual Enrollment Partnership. The overview included information pertaining to the following:

- Betty P. Cook Nassau Center Enrollment
- Programs Completable at Betty P. Cook Nassau Center
- Nassau County Population and Workforce Data
- Nassau County Workforce Data
- Nassau County Workforce Needs Requiring Postsecondary Education
- Nassau County Upward Economic Mobility
- Nassau County Dual Enrollment Student Headcount
- Nassau County High School Graduates Attending FSCJ Fall Semester after Graduation
- Former NCSD Dual Enrollment FSCJ GPA vs. Former NCSD Non-Dual Enrollment FSCJ GPA
- Former NCSD Dual Enrollment FSCJ Retention vs. Former NCSD Non-Dual Enrollment FSCJ Retention
- Nassau County School District Awards and Achievements

There was discussion by attendees regarding growth and development within Nassau County, awareness of Nassau dual enrollment, Nassau Center quarterly mailer project, dual enrollment credits, overview of dual enrollment verses advancement placement courses, Nassau student survey for program offerings, Nassau dual enrollment students serving as student ambassadors, connection points for students and counselors, tracking Camden County student yield rates, creativity with education, awareness of Nassau program offerings, Paras to Pros program, current trends in EMT and Paramedic certification/hiring needs and partnerships within Nassau County workforce.

President Avendano thanked everyone for their involvement in today's joint meeting and ongoing support of education in Nassau County. He noted that FSCJ's doors are always open and he or someone would always be available to meet for further discussions and dialog.

Superintendent Burns commended President Avendano for making himself available to the Nassau County School District, noting the great relationship. She expressed her appreciation for the changes and improvement he has brought about and for delivering the best service to Nassau County students.

Chair McGehee thanked Superintendent Burns for being part of the team that hired President Avendano. He shared the College and the Nassau County School District both have a mutual responsibility to the community. The primary role is to help give students a better opportunity to advance themselves academically and economically. From the stand point of helping our community succeed, it is imperative that the two Boards stay connected and communicate well. A collaborative dialog needs to be continuous. The FSCJ Board has a very strong commitment to Nassau, and we value the opportunity to hold the joint meeting. He thanked everyone for coming together today.

COMMENTS BY THE
 PUBLIC:

There were no comments made by the public.

ADJOURNMENT:

There being no further business, Chair McGehee declared the meeting adjourned at 12:30 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 November 10, 2020, Regular Meeting
Betty P. Cook Nassau Center, Room T-126, 1 p.m.

PRESENT:

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

ABSENT:

D. Hunt Hawkins
Thomas J. Majdanics

CALL TO ORDER:

Chair McGehee called the meeting to order at 1:03 p.m. and welcomed those in attendance.

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

He noted that The Centers for Disease Control and Prevention (CDC) have been regularly updating their guidance as they continue to learn more about COVID-19. According to the latest CDC guidance issued, masks are necessary at all times except while eating. Therefore, during the meeting, attendees need to keep masks on when possible.

PLEDGE:

Chair McGehee led the Pledge of Allegiance.

COMMENTS BY THE PUBLIC:

Chair McGehee opened the public comments segment of the meeting wherein members of the public were invited to make comments on matters before the Board's consideration. It was noted that under the Administrative Procedure Act, a public hearing would be considered as to Action Item 2 on the agenda, and any comments regarding the Rule would be stated at that time.

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

MINUTES:

(Ref. Board Agenda for November 10, 2020; Pages 202100197 – 218)

Chair McGehee 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 8, 2020, Finance & Audit Committee Quarterly Meeting, on agenda pages 197 – 199; September 8, 2020, Board Workshop, on agenda pages 200 – 201; September 8, 2020, Regular Meeting, on agenda pages 202 – 216; and October 13, 2020, Deep Dive Workshop, on agenda pages 217 – 218, and there were none.

MOTION: (Young – Bell) The motion was made to approve the FSCJ DBOT minutes – as a slate – from the September 8, 2020, Finance & Audit Committee Quarterly Meeting; September 8, 2020, Board Workshop; September 8, 2020, Regular Meeting; and October 13, 2020, Deep Dive Workshop, as recommended.

Motion carried unanimously.

REPORT OF THE COLLEGE
 PRESIDENT:

Virtual Holiday Gathering: College President John Avendano, Ph.D. provided the Board with information relating to the annual holiday gathering of the DBOT and Foundation Board of Directors. The event will be held virtually this year on December 3, beginning at 5:30 p.m. He invited Trustees to sign on and celebrate with the institution.

Equity Town Hall: President Avendano announced that the Achieve@FSCJ Fall 2020 Equity Town Hall would be held Friday, November 13 from 9:30 a.m. until noon.

He invited Trustees to join FSCJ as the institution focuses on what equity and access looks like from the student perspective; discusses some of the College's equity-focused initiatives; and reviews best practices to encourage equity and access at FSCJ.

The keynote speaker is Brandon Fleming, who is the assistant coach of debate at Harvard University and the founder of the Harvard Diversity Project. Mr. Fleming's talk will be enlightening. Therefore, the College looks forward to the opportunity to hear from him.

Nassau County Mailer: President Avendano expressed it was great to be with the Board at the College's Nassau Center, noting the previous conversations about FSCJ's renewed focus on the location and the growing community. He took the opportunity to highlight the institution's quarterly mailer project.

President Avendano shared that Trustees should have received a copy of the initial mailer, which was sent out in early October to households with high school-aged students in Nassau County.

FSCJ is currently developing the second mailer, which is scheduled to be sent out in early January 2021. This next edition will spotlight the College's IT programs and will include

information on the “Form Your Future” event that is designed to help students prepare for the transition to college, scholarship opportunities for Nassau residents and more.

FSCJ will soon launch a similar mailer that will be sent to Duval County households. The mailer will focus on some area-specific information, as well as Collegewide events and initiatives moving forward.

TEDxFSCJWomen Virtual Event:

President Avendano announced that on Saturday, November 14, TEDxFSCJWomen will host “Fearless,” a virtual event featuring a live line-up of speakers who will discuss how women are leading us into the future and prerecorded talks from TEDWomen 2020.

The event will be hosted by Action News Jax Anchor and Reporter Lorena Inclán, and will feature the following speakers:

- Ms. Shawana Brooks, Founder, 6 Ft Away: Public Art Agency
- Dr. Diana L. Greene, Superintendent, Duval County Public Schools
- Dr. C. Nicole Mason, Ph.D., President and CEO, Institute for Women’s Policy Research
- Dr. Claire Thomas, Desk Officer for Botswana and Namibia, U.S. Department of State, Bureau of Southern Africa Affairs

The event begins at 7 p.m. and is open to the public. However, registration is required. Details and registration information for the event are located at tedxfscj.com.

Data Dashboard:

President Avendano shared with the Board information relating to the November 2020 Data Dashboard.

- Enrollment Dashboard: The first dashboard is the Fall Term College Credit Enrollment report as of October 20, 2020, which shows a negative variance of 7.8% credit hours for fall 2020 over fall 2019. That enrollment number is down 15,335 credit hours when compared to the same day in the fall 2018 enrollment cycle.
- Spotlight Dashboard: The second dashboard is a spotlight on the high school market share for Duval County Public Schools (DCPS) and Nassau County Public Schools (NCSD) and national and statewide graduation rates.

The percentage of DCPS graduates enrolling at FSCJ in the Fall Term immediately after graduation was relatively consistent from 2009-16. The 2016-18 cohorts both declined but 2018-19 cohort increased to 16.7%.

The percentage of NCSD graduates enrolling at FSCJ in the Fall Term immediately after graduation was also relatively consistent from 2009-16, with the 2016-17 cohort declining and the 2017-18 cohort rebounding to 17%. The 2018-19 stayed constant at 17%. It is important to note that the two-year college fall enrollment rate for the U.S. was 27.7% in 2009-10 and 25.5% in 2018-19.

- Finance Dashboard: The third dashboard illustrates the actual revenues and expenditures compared to budget for the period ending September 30, 2020 and September 30, 2019.
- Grants Dashboard: The final dashboard is a snapshot of the grants that have been awarded to the College over the 2020-21 fiscal year as of October 2020, which total \$3,288,027. The total amount for the 2019-20 fiscal year was \$14,397,374.

Quick Notes of Information:

President Avendano extended his appreciation to Chief of Communications Ms. Jill Johnson and Administration Support Manager for the Office of the College President Mr. Calvin Leavell for their time and efforts in preparation of today's Board meeting, noting Board Liaison Ms. Kimberli Sodek remains out of the office at this time.

President Avendano acknowledged this would be the last Board meeting for Associate Vice President of Finance Ms. Anita Kovacs as she was the successful candidate for a vice president position for a state institution in Florida. He thanked Ms. Kovacs for her years of service and commitment to the College, and wished her great success.

CONSENT AGENDA:

(Ref. Board Agenda for November 10, 2020; Items 1 through 5, Pages 202100219 – 228)

Chair McGehee noted the Trustees had fully reviewed the Consent Agenda items prior to today's meeting and had the opportunity to discuss any questions and/or concerns with the College President through individual Trustee conference calls, if they so desire. He then asked if there were any items the Trustees wished to remove from the Consent Agenda for individual consideration/discussion under Action Items, and there were none.

ACTION ITEMS:

(Ref. Board Agenda for
November 10, 2020; Items 1
through 14, Pages 202100229
– 248)

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

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

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 2, Administrative Procedure Act – Board Rules, Section 11 – Student Support Services, on agenda pages 230 – 233.

MOTION: (Bell – Young) The motion was made to approve the revised Board Rule 6Hx7-11.1 – Student's Rights and Responsibilities under Section 11 – Student Support Services, as recommended.

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

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 3, Purchasing: GEER's Grant Autonomous Shuttle Vehicle, on agenda page 234.

MOTION: (DiBella – Bell) The motion was made to approve GEER's Grant Autonomous Shuttle Vehicle, as recommended.

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

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 4, Finance: Fees and Charges, on agenda pages 235 – 237.

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

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

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 5, Finance: *FSCJ Access* Program, on agenda pages 238 – 239.

MOTION: (Bell – DiBella) The motion was made to approve the *FSCJ Access* Program, as recommended.

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

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 6, Academic Affairs: Inactivation of Heavy Equipment Operation (566B) (Heavy Equipment Operation – APPR) Apprenticeship Program, on agenda page 240.

MOTION: (Odom – Bell) The motion was made to approve the Inactivation of Heavy Equipment Operation (566B) (Heavy Equipment Operation – APPR) Apprenticeship Program, as recommended.

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

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 7, Academic Affairs: Inactivation of Jax Heat and Frost (564A) (Commercial and Industrial Insulation – APPR) Apprenticeship Program, on agenda page 241.

MOTION: (Brown – Davis) The motion was made to approve the Inactivation of Jax Heat and Frost (564A) (Commercial and Industrial Insulation – APPR) Apprenticeship Program, as recommended.

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

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 8, Academic Affairs: Inactivation of NEFB Electrical (565E) (Electrician – APPR) Apprenticeship Program, on agenda page 242.

MOTION: (Brown – Odom) The motion was made to approve the Inactivation of NEFB Electrical (565E) (Electrician – APPR) Apprenticeship Program, as recommended.

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

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 9, Academic Affairs: Inactivation of NEFB Heating and Air Conditioning (560H) (Air Conditioning, Refrigeration and Heating Technology (PS) – APPR) Apprenticeship Program, on agenda page 243.

MOTION: (Bell – Davis) The motion was made to approve the Inactivation of NEFB Heating and Air Conditioning (560H) (Air Conditioning, Refrigeration and Heating Technology (PS) – APPR) Apprenticeship Program, as recommended.

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

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 10, Academic Affairs: Inactivation of NEFB Plumbing (565P) (Plumbing Technology) Apprenticeship Program, on agenda page 244.

MOTION: (Bell – Young) The motion was made to approve the Inactivation of NEFB Plumbing (565P) (Plumbing Technology) Apprenticeship Program, as recommended.

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

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 11, Academic Affairs: Inactivation of Structural Steel Work (566C) (Structural Steel Work – APPR) Apprenticeship Program, on agenda page 245.

MOTION: (Brown – Young) The motion was made to approve the Inactivation of Structural Steel Work (566C) (Structural Steel Work – APPR) Apprenticeship Program, as recommended.

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

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 12, Academic Affairs: Inactivation of United Roofers (567A) (Carpentry – APPR) Apprenticeship Program, on agenda page 246.

MOTION: (Davis – Brown) The motion was made to approve the Inactivation of United Roofers (567A) (Carpentry – APPR) Apprenticeship Program, as recommended.

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

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 13, Academic Affairs: Inactivation of Nursing Assistant (Articulated) Career Certificate Program, on agenda page 247.

MOTION: (Bell – Davis) The motion was made to approve the Inactivation of Nursing Assistant (Articulated) Career Certificate Program, as recommended.

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

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 14, Academic Affairs: Inactivation of Massage Therapy Career Certificate Program, on agenda page 248.

MOTION: (Brown – Davis) The motion was made to approve the Inactivation of Massage Therapy Career Certificate Program, as recommended.

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

Motion carried unanimously.

INFORMATION ITEMS:
 (Ref. Board Agenda for
 November 10, 2020; Items
 A – D, Pages 202100249
 – 300)

Chair McGehee asked the Board if there were any questions or comments related to Information Items A – D, on agenda pages 249 – 300.

Chair McGehee requested administration to provide information regarding Item B, Purchasing: Purchase Orders Over \$195,000 on agenda page 251, specific to the purchase orders. Vice President of Business Services Mr. Al Little provided the Board with a brief overview of the two purchase orders.

Purchase order # 00010783 to SHI International Corp., a software vendor, in the amount of \$205,300 is an annual subscription. The subscription provides users with a single sign-on “one login” capability for multi-applications that interoperate within the FSCJ system along with an “adaptive authentication” platform – all from one vendor.

Purchase order # 00010828 to ERP Analysis, Inc., in the amount of \$337,500 is for the ERP managed services and transition fee. The “hosting fee” provides the College with the cloud service for PeopleSoft.

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

REPORT OF THE BOARD
 CHAIR:

Chair McGehee expressed his gratitude to those attending today’s meeting and showing support to the Nassau County area. He reported that prior to the DBOT regular meeting the Trustees attended a joint workshop with the Nassau County School District Superintendent of Schools Dr. Kathy Burns and members of the School Board, noting it was a collaborative workshop.

REPORT OF TRUSTEES:

There were no reports provided by Trustees.

REPORT OF THE BOARD
 FINANCE & AUDIT
 COMMITTEE CHAIR:

FSCJ Finance & Audit Committee Chair (Committee Chair) Wayne Young recognized Associate Vice President of Finance Ms. Anita Kovacs for her outstanding presentations and briefings along with educating the committee in a tough area of finance and audit. He wished Ms. Kovacs continued success in her endeavors.

Committee Chair Young provided the Board with a summary of the November 2020 quarterly meeting, which included information regarding the review of the FSCJ Operational and Bright Futures Audits, Interim Financial Statements, 2021-22 Budget Outlook and Fund Balance.

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

FSCJ Foundation Board Liaison Jennifer Brown provided the Board with an overview of the written report relating to the FSCJ Foundation Board of Directors quarter-to-quarter Board meetings along with other committee meetings and activities. (Appendix A)

INTRODUCTION OF NEW
 EMPLOYEE(S) AND/OR
 APPOINTEE(S):

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

REPORT OF THE
 ADMINISTRATIVE AND
 PROFESSIONAL
 COLLABORATIVE (APC):

Administrative and Professional Collaborative Chair Dr. Heather Kenney provided the Board with a written report relating to current APC initiatives and activities. (Appendix B)

REPORT OF THE CAREER
 EMPLOYEES COUNCIL
 (CEC):

Career Employees Council Chair Camilla Collins provided the Board with a written report relating to current CEC initiatives and activities. (Appendix C)

REPORT OF THE FACULTY
 SENATE (Senate):

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

REPORT OF THE STUDENT
 GOVERNMENT
 ASSOCIATION (SGA):

Collegewide Student Government Association President James Milligan addressed the Board and presented an overview of the written report relating to current SGA initiatives and activities. (Appendix E)

NEXT REGULAR
 MEETING:

Chair McGehee announced the Board would meet on Friday, January 29, 2021, at the College's Advanced Technology Center for a Deep Dive Workshop/Planning Meeting. The next regular meeting of the Board is scheduled for Tuesday, February 9, 2021, at the College's Advanced Technology Center.

ADJOURNMENT:

There being no further business, Chair McGehee declared the meeting adjourned at 2:10 p.m.

APPROVAL OF MINUTES:

Chair, District Board of Trustees

Executive Secretary, District Board of Trustees

**REPORT OF THE BOARD LIAISON, TRUSTEE JENNIFER BROWN
NOVEMBER 10, 2020**

The Foundation's 2020-21 fiscal year, which began on October 1, is off to a running start with several organizational, fund raising, stewardship and donor engagement activities planned for the year.

Organizationally, Q4 of 2019-20 was spent on orienting the new development team and new Board members, strategic planning and goal setting for the coming year, reconciling account balances between the College and the Foundation and the College and the Artist Series, while managing its way through a ransomware attack on its customer relations management vendor (Blackbaud) that had some affected the Foundation's constituent base.

Fund raising in Q3 and Q4 of 2019-20 was focused largely on mustering resources to address COVID-19 related student emergency needs; to include scholarships, access to technology and food insecurities.

"COVID-19 Heroes" who responded to the call for help include:

Great South Timber & Lumber, LLC

Truist Bank

TIAA Bank

First Florida Credit Union

Bono's Bar-B-Q

Bank of America

The development team is currently awaiting news on grant applications that could result in first quarter gifts in excess of \$1.5 million in Q1.

And in response to the President's invitation to staff and faculty to offer up innovative ideas to move the College forward, the development team has spent time in Q1 meeting with College Deans and Program Managers for reactions on a list of "Impact Projects" designed to enlarge the College's foot print.

Q1 has also been characterized by a stewardship focus on donor analytics to aid the call effort of the development team, on developing a qualified call list for the restart of a Major Gifts Campaign, prepping for an Annual Fund Campaign directed at various affinity groups and the development of new scholarship initiatives to align certain internal resources of the Foundation with the College's recruitment, enrollment and architecture for student success – facilitating a desired Strong Start, Strong Stride or Strong Finish in a program of study at FSCJ.

The Foundation's 2020-21 calendar includes a number of planned donor engagement events; chief among them is the President's Circle, which was inaugurated in October 2020 by a letter of invitation from Dr. Avendano to more than two hundred donors and prospective donors of the last 3-5 years. The President's Circle will be a VIP list of friends of the College who give a minimum of \$1,000/year to the College. The President's Circle is intended to provide a chance to connect with key donors, prospects and stakeholders to maintain and strengthen long-term relationships, and insure that we have the right people in the room for personalized knowledge and experience with the College.

Finally, since mid-March the Artist Series has had to deal with the postponement, rescheduling and cancelation of events due to COVID-19. HAMILTON would have been the next show on the calendar before the theaters were closed. In our case, HAMILTON represented over 43,000 tickets sold and over 6 million dollars in revenue – the highest gross for one production in the history of the Artist Series. HAMILTON has been rescheduled for September 1-12, 2021. Other shows are being rescheduled into 2021 and 2022. Most patrons are holding on to their seats. Subscription renewals for the upcoming Broadway Season continue to be strong, and despite the pandemic the Artist Series generated net revenue for the 2019-20 season of approximately \$500,000 – another record high.



Date: November 4, 2020

To: Florida State at College District Board of Trustees

From: Heather Kenney, Chair of the Administrative and Professional Collaborative, 2020-2021

Re: November 2020 Administrative and Professional Collaborative Report

Chair McGehee and Trustees:

The Administrative and Professional Collaborative continuously strives throughout the semester to support the Administrative and Professional members through monthly meetings, campus APC meetings, professional development opportunities and social events.

This fall semester we have discussed in detail how to support our A&P members over the next year. Our goals for the 2020-2021 academic year include the following:

1. Support Administrative and Professional employees during the pandemic by fostering communication and community, assuring that staff have adequate technology support and advocating for equitable work environments and considerations.
2. Increase A&P participation with increased programming, events and meetings.
3. Create a networking program to build and strengthen APC member connections.
4. Address the concerns of A&P employees as they arise in a comprehensive, timely and professional manner.

The APC worked throughout the month of October hosting campus based APC meetings virtually. APC Campus Representatives hosted virtual meetings for each campus/center to discuss important campus information and to gain feedback from our members in the FSCJ community. A&P members from across the College discussed working remotely and the challenges they face on a daily basis to serve students effectively while taking care of their families. Members have also brought the topic of telecommuting policies after the pandemic. The APC will take these topics and reach out to administration to address their comments and concerns in a timely manner. Our members are excited to get involved through volunteering, brown bag lunches and College events.

The Professional Development Task Force hosted a brown bag session with Lisa Moore, Chief Diversity, Equity and Inclusion Officer this past October. This was a wonderful opportunity to discuss Ms. Moore's new role at the institution and learn more her future goals for her office. Members were able to ask questions about diversity and inclusion topics along with human resources and hiring practices that are being addressed across the College. Our next APC Brown Bag event on January 21, 2021, will feature Human Resources updates on the Care Project.

November 2020 APC Report

November 4, 2020

Page 2

Our first annual Speed Networking program has started for the fall semester. A&P members were asked to participate in this group networking opportunity that will connect them with colleagues across the College. There are a total of 26 APC members that will be participating in the program. Each group will meet on a monthly basis to network, learn and connect to different administrators across the campus. Our hope is members will meet new professionals and make meaningful networks.

This upcoming spring semester we will work to build additional programs that will engage the FSCJ community. Our goal is to provide administrative personnel and professionals an opportunity to voice their concerns and engage with other professionals around the College.

Respectfully,

Heather Kenney

Director, Student Services and Enrollment

Administrative and Professional Collaborative Chair, 2020-2021



Date: November 4, 2020
To: Florida State College at Jacksonville District Board of Trustees
From: Camilla Collins, Career Employees' Council Chair
Re: November 2020 CEC Report

Chair McGehee and Trustees:

There will be no written report provided by the Career Employees' Council this month due to the Council not meeting. The current interim chair is seeking leadership transitions.

Respectfully,

Camilla Collins

Camilla Collins
Career Employees' Council Chair
Florida State College at Jacksonville
904-357-8889 / cami.collins@fscj.edu



Date: November 4, 2020

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

From: John A. Woodward, PhD

Re: November 2020 Faculty Senate Report

Chair McGehee and Fellow Trustees:

As we reach our halfway point through the Fall semester, the faculty are finalizing their schedules for the spring; reaching out to students to prepare them for Spring semester and our modalities; and guiding our students for this semester through the tumult of the mid-semester exams, essays, projects, and so forth. Senate is working on helping the organization to improve its communication and remember the core principles of the mission of the College; develop credentialing processes that include faculty professionals in many vectors; and work on issues of equity.

With the preparation for the spring semester, I can tell you of one clear improvement to the organization: better communication and engagement with the faculty on decision making. This was shown with the work of the committees over the summer to help transition to our Fall semester. I have mentioned this previously, and thanked the faculty involved, as I hope others have. These faculty worked over the summer when they were not scheduled to teach as part of their load. They dedicated innumerable hours of work to making sure the transition to our “live-online” structure in the fall was well-received by faculty. This was a great effort from these faculty and they deserve significant thanks for making sure the institution as a whole did not suffer even greater losses. As I said, I do hope others have reached out to these faculty to personally thank them for their work. A good strong institution recognizes and celebrates the work of those who dedicate themselves to it in such extraordinary ways. The College is not in any way agile enough to function in a world of COVID without the work of these faculty—indeed without the work of all faculty.

One communication or engagement process that still needs work is that of scheduling and, in some programs, of working with the full-time faculty to determine the appropriate path for the program. Scheduling is always a living process with so many variables that it is impossible to make a perfect schedule—faculty realize this well. Currently, however, the administration will schedule adjunct classes in conflict with full-time faculty, setting up competition and leading to continual desire for process improvement. We are working on those improvements thanks to our Provost and our Union President, Dr. Jason Gibson. The problem is made even more acute by the total invisibility of full-time faculty on the website. There is no forward-facing portion of the website or any other documents produced by the institution that highlights faculty exclusively, including even indicating what courses faculty teach, what their credentials are, and what they look like (meaning there are no photos of faculty). This is nothing new, of course. And thanks to the re-emergence of the Faculty Exchange of Views, we are working on fixing such basic issues. But this lack exacerbates a sense of unimportance associated with being a faculty member at FSCJ, and makes such words as are often uttered about respecting faculty ring decidedly hollow.

We have a tendency at the College to engage in large grants, or process improvements, or the enlargement of scope in a program—all without engaging with the faculty and recognizing that the full-time faculty, as per our accrediting bodies, are the ones responsible for making these decisions. The faculty are the program; the program manager or dean administers their curriculum decisions about the program, guides them through processes, issues reminders, and so forth. Effective deans and program managers realize this and reach out to faculty to discuss issues such as scope enlargement, the addition of new courses, new credentials to be offered including what faculty credentialing may be needed. Section 6 of the SACSCOC *Principle of Accreditation* clearly mentions that faculty have oversight of programs. Our solid programs such as Business function just that way. Our less well-managed programs tend to either avoid discussing such issues with the faculty, or in some cases ignore the faculty voice altogether. And some programs do not have enough full-time faculty to teach the core courses at all. Senate is working towards developing faculty councils in some of those programs so they can work together to manage the curriculum and decisions about growing the program. Some programs, however, simply need more full-time faculty and, at the same time, higher salaries for the adjuncts to encourage more adjuncts to apply to teach. This issue has become quite acute recently due in no small part to the financial fallout caused by poor administration during our previous presidencies; moreover, for programs without a sufficient number of qualified full-time faculty this is an issue of accreditation (see. 6.2.b of the SACSCOC *Resource Manual for The Principles of Accreditation*). The administration must provide faculty with the necessary information, boundaries, feedback, data, program growth models, demographic information, and so forth to allow faculty to make the appropriate decisions for the programs including credentialing. We do not currently have that working relationship. But Senate is working on developing those relationships and processes to make student experiences more consistent and to establish students on their path to success and achievement in a Bachelors program or in the workforce. As we work on developing some process maps and principles for engaging with faculty so they can provide the required oversight, I hope to have more to report on this in December.

This mixture of engagement and communication and lack of engagement and communication that we see across the institution is perhaps derived from a lack of recognition of the central importance of faculty to an institution of higher education. Well-qualified faculty are essential for a vibrant and properly accredited College. And as our accrediting body SACSCOC makes clear, the faculty are essential to directing a program from the point of view of curriculum and oversight. Everyone at the institution needs to embrace this as bound inextricably to the mission of the College and seek guidance from faculty in all decisions impacting a program or discipline. In truth, that is generally the case. We must strive to make it always the case.

We also need to be able to determine who, exactly, is a “well-qualified” faculty member. Our process currently is to develop and regularly review credentialing matrices. This is in no way a bad idea. It simplifies the process of hiring full-time faculty and adjuncts, especially in the AA. However, and again as SACSCOC guidelines seem to recommend, the matrix alone is not a credentialing process. We need a more nuanced process, especially in areas where professional experience might be more appropriate for the program than academic experience—remembering always the requirements set by our accreditor of the “judicious use of professional judgement” and that ‘professional’ here is a credentialed faculty member of the discipline. For the AA, Dr. Neuhard is currently working on reviewing the credentialing matrix. He will visit Senate to discuss his process, and is reaching out to faculty disciplines in the AA for their input. This is a crucial moment, for sure, but I hope we work our way to a process where the matrix is the first step in credentialing and is not a de facto filter. We need more faculty involvement in credentialing adjuncts and full-time faculty teaching out of their primary discipline as well as a recognition that, for the AA, such things as dissertation

topic, peer-reviewed publications, practical experiences in the arts, pedagogical experience, and so forth can also be considered—so long as they are part of a discourse between faculty within the discipline and the dean. As per SACSCOC, the faculty are tasked with the finding determinative solutions about their program and discipline. They seek support from the administration to appropriately administer according to their decisions. The ‘chain of command’ is a disastrously poor metaphor for an academic institution where it comes to academic processes and credentialing is one of those academic processes where such a metaphor has serious risks. Once we look into the requirements and expectations of SACSCOC and remember the academic nature of the College, I believe we can develop good credentialing processes appropriate to our areas and that reduce the workload of some in the administration.

One final bit of work to mention is the work surrounding equity at the institution. I was heartened to learn that Lisa Moore was named the Chief Diversity, Equity, and Inclusion Officer. She is a very efficient and intelligent member of the institution and has been associated with equity at the College for quite some time, to my understanding. It is good she now has a title to go along with her work and interests. It just so happens, that title parallels a larger movement at the institution to focus our attention on equity. Faculty have been engaged in this question for some years now. We have a committee on diversity. The administration is putting together an equity drive and that will include an Equity Town Hall to which faculty have been invited. Out of this work has grown a faculty-inclusive effort to create Guided Pathways. There is, however, much work to be done in order that this effort not be an empty practice that withers once the funding dries up or our attention is distracted. We need to look, for example, at what effect moving to live-online had on access for students from different socio-economic backgrounds. We need to look at processes, some of which are currently being analyzed, that create inequities (for example the online application, payment processes, email communications, and so forth). We need to look at data relating socio-economics to academic success and determine what modalities are particularly important—and faculty need to be a part of that discussion. All of our processes have to be backward compatible (meaning, for example, that online should only be one possible means of signing up and paying for classes) so our students have the most equitable gateway into the institution. We need open academic discussions about equity as a social issue, e.g. questions of race, class, gender, sexuality, and how systematized some forms of inequity are and whether it is possible to surpass those inequities with our teaching and learning. As an academic institution rooted in free speech and the free exchange of ideas, we are well-positioned to lead these discussions. I look forward to beginning. This is where the administration can step in and develop a framework for the discussion—i.e. panel discussions, workshops, speakers series, and so forth. But we must make this a discussion rather than a lecture. We must approach this as a Socratic dialogue with no fixed end in sight. It is not a problem to solve, but a discussion to have, and incremental improvements to seek. We cannot find perfection, but only more discourse. I look forward to continuing that work.

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
john.a.woodward@fscj.edu
904-997-2703

Date: November 4, 2020
To: Florida State College at Jacksonville District Board of Trustees
From: Florida State College at Jacksonville Student Government Association Executive Board
Re: September 2020 to October 2020 Student Government Association Report

Chair McGehee 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 September 2020 to October 2020.

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

- On September 17, FSCJ SGA led virtual trivia as part of Constitution Day. That evening Collegewide SGA President Justin Milligan volunteered to serve as the moderator of the virtual panel discussion titled *The Impact of the Voting Rights Act & the Constitutional Right to Vote*.
- On Friday, September 18, a video was posted to FSCJ SGA social media accounts encouraging students to complete 2020 Census. The video featured and was edited by SGA Officers who shared how completing the 2020 Census can benefit students and their communities.
- On Friday, September 18, FSCJ SGA officers attended the virtual Florida College System Student Government Association (FCSSGA) Presidents Assembly. This event helped train SGA members in legislative advocacy, leadership, service learning, and citizenship. SGA Presidents from across the Florida College System voted to establish the planks for the 2020-2021 FCSSGA Legislative Platform, which consists of College Affordability, Funding for Florida College System, Safety and Security, Increase Florida College System Learning Opportunities and Social Issues.
- From September 21 to October 19, FSCJ SGA teamed up with President Avendano to release videos asking students to participate in the Student Climate Survey. This survey helps all departments better understand the student experiences at FSCJ.
- On September 21 and September 24, FSCJ SGA hosted Virtual Student Mixers, where students were able to interact with each other through various games and activities.
- On October 2 and 3, FSCJ SGA members attended the virtual FCSSGA Region 1 Leadership Retreat where our student leaders learned about ethics, event planning, running effective meetings and several other informative topics. This event also helped our members get closer to achieving their FCSSGA Leadership Training (FLT) certifications.
- From October 5 to October 19, SGA members attended, along with 77 other FSCJ students, the Lead365 Virtual National Conference. This event focused on better preparing our students for their future careers with multiple sessions on leadership skills.
- During the third week of October, videos were shared on FSCJ social media regarding National Collegiate Alcohol Awareness Week. The videos were a collaboration between the SGA, Student Conduct and Marketing, and featured five students sharing tips on how to be safe if students choose to drink alcohol. Information about the FSCJ Student Assistance Program was also shared in the videos.
- On October 14, members of the SGA attended a virtual presentation by Dr. Daniel Cronrath and FSCJ Sociology Professor Dr. J.R. Woodward titled *2020 General Election Ballot Amendments & Referendums Overview*. The events was also recorded and shared on SGA social media to help students become better informed when they vote in the General Election.
- On the week of October 19, FSCJ SGA collaborated with FSCJ Chief Diversity, Equity and Inclusion Officer Lisa Moore on a project titled *Faces of FSCJ: The Human Project*. This project intends to create a gallery of videos featuring varying stories reflecting the diversity of our students and staff.
- On October 22, members of the SGA attended along with other students, the Safe Space Training for Students. The training provided ways for students to help provide a safe and inclusive educational environment for our LGBTQ+ students at the College.
- On October 24, the 54th Annual Talent & Variety Show took place for the first time in a virtual environment. Nine students made it through the audition process to participate in the oldest tradition at the College. Members of the SGA served as judges during the auditions and the actual show. The event audience was able to vote as well and help determine which students placed in the top three.
- On October 28, FSCJ SGA collaborated with Student Life & Leadership to host the first ever Virtual Fall Fest. This event occurred during both the day as well as the evening, and featured various games, activities and entertainment.
- On Friday, November 13, FSCJ SGA members will attend the virtual FCSSGA November Leadership Conference. This conference features various educational sessions on ethics, diversity, event planning, rational discourse and more.
- Despite meeting in an online modality, student organizations such as Alpha Delta Nu, Black Student Union, BlueWave Allies, Club TRiO, danceWORKS, STARS Computing Corps, Student Nursing Association and Theta Sigma Chi are finding ways to stay active.

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

Sincerely,
Justin Milligan
FSCJ Collegewide Student Government Association President

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

AGENDA ITEM NO. C A - 1.

Subject:	Purchasing: Property Insurance
Meeting Date:	February 9, 2021

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 not to exceed \$638,200 for the period of April 1, 2021 through April 1, 2022 for property insurance.

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., with an initial term of three years.

In 2019 Arthur J. Gallagher Risk Management Services, Inc. negotiated a significant reduction in the property insurance coverage from our prior carriers by switching to Zurich with a two-year rate guarantee. The property insurance market has hardened in the last two years due to a large number of costly natural disasters. Last year, when we had no increase, other colleges experienced a large increase in their property coverage insurance. Considering the flat renewal last year, the not-to-exceed increase of 28% is less than the two-year rate increase experienced by the rest of the institutions in our system.

This recommendation is to authorize College administration to negotiate a mutually agreed to property insurance renewal for the period of April 1, 2021 through April 1, 2022.

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 renewal one-year term purchase will not exceed \$638,200 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 – 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) _____
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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:	Human Resources: Amendment One to the Collective Bargaining Agreement (Full-Time Faculty)
Meeting Date:	February 9, 2021

RECOMMENDATION: It is recommended that the District Board of Trustees approve Amendment One to the Collective Bargaining Agreement (CBA) between the District Board of Trustees of Florida State College at Jacksonville and the United Faculty of Florida – Florida State College at Jacksonville (“Union”) addressing the impact of the coronavirus on the CBA for the 2020-21 academic year.

BACKGROUND: Efforts to protect faculty, staff and students from the coronavirus while continuing to serve students resulted in the need to make modifications to the modality of instruction collegewide. Implementation of the modifications, in some cases, are in conflict with some provisions of the CBA. The Amendment provides agreed upon revisions to the CBA for the 2020-21 academic year negotiated in good faith.

RATIONALE: Approval of the Amendment will allow for continuity of instruction while recognizing the impact to faculty of needed modifications to the modality of instruction. The Amendment will also allow the continued efforts of the College and the Union to utilize an interest based bargaining approach to negotiate a new CBA.

FISCAL NOTES: The estimated cost for the implementation of the recommended articles is approximately \$50,000 for the 2020-21 academic year. These costs are comprehended in the College’s annual operating budget.

**AMENDMENT ONE TO THE COLLECTIVE BARGAINING AGREEMENT
BETWEEN
FLORIDA STATE COLLEGE AT JACKSONVILLE
AND
UNITED FACULTY OF FLORIDA – FLORIDA STATE COLLEGE AT
JACKSONVILLE**

This Amendment One to the Collective Bargaining Agreement (“Amendment One”) is between The District Board of Trustees of Florida State College at Jacksonville, a public body corporate of the State of Florida (“College” or “FSCJ”) and United Faculty of Florida – Florida State College at Jacksonville (“UFF-FSCJ”).

WHEREAS, FSCJ and UFF-FSCJ are parties to a collective bargaining agreement (“CBA”) with an effective date of August 16, 2016; and

WHEREAS both FSCJ Administration and UFF-FSCJ recognize the unique difficulties resulting from the COVID-19 pandemic; and

WHEREAS, the parties are committed to working collegially in attempting to address issues arising out of the COVID-19 pandemic.

NOW THEREFORE, the parties agree as follows:

1. Changes to Office Hours

- a. Faculty will continue to be responsible for scheduling the number of office hours per the CBA.
- b. Faculty whose teaching responsibilities are fully remote because of COVID-19 are strongly encouraged to schedule all of their office hours online. Only one (1) of these weekly office hours must be offered synchronously.
- c. Faculty whose teaching responsibilities include onsite instruction during the term of this Amendment One are also strongly encouraged to schedule all of their office hours online. Faculty should be prepared to meet with a student onsite/on-campus if a meeting is necessary to meet the student’s need in mastering hands-on course material. One (1) weekly scheduled office hour must be offered synchronously online or onsite.

- d. Although regular onsite office hours are strongly discouraged, faculty who prefer to have some of their office hours on site (either regularly or on an ad hoc basis) will be supported in their preference, subject to the College's status in the Return to Campus plan. Arrangements for onsite office hours shall be made through consultation with the supervising administrator who can coordinate with other College departments (security, facilities).

2. Compensation for Extra Contact Hours Due to COVID-19

- a. Effective with courses taught in the Summer 2020 term, for each contact hour of instructional and/or assessment activity added to a faculty member's hourly week beyond those prescribed by the current curriculum outlines (August 2020) the affected faculty will receive \$46 per added hour of instruction regardless of course modality. Calculations for the added time will be rounded up to the whole hour at 1.0 clock hour equaling 1.0 workload unit ("WLU"), regardless of instruction type (lab, lecture, combined, etc.).

Situations in which additional compensation per added contact hour applies:

- i. Additional contact hours within a term to meet social distancing guidelines. Faculty will receive compensation for each added hour of contact beyond those normally occurring for a given course per week as prescribed in the current curriculum outline (August 2020) regardless of course modality. In these cases, affected faculty and the appropriate supervising administrator will make a collaborative assessment of extra time required prior to the faculty member teaching additional contact hours.
- ii. Extension of the course past the term's course completion date. Faculty will receive compensation for each added hour of contact beyond a course's formal end.
 - 1) In those situations where social distancing require additional contact hours (as in clause 2.a. above), but practical constraints may require additional contact hours are appended at the end of scheduled course term, the affected faculty member and the appropriate supervising administrator will make a collaborative assessment of extra time required prior to the faculty member teaching the additional contact hours.
 - 2) In those situations where a course schedule is suspended, due to COVID-related circumstances (e.g., an outbreak that affects a large portion of a

class or that makes a required teaching space unavailable for a period of time), and may require that additional contact hours are appended to the end of a scheduled term, the affected faculty member and the appropriate supervising administrator will make a collaborative assessment of extra time required prior to the faculty member teaching additional contact hours. The faculty member and appropriate supervising administrator will also have a consultative discussion about the professional activities the faculty member will pursue in lieu of the suspended course time.

- iii. Full-time faculty substituting for a faculty member who is working under the provisions of 2.a.ii.1) or 2.a.ii.2) above will be afforded the same extra contact hour rate as the originally assigned faculty member.
- iv. Other applications as mutually agreed to between UFF-FSCJ union leadership and administration: Any such agreement shall be made prior to implementation or assignment.

3. Faculty Load

If a faculty member is at risk for not fulfilling his/her contract load for a given semester covered by this Amendment One due to low enrollment, the faculty member will be provided with flexible options to fulfill his/her contract obligations without requiring an extra term agreement or application of dynamic banking for the WLU associated with at least one (1) course per term. Options may include scheduling new courses within the faculty member's two (2) teaching terms (per the current CBA) and/or arranging release time for approved College projects/initiatives. Per the CBA, full-time faculty will be given preference over adjunct faculty for courses for contract load and overload. Per the CBA, overload will be granted once load is met. If a faculty member chooses to pursue a third term agreement, then that agreement will be paid per the CBA terms regardless of what means were pursued to facilitate the faculty member reaching load status in the previous two (2) semester sequence. Note: any combination of two semesters applies, as is articulated in the current CBA.

4. Training

FSCJ Administration and UFF-FSCJ acknowledge that faculty are held to certain certification requirements to be approved to teach fully online and/or hybrid courses. Due to the COVID-19 pandemic and the necessary increased shift toward online and hybrid course delivery, faculty will be permitted to provide instruction in online and hybrid formats without the application of the requirements specified in the CBA (Article 26-A, pp. 49-50). Furthermore, no new requirement(s) which may adversely affect and/or delay a faculty member's approval to teach

online or hybrid course formats will be enforced. UFF-FSCJ and FSCJ support faculty in seeking professional development and the College will continue to offer hybrid and online certification curricula. However, while the College will continue to provide trainings to support the quality of online instruction, for the term of this agreement, faculty will not be required to pursue any of the certification curricula to be considered eligible to teach online or hybrid courses.

5. COVID-19 Testing

In the event the College provides any form of COVID-19 testing, said testing will be made available to full time faculty. In the event testing must be rationed or prioritized such that not all College employees have access to testing, full time faculty with onsite courses currently in progress or on a registration schedule for a future session will be provided priority in accessing testing. All faculty test results shall remain confidential.

6. High Risk

If a physician, nurse practitioner, or physician assistant holding an active license to practice in his/her respective area of practice makes a diagnosis a faculty member meets the CDC's current criteria for increased or potential increased risk for severe COVID-19, the faculty member may be fully released from onsite work activities. In such event, the faculty member should submit the Medical Verification Form (on FSCJ HR website) to Human Resources. In compliance with The Health Insurance Portability and Accountability Act of 1996 (HIPAA), the form does not require the faculty member disclose the specific medical diagnosis that puts him/her at increased or potential increased risk for severe COVID-19 disease. Faculty approved to work off site may be asked to have his/her risk status reevaluated if the CDC guidelines for increased and/or potential increased risk change. If the faculty member's diagnosis, then the faculty member shall contact HR to update such change in diagnosis.

7. Length of Agreement

The period of application of this Amendment One is effective for the 2020/21 academic year (Fall 2020, Spring 2021, and Summer 2021). Any future extension must be agreed to by both parties and ratified as per PERC requirements.

This Amendment One does not modify alter or amend the parties' CBA except as otherwise expressly provided herein.

Florida State College at Jacksonville

**United Faculty of Florida -
Florida State College at Jacksonville**

Chair of the District Board of Trustees

President

College President

Vice President

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

AGENDA ITEM NO. A – 3.

Subject:	Finance: Fiscal Year 2020-21 Capital Outlay Budget Amendment No. 2
Meeting Date:	February 9, 2021

RECOMMENDATION: It is recommended that the District Board of Trustees approve Amendment No. 2 to the Fiscal Year 2020-21 Capital Outlay Budget.

BACKGROUND: The Capital Outlay Budget was approved on June 9, 2020, and Amendment No. 1 was approved on September 8, 2020.

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

FISCAL NOTES: This decreases the Fiscal Year 2020-21 Capital Outlay Budget from \$37,373,909 to \$36,993,909.

2020-21 Capital Outlay Budget

<u>Total Funds by Source</u>	2020-21 Budget	Amended 2020-21 Budget
Capital Improvement Fee Budget	\$ 9,970,225	\$ 9,590,225
Capital Outlay & Debt Service (CO&DS) Budget	\$ 2,560,850	\$ 2,560,850
Transfer Fund Budget	\$ 10,274,402	\$ 10,274,402
Local Funds	\$ 14,382,106	\$ 14,382,106
Guaranteed Energy Performance Loan	\$ 124,650	\$ 124,650
PECO Maintenance Budget (Sum of Digits)	\$ 61,676	\$ 61,676
Total Capital Outlay Budget	\$ 37,373,909	\$ 36,993,909
 <u>Project Budgets</u>		
Capital Improvement Fee Projects		
Collegewide Signage	\$ 97,808	\$ 97,808
IT Infrastructure	\$ 1,435,629	\$ 1,435,629
Computer Lab Refresh	\$ 1,304,477	\$ 1,304,477
Energy Performance Upgrades	\$ 590,544	\$ 590,544
South Campus Building U Roof Replacement	\$ 394,500	\$ 394,500
North Campus Building C Atrium Roof Repair	\$ 56,000	\$ 56,000
Building Envelope Repairs	\$ 790,000	\$ 790,000
HVAC Upgrades	\$ 1,262,465	\$ 1,262,465
Guaranteed Energy Performance Contract	\$ 42,243	\$ 42,243
Repair Fire Academy Burn Building	\$ 150,000	\$ 150,000
Deerwood Center Exterior Upgrades	\$ 50,000	\$ 50,000
Replace Fire Academy Burn Pit	\$ 206	\$ 206
Recurring Maintenance	\$ 2,178,317	\$ 2,178,317
Infrastructure Repair and Replacement	\$ 252,688	\$ 252,688
Security Upgrades Collegewide	\$ 321,735	\$ 321,735
Collegewide Interior Upgrades	\$ 213,613	\$ 213,613
South Campus Water Meter Replacement	\$ 380,000	\$ -
Kent Campus Elevator Replacement	\$ 450,000	\$ 450,000
Total Capital Improvement Fee Budget	\$ 9,970,225	\$ 9,590,225
 Capital Outlay & Debt Service (CO&DS) Projects		
Dental Classrooms Renovation	\$ 2,000,000	\$ 2,000,000
Infrastructure Repair and Replacement	\$ 299,989	\$ 299,989
ADA Upgrades	\$ 260,861	\$ 260,861
Total CO&DS Budget	\$ 2,560,850	\$ 2,560,850
 Transfer Funded Projects		
Collegewide Signage	\$ 108,219	\$ 108,219
Classroom Technology Upgrades	\$ 1,166,183	\$ 1,166,183
Emergency Hurricane Recovery	\$ 9,000,000	\$ 9,000,000
Total Transfer Funded Budget	\$ 10,274,402	\$ 10,274,402

Project Budgets

	2020-21 Budget	Amended 2020-21 Budget
Local Funds Projects		
Infrastructure Repair and Replacement	\$ 65,207	\$ 65,207
IT Maintenance Local	\$ 1,604,821	\$ 1,604,821
South Campus Water Meter Replacement	\$ -	\$ 380,000
North Campus Dental Equipment and Consoles	\$ -	\$ 750,000
Collegewide Renovations and Repairs	\$ 3,780,158	\$ 2,650,158
Emergency Interior Repairs	\$ 1,037,500	\$ 1,037,500
Emergency Classrooms Repairs	\$ 1,320,434	\$ 1,320,434
Emergency HVAC Replacement	\$ 1,500,000	\$ 1,500,000
Emergency Structural Repair	\$ 1,073,986	\$ 1,073,986
Emergency Hurricane Recovery	\$ 4,000,000	\$ 4,000,000
Total Local Fund Budget	<u>\$ 14,382,106</u>	<u>\$ 14,382,106</u>
Guaranteed Energy Performance Contract		
Guaranteed Energy Performance Contract	<u>\$ 124,650</u>	<u>\$ 124,650</u>
Total Energy Performance Budget	\$ 124,650	\$ 124,650
PECO Maintenance (Sum of Digits)		
Recurring Maintenance	<u>\$ 61,676</u>	<u>\$ 61,676</u>
Total PECO Maintenance Budget	\$ 61,676	\$ 61,676
Total Capital Outlay Budget	<u><u>\$ 37,373,909</u></u>	<u><u>\$ 36,993,909</u></u>

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

AGENDA ITEM NO. A – 4.

Subject: Academic Affairs: Academic Calendar, 2021-22
Meeting Date: February 9, 2021

RECOMMENDATION: It is recommended that the District Board of Trustees approve the Academic Calendar for 2021-22 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 2021–22 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
2021–22 ACADEMIC CALENDAR

FALL (15 Weeks)

2021

August 26	(Th)	College Convocation
August 30	(M)	Classes begin
September 6	(M)	Labor Day Holiday (College Closed)
November 11	(Th)	Veteran's Day Holiday (College Closed)
November 24	(W)	College designated holiday (College Closed)
November 25-28	(Th-Su)	Thanksgiving Holiday and Break (College Closed)
December 13-14	(M-T)	Finals for A15 classes
December 23-31	(Th-Fr)	Winter Break (College Closed)

SPRING (15 Weeks)

2022

January 1-2	(Sa-Su)	New Year's Day Holiday and Break (College Closed)
January 3	(M)	College reopens
January 10	(M)	Classes begin
January 17	(M)	Martin Luther King, Jr. Holiday (College Closed)
February 21	(M)	Presidents' Day Holiday (College Closed)
March 14-20	(M-Su)	Spring Break (College Closed)
May 2-3	(M-T)	Finals for A15 classes
May 12	(Th)	Commencement

SUMMER (15 Weeks)

2022

May 9	(M)	Classes begin
May 30	(M)	Memorial Day Holiday (College Closed)
June 3	(F)	Adult High School Graduation
July 4	(M)	Independence Day Holiday (College Closed)
August 22-23	(M-T)	Finals for A15 classes

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

AGENDA ITEM NO. A - 5.

Subject:	Academic Affairs: Inactivation of Real Estate Sales Agent Career Certificate Program
Meeting Date:	February 9, 2021

RECOMMENDATION: It is recommended that the District Board of Trustees approve the inactivation of the Real Estate Sales Agent (63 clock hours) Career Certificate program, effective at the end of Spring Term 2021.

BACKGROUND: The Real Estate Sales Agent (63 clock hours) Career 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 Summer Term 2021 per SACSCOC guidelines.

The program was originally created to provide students with the required education in estate brokerage operations, agency and ethics, federal and state housing laws, titles, deeds and ownership restrictions. The program was also designed to prepare students for the state licensing exam so that they could become qualified Real Estate Agents. However, total program enrollment has experienced a significant decline over the past few years. Because of the COVID-19 pandemic, student enrollment has ceased altogether.

Following a comprehensive program review, it was determined that there has been a total of two-hundred and forty-six (246) student enrollments within the past three academic years [2018-19 (204), 2019-20 (42) and 2020-2021 (0)]. There are currently no faculty members assigned to the program, which is not eligible for financial aid.

Beginning in the Summer Term 2021, the College's Continuing Workforce Education (CWE) program will offer course options to serve as the official replacement to the Real Estate Sales Agent program. Therefore, it has been determined to be in the best interest of students to inactivate the Real Estate Sales Agent Career Certificate program.

RATIONALE: There are no students currently enrolled in the program being inactivated; however, past term students have been notified by letter and email correspondence. As part of the College's curricular inventory, all courses within the existing program will be offered through a teach-out period of Spring Term 2021. Students who are unable to complete their coursework by this time will be provided with the opportunity to enroll in the College's CWE replacement course options. Neither full-time faculty nor 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 Real Estate Sales Associate Post Licensing Career Certificate Program
Meeting Date:	February 9, 2021

RECOMMENDATION: It is recommended that the District Board of Trustees approve the inactivation of the Real Estate Sales Associate Post Licensing (45 clock hours) Career Certificate program, effective at the end of Spring Term 2021.

BACKGROUND: The Real Estate Sales Associate Post Licensing (45 clock hours) Career 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 Summer Term 2021 per SACSCOC guidelines.

The program was originally created to provide students who are licensed Real Estate Sales Agents with a foundation for successful career development. However, the program has experienced no enrollment over the past few years.

Following a comprehensive program review, it was determined that there has been no student enrollments within the past three academic years [2018-19 (0), 2019-20 (0) and 2020-2021 (0)]. There are currently no faculty members assigned to the program, which is not eligible for financial aid.

Beginning in the Summer Term 2021, the College's Continuing Workforce Education (CWE) program will offer course options to serve as the official replacement to the Real Estate Sales Associate Post Licensing program. Therefore, it has been determined to be in the best interest of students to inactivate the Real Estate Sales Associate Post Licensing Career Certificate program.

RATIONALE: There are no students currently enrolled in the program being inactivated; however, past term students have been notified by letter and email correspondence. As part of the College's curricular inventory, all courses within the existing program will be offered through a teach-out period of Spring Term 2021. Students who are unable to complete their coursework by this time will be provided with the opportunity to enroll in the College's CWE replacement course options. Neither full-time faculty nor 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 - 7.

Subject:	Academic Affairs: Inactivation of Courses Not Taught Within Five Years
Meeting Date:	February 9, 2021

RECOMMENDATION: It is recommended that the District Board of Trustees approve the curriculum review and purge process conducted in Spring Term 2021 for the Fall 2015 through the Summer 2020 timeframe. This review process resulted in zero courses needing inactivation in Fall Term 2021.

BACKGROUND: State Board of Education (SBE) Rule 6A.10.0331 requires that institutions inactivate courses that have not been taught for five years and delete them from their College Catalog and the State Course Numbering System (SCNS) as part of the ongoing curriculum review process. Institutions must also receive approval for the course inactivations from their respective Boards of Trustees.

Per the College's course review and purge process, faculty and academic administrators were informed that no courses were identified for inactivation during the specified timeframe. When courses are identified for inactivation, faculty and academic administrators receive the opportunity to complete a waiver form for the course purge, thereby maintaining the selected courses in the current, active curriculum inventory.

RATIONALE: Inactivation of courses not scheduled for five or more years will ensure compliance with SBE Rule 6A.10.0331, resulting in an update (when applicable) to the College Catalog and the SCNS for the 2021-2022 academic year.

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 9, 2021

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

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

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

**Faculty, Administrative, Professional and Career Appointments Since Previous Board Meeting
as of February 9, 2021**

Faculty Full-Time Appointments

Douglas	Rachel
Goremushandu	Zvobgo
Hagg	Amanda

Job Title

Professor of Human Services
Professor of Surgical Services
Professor of Nursing

Change in Faculty Pay Level

Hetzel	Carla
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New Level

Level III

A&P Full-Time Appointments

Abumilha	Abdulaziz
Burnell	Kevin
Burns	Kerri
Dartiguenave	Maggy
Donaire-Cirsovius	Maria
Giarrusso	Denise
Gillis	Cristina
Hudson	Paul
Hunt	Chelsea
Lettow	Brandon
Lewis	Thomas
McConnell	Patricia
Moore	Douglas
Pitois	Laura
Reese	Robyn

Job Title

Interim Program Manager
Coach - Men's Basketball
Director of Program Development
Director of Program Development
Director of Honors Program
Certification-Assessment Center Manager
Interim E-Learning Instructional Designer
Systems Engineer III
Director of Program Development
Instructional Program Manager
Engineer II - Multimedia
Associate Director of the Center for International Education
Systems Engineer IV
International Admission & Academic Coordinator
Engineer III - Multimedia

A&P Full-Time Reclassifications

Cason	Dale
Dykeman	Ronald
Gandy	Mark
McEwen	Harold
Thompson	Renita

New Job Title

Campus Facilities Director
Campus Facilities Director
Campus Facilities Director
Campus Facilities Director
Associate Director, Academic and Student Achievement

Career Full-Time Appointments

Abbott	Elizabeth
Beaufort	Chanita
Buford	Jalaine
Cobourne	Dionne
Dando	William
Ebadi	Sadaf
Farson	Tracy
Freund	Mary
Hall	Harry
Hardy	Rosalyn
Havens	Rachal
Heape	Wendy
Hildebrand	Mairelis
Jackson	Ronald
Johnson	Lucetia
Leon	Maiah
LePage	Bryan
Lopez Matos	Jesenia
Matos	Derrick
McInall	Janet
Mehrlust	Ethan
Millan	Kylie
Nuccio	Paul
Owens	Madison

Job Title

Project Coordinator
Job Placement Specialist
Student Success Advisor I
Project Coordinator
Laboratory Assistant
Senior Support Specialist
Project Coordinator
Laboratory Manager
Armed Security Officer
Student Records Specialist
Vision Rehabilitation Case Manager/Career Specialist
Assistant Call Center Manager
Administrative Assistant II
Instructional Support Specialist
Security Officer I
Call Center Representative I
Tradesworker II
Student Records Analyst I
Student Success Advisor I
Academic and Career Coordinator
Security Officer II
Administrative Assistant I
Integrated Systems Specialist
Student Success Advisor I

**Faculty, Administrative, Professional and Career Appointments Since Previous Board Meeting
as of February 9, 2021**

Career Full-Time Appointments (cont.)

Piazza	Gianna	Call Center Representative II
Reinhold	Scott	Senior Security Officer
Rosa	Alexa	Financial Aid Advisor II
Spies	James	Tradesworker II
Still-Richardson	Ethel	Student Support Coordinator
Thomas	Leofric	Institutional Research Associate Analyst
Vines	Jarius	Plant Service Worker
White	Geanene	Retention Specialist
Williams	Marcus	Security Officer II
Wynn	Rosa	Interim Project Coordinator

Job Title

Career Full-Time Reclassifications

Sieg	Mark	Center Facilities Supervisor
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New Job Title

Career Part-Time Appointments

Blake	Aisha	Test Proctor
Borisova	Petya	Assistant Coach - Volleyball
Link	Oliver	Test Proctor
Raulerson	Susan	Clerical Specialist
Shepard	Devan	Test Proctor

Job Title

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

INFORMATION ITEM I – B.

Subject:	Purchasing: Purchase Orders Over \$195,000
Meeting Date:	February 9, 2021

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

Contract/ PO No.	Total	Supplier	Description	Authority
PO00010990	\$283,727	REV RTC, Inc.	Fire Truck for Fire Academy Program (GEERS Grant) (1 of 2)	Purchase Authority: SBE 6A-14.0734 & Board Rule 6HX7-5.1; Cooperative Agreement State of Florida Sheriffs Association Contract # FSA20-VEF14.0-Fire Rescue Vehicles & Other Equipment (Rescue Apparatus-Heavy)
PO00011173	\$283,727	REV RTC, Inc.	Fire Truck for Fire Academy Program (Perkins Grant) (2 of 2)	Purchase Authority: SBE 6A-14.0734 & Board Rule 6HX7-5.1; Cooperative Agreement State of Florida Sheriffs Association Contract # FSA20-VEF14.0- Fire Rescue Vehicles & Other Equipment (Rescue Apparatus-Heavy)
PO00011011	\$553,217	Oracle America, Inc.	Annual Oracle Solution Support Center Licenses and Services	Purchase Authority: SBE 6A-14.0734 & Board Rule 6Hx7-5.1; Strategic Technology Plan; FSCJ Contract 2014-01
PO00011049	\$542,752	Presidio Corporation	Cisco network infrastructure equipment for the College	Purchase Authority: SBE 6A-14.0734, Board Rule 6Hx7-5.1; Cooperative Agreement 2017-08 WSCA (Western State Contract Alliance)
PO00011123	\$570,000	Carnegie Dartlet LLC	Media buying consulting services to raise awareness of the College, generate quality leads, drive applications and convert admitted students through enrollment	Purchase Authority: SBE 6A-14.0734 & Board Rule 6Hx7-5.1; University of Cincinnati - Contract 1798-17L; University of Ohio - RFP #OU-021716DRM; Pennsylvania State System of Higher Education Slippery Rock University- RFP # SRU-RFP-004-16; State of Illinois Public Institutions of Higher Education, Northeastern Illinois University- RFP #201MARK1; FSCJ Contract 2018-21
PO00011193	\$318,433	SHI International Corp	Licensing Solutions Providers (LSP) of Microsoft Software and Services	Purchase Authority: SBE 6A-14.0734 & Board Rule 6Hx7-5.1; FL SC #432-300-00-15-02

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

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

FISCAL NOTES: These purchase orders utilized College restricted and unrestricted budgeted funds in the amount not to exceed \$2,551,855.

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

INFORMATION ITEM I – C.

Subject:	Finance: Investment Reports for Quarter Ended September 30, 2020
Meeting Date:	February 9, 2021

INFORMATION: The Investment Reports for the Surplus Fund Account (Operating Fund) and the Quasi Endowment Fund for the quarter ending September 30, 2020 are presented to the District Board of Trustees (DBOT) for information.

BACKGROUND: The investment objective of the Operating Fund is to maximize income while minimizing market rate risk, and to insure the availability of short-term liquidity to meet the cash flow needs of the College. Consistent with the DBOT approved Investment Policy Statement, the Operating Fund is invested largely in U.S. Treasury, Federal Agency/GSE, Federal Agency/CMO, high quality corporates, and mortgage backed securities with an average or effective duration of 1.88 years. The Operating Fund Portfolio's quarterly total return performance of 0.31% outperformed the benchmark performance of 0.179% by 0.14%. Over the past year, the Portfolio earned 3.96%, versus 3.68% for the benchmark.

The College utilizes the investment management services of PFM Asset Management LLC (PFM) for intermediate term fixed income investments. As of September 30, 2020 the College had surplus funds of approximately \$35.8 million under management with PFM.

Quasi Endowment Funds are derived largely from auxiliary activities. These funds are also managed by (PFM) and invested in a diverse portfolio of domestic and international equities, fixed income securities and cash equivalents. The account balance as of September 30, 2020 was \$5.9 million, returned 7.2% (net of mutual fund fees), and outperformed its benchmark return of 6.31% by 0.93%. Over the past year, the portfolio had a return of 12.91%, outperforming its 10.35% benchmark return by 2.56%. Since the inception date of July 1, 2016 the portfolio has returned 10.08% annually compared to its 9.64% benchmark. In dollar terms, the portfolio gained \$395,193 in return on investment over the quarter and gained \$668,877 over the past 12-months.

The Investment Performance Review for the quarter ending September 30, 2020 will be available at the District Board of Trustees meeting as information. The report is also reviewed at regular meetings of the District Board of Trustees Finance and Audit Committee.

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

FISCAL NOTES: As of September 30, 2020, the College had investment balances totaling \$41.7 million, which compares to \$42.6 million as of September 30, 2019.



Florida State College
at Jacksonville

Investment Performance Review
SURPLUS FUNDS
For the Quarter Ended September 30, 2020

Investment Advisors

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

PFM Asset Management LLC

213 Market Street
Harrisburg, PA 17101
717.232.2723
717.233.6073 fax

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

202100349

Markets Face Many Uncertainties Moving into the Fourth Quarter

● Coronavirus

- Spread during **colder months** and flu season
- Development of **vaccines**
- Impact on **economic recovery**

● Markets

- **Valuations** of bonds and equities
- Further **fiscal stimulus**
- **Fed policies**

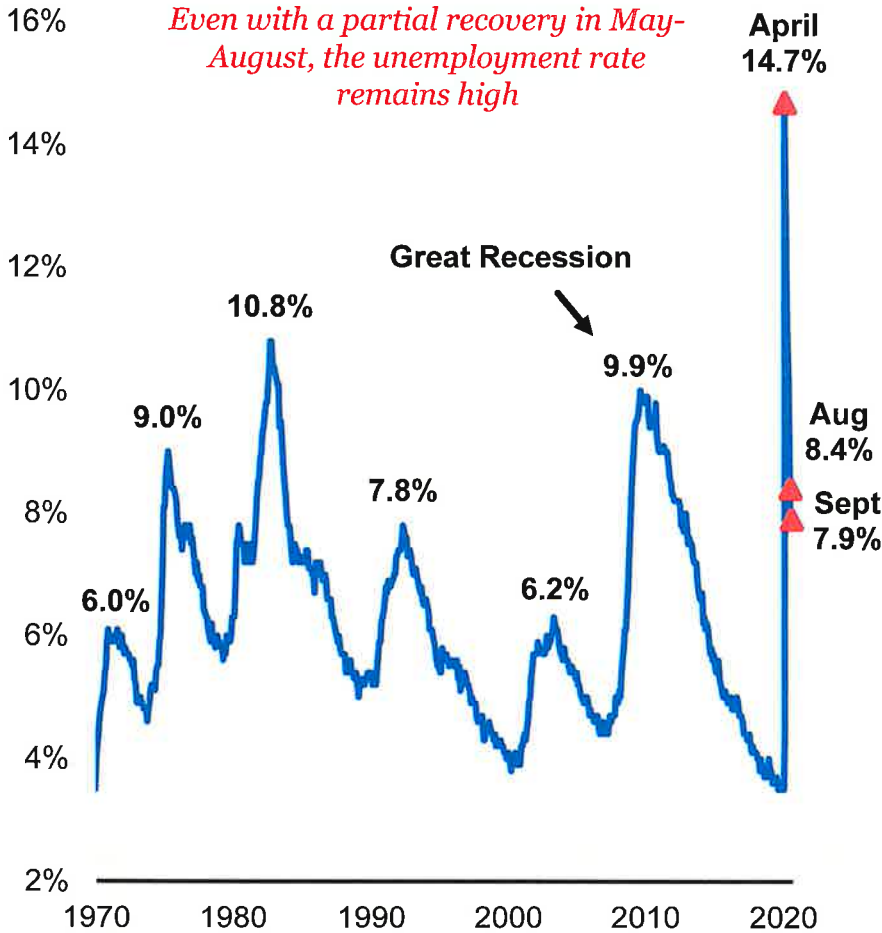
● Presidential election

- Priorities of government **spending**
- **Tax law** changes
- **Foreign and trade policies**
- Future of **ACA**

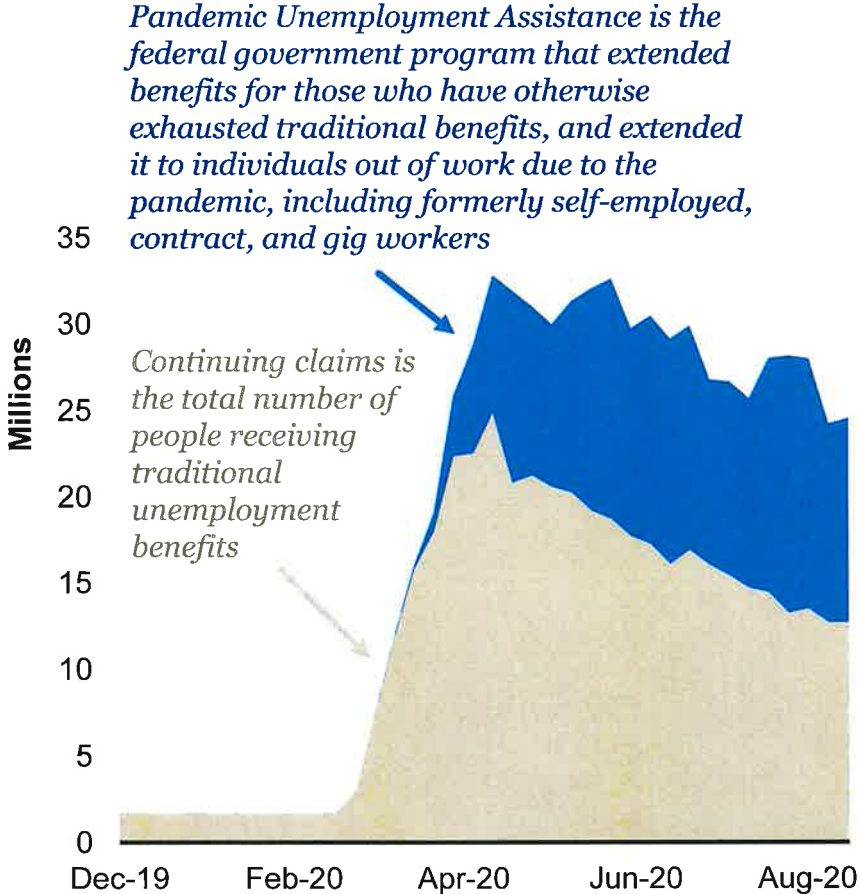


Achieving Pre-Pandemic Employment Levels May Be Challenging

Unemployment Rate



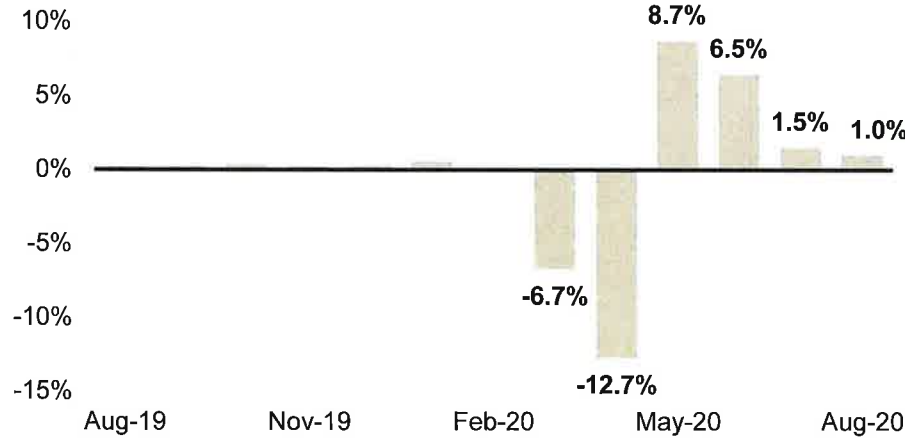
Number of People Collecting Unemployment Assistance



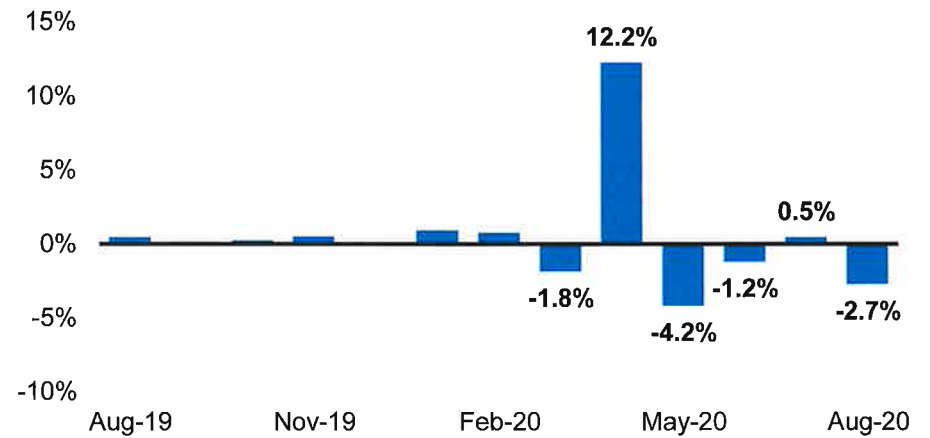
Source: Bloomberg, as of 9/30/2020. Data is seasonally adjusted. Source (quote): Department of Labor.

Economic Indicators Show Resilience, But Future Improvement May Slow

Personal Spending (MoM%)

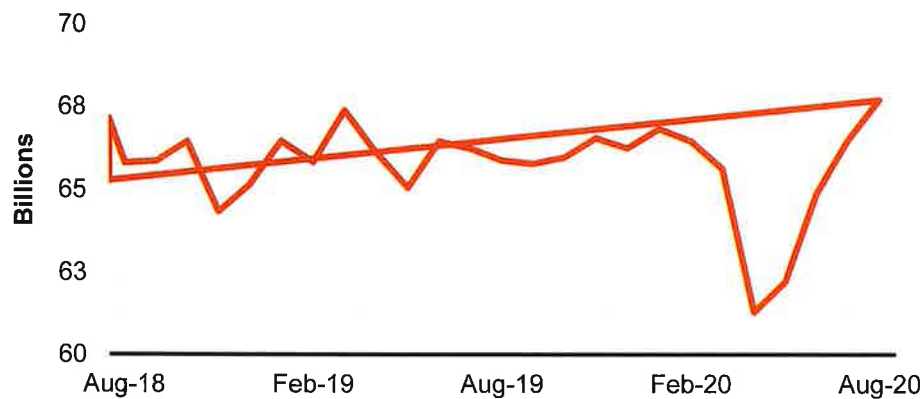


Personal Income (MoM%)

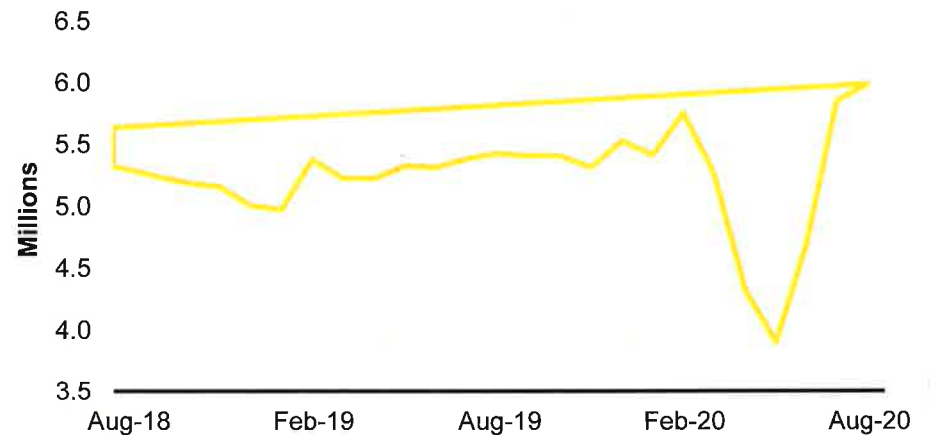


Business Investment

Nondefense Capital Goods Orders Excl. Aircraft, monthly



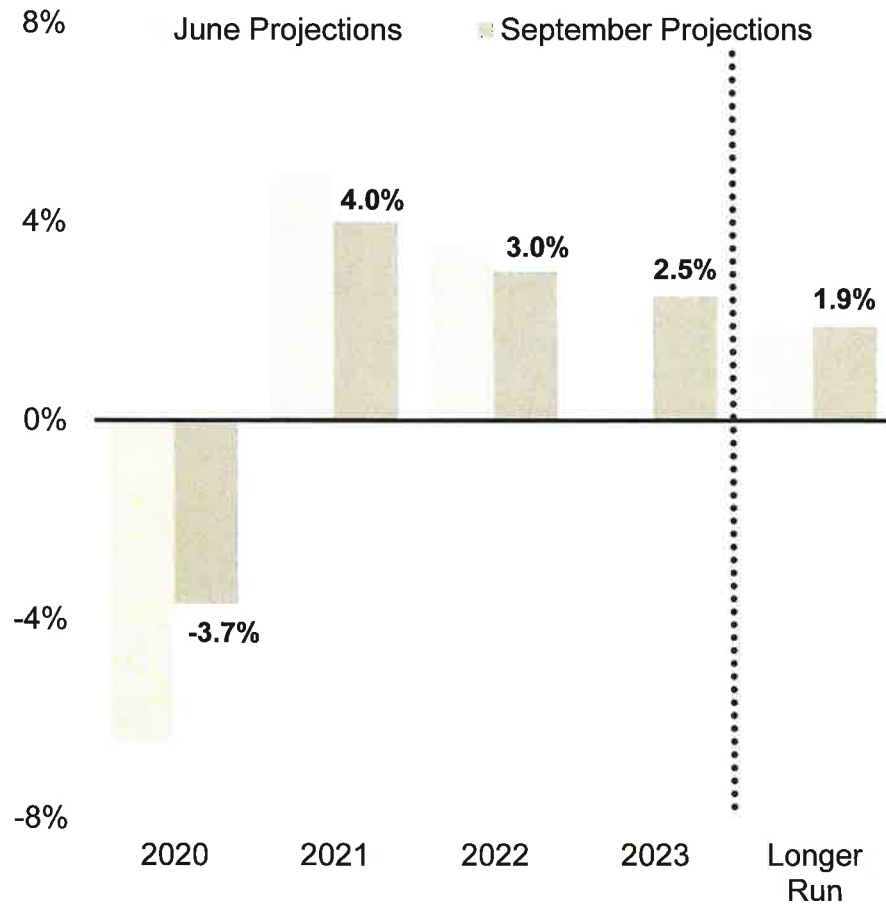
Existing Home Sales (SAAR)



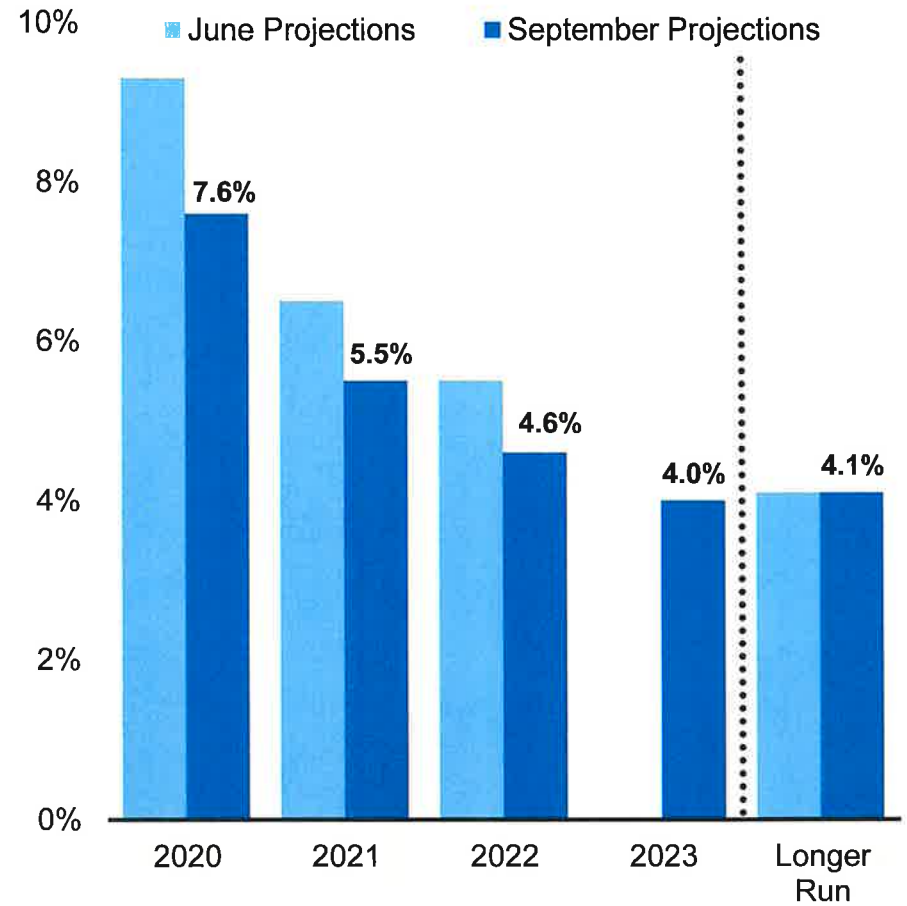
Source: Bloomberg, latest available data as of 10/2/2020.

The Fed's Updated Economic Projections Pull Improvement Forward

Change in Real GDP



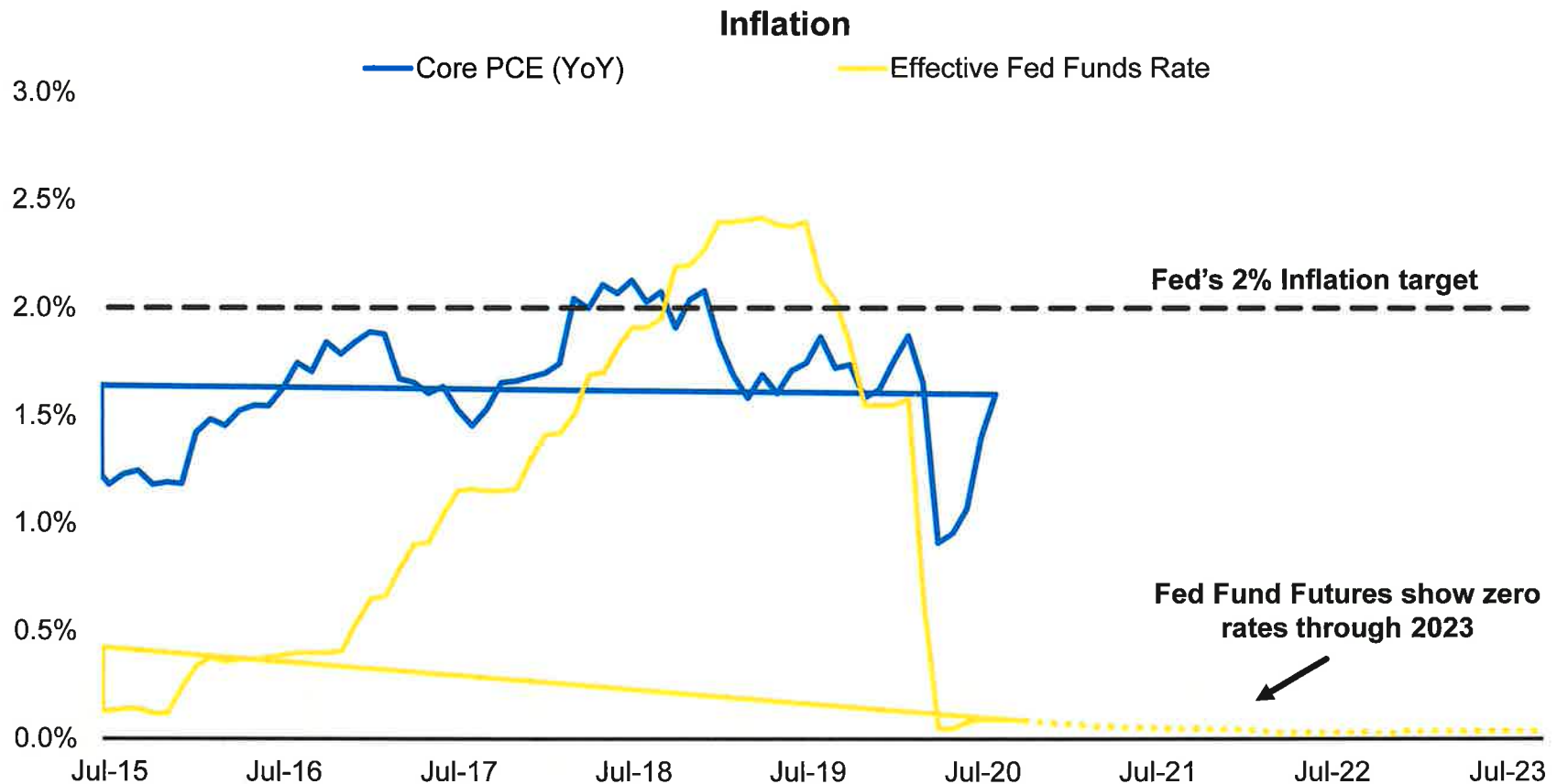
Unemployment Rate



Source: Federal Reserve, economic projections as of June and September 2020.

Federal Reserve's New Inflation Policy Means Rates May Be Lower for Longer

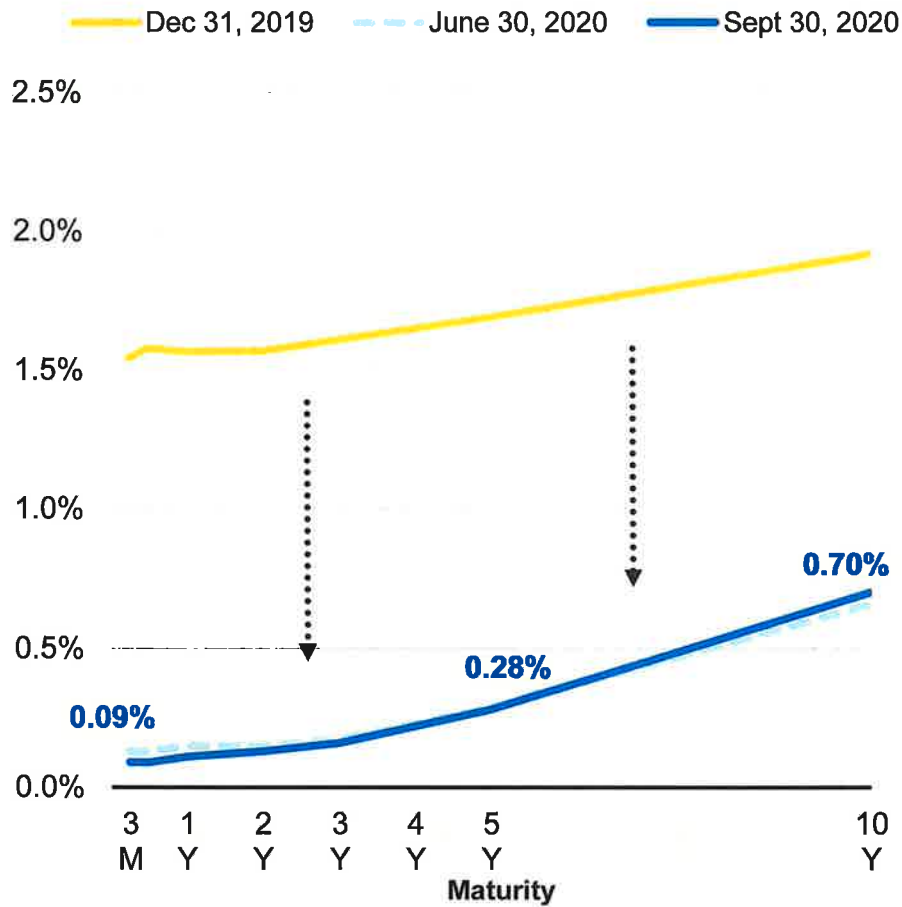
“...the Committee seeks to achieve inflation that averages 2 percent over time... following periods when inflation has been running persistently below 2 percent, appropriate monetary policy will likely aim to achieve inflation moderately above 2 percent for some time.”



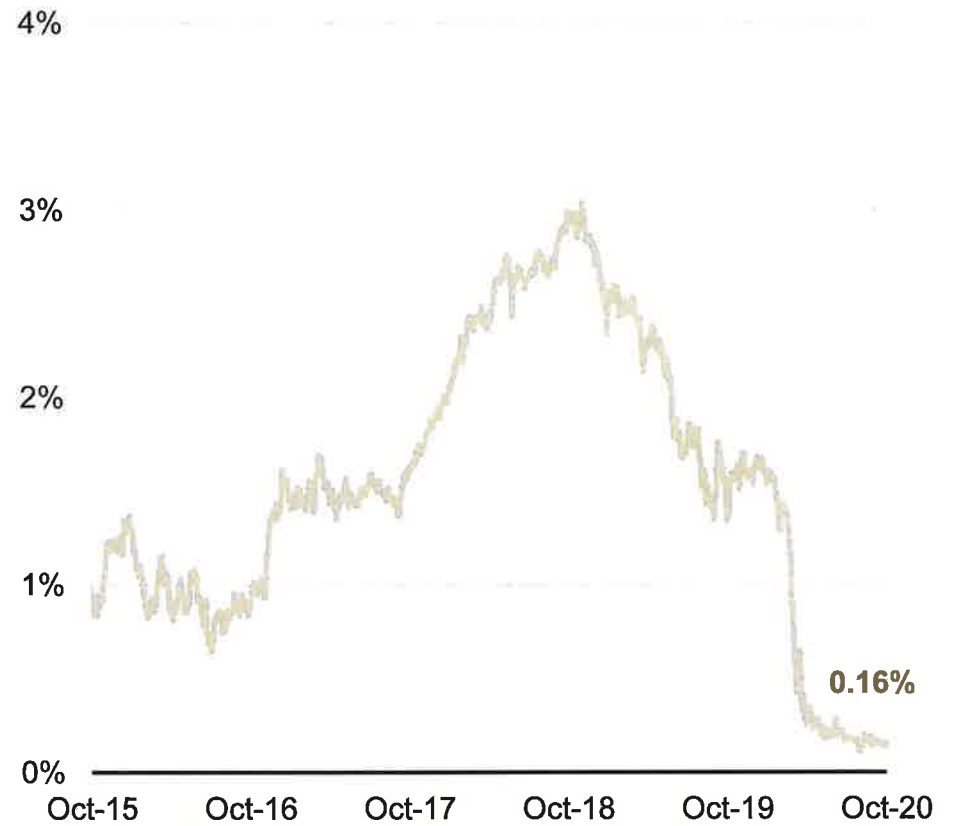
Source: Federal Reserve, as of 8/27/2020 (quote); Bloomberg, as of 10/02/2020 (chart). Fed Funds Futures projections as of 10/05/2020.

Interest Rates Remain Stable Near Historic Lows

US Treasury Yield Curve



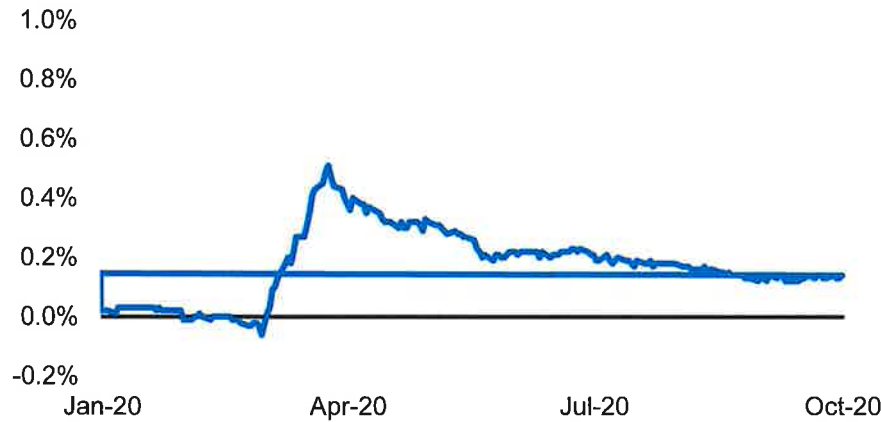
3-Year Treasury Yield



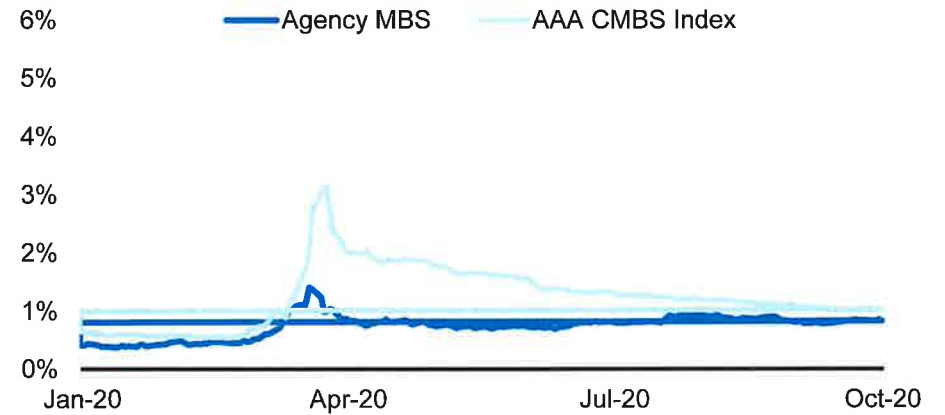
Source: Bloomberg as of 10/02/2020.

Yield Spreads Narrow Further in Q3 1-5 Year Indices

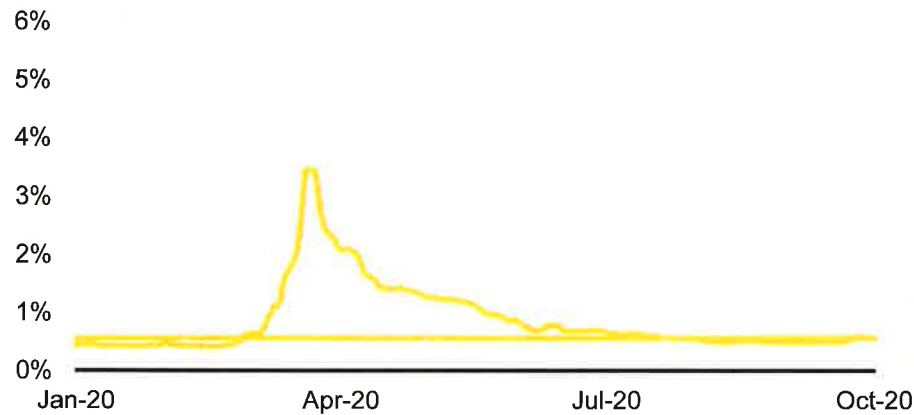
Federal Agency Yield Spreads



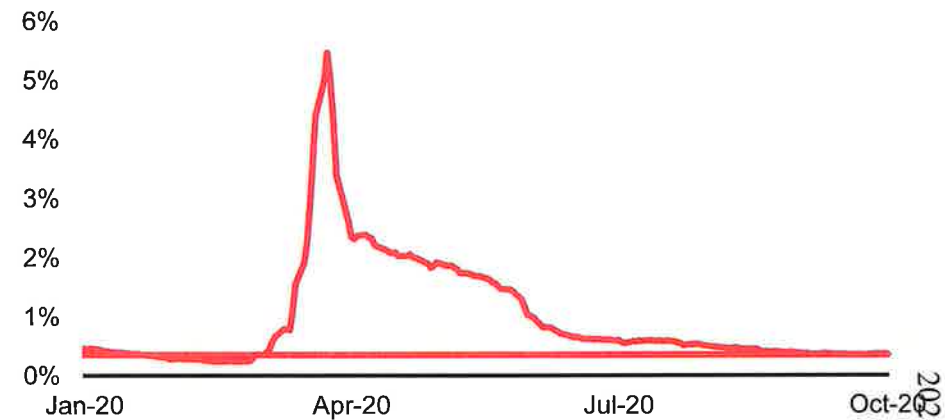
Mortgage-Backed Securities Yield Spreads



Corporate Notes A-AAA Yield Spreads



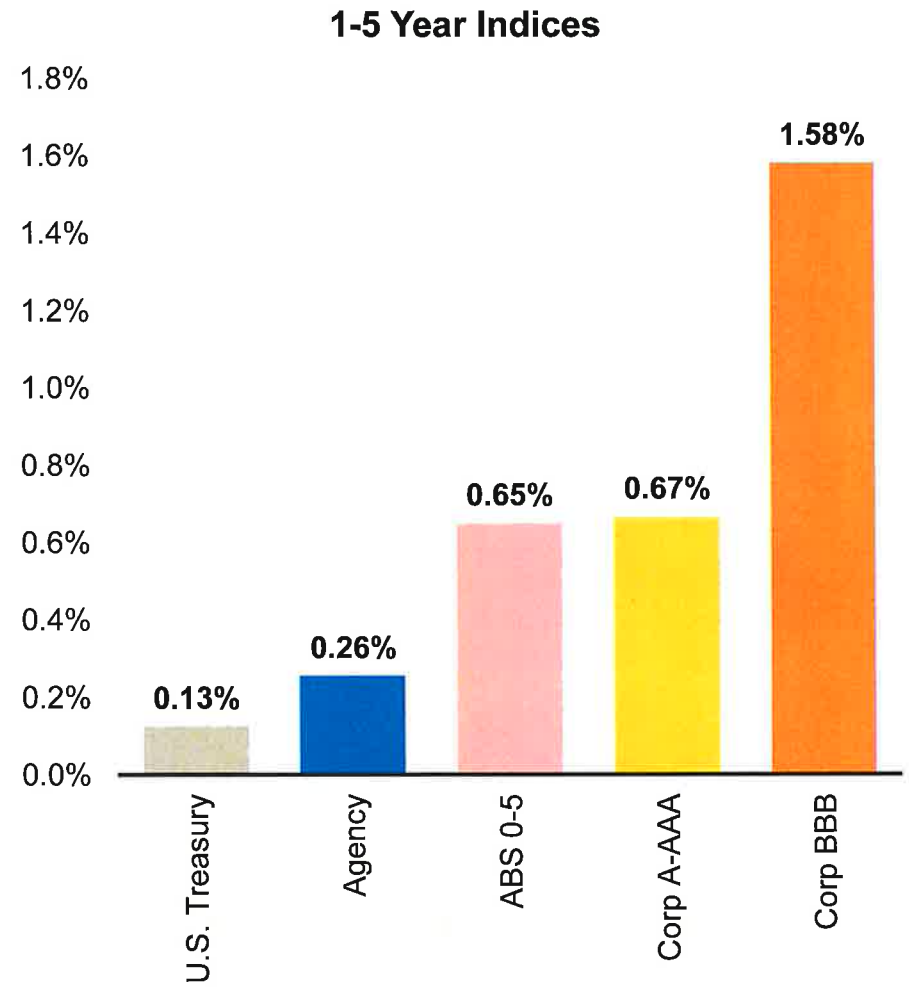
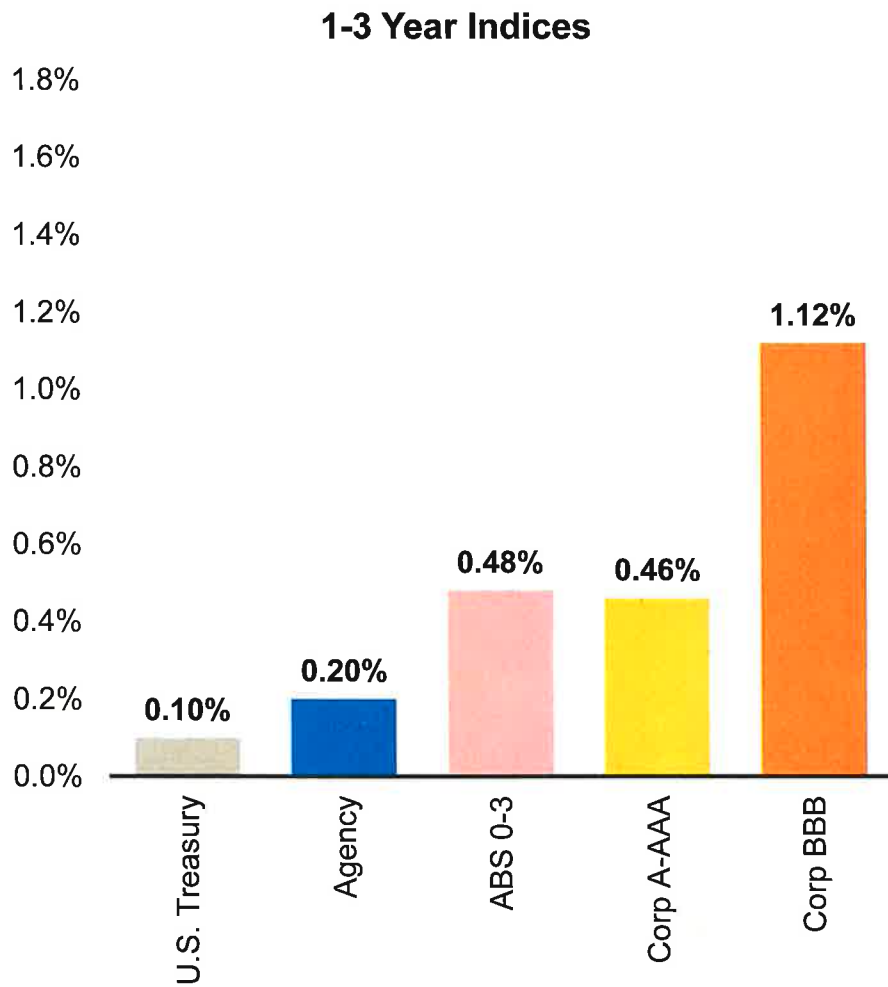
Asset-Backed Securities Yield Spreads



Source: ICE BofAML 1-5 year Indices via Bloomberg, MarketAxess and PFM as of 10/02/2020. Spreads on ABS and MBS are option-adjusted spreads of 0-5 year indices based on weighted average life; spreads on agencies are relative to comparable maturity Treasuries. CMBS is Commercial Mortgage-Backed Securities.

202100356

Credit Sectors Outperform in the Third Quarter



Source: Bloomberg, as of 9/30/2020.

202100357

Fixed-Income Sector Outlook – October 2020

Sector	Our Investment Preferences	Comments
COMMERCIAL PAPER / CD		<ul style="list-style-type: none"> Front end credit spreads are close to historic tight; however, investor appetite remains strong; selectively add exposure.
TREASURIES		
T-Bill		<ul style="list-style-type: none"> T-Bills remain attractive relative to other short-term options. Renewed fiscal stimulus may result in elevated supply and drive the continued value in this sector.
T-Note		<ul style="list-style-type: none"> Treasury yields decreased over the month as Treasury volatility fell. Uncertainty around the path of the virus, additional fiscal support and the November elections have offset the record level of treasury coupon issuance in moving yields lower.
FEDERAL AGENCIES		
Bullets		<ul style="list-style-type: none"> Agency spreads remained mostly range bound over the month. Current valuations remain attractive in the 3- and 5-year area, which have benefited the most from supply, and should continued to be targeted.
Callables		<ul style="list-style-type: none"> Callable spreads tightened and new-issue coupons continued to fall as Treasury volatility hit a record low. Value remains on a structure-by-structure basis.
SUPRANATIONALS		<ul style="list-style-type: none"> Supranational spreads softened across the curve in response to robust issuance, which is expected to slow given annual funding targets are nearly met. New issue opportunities should continue to be evaluated.
CORPORATES		
Financials		<ul style="list-style-type: none"> We remain cautious with valuations on high-quality corporate bonds near record tight levels while fundamentals remain highly uncertain. New issue supply will likely decline after the record pace seen so far this year, a positive factor for the sector.
Industrials		<ul style="list-style-type: none"> The Fed's unprecedented support should help anchor spreads, but we have concerns around consumer finances and corporate balance sheets. Another surge in COVID-19 cases, rising geopolitical tensions and the Presidential election could be catalysts for another spike in volatility.
SECURITIZED		
Asset-Backed		<ul style="list-style-type: none"> ABS yield spreads tightened even as the sector experienced an elevated level of issuance in September. Credit enhancements on some new issue auto ABS deals have increased in response to concerns regarding consumer stress.
Agency Mortgage-Backed		<ul style="list-style-type: none"> The Fed continues "to support the smooth functioning" of the MBS market through its ongoing purchase program. However, spreads are narrow, and prepayments will stay elevated over the near-term as refinancings remain robust.
Agency CMBS		<ul style="list-style-type: none"> Agency CMBS spreads moved slightly wider in September and remain above historical averages as concerns regarding the ability of renters to pay remain.
MUNICIPALS		<ul style="list-style-type: none"> Taxable supply continues to come to market while spreads continue to tighten due to increased investor demand. We remain focused on the largest issuers while exercising caution on many sub-sectors given the fiscal impact from COVID-19.

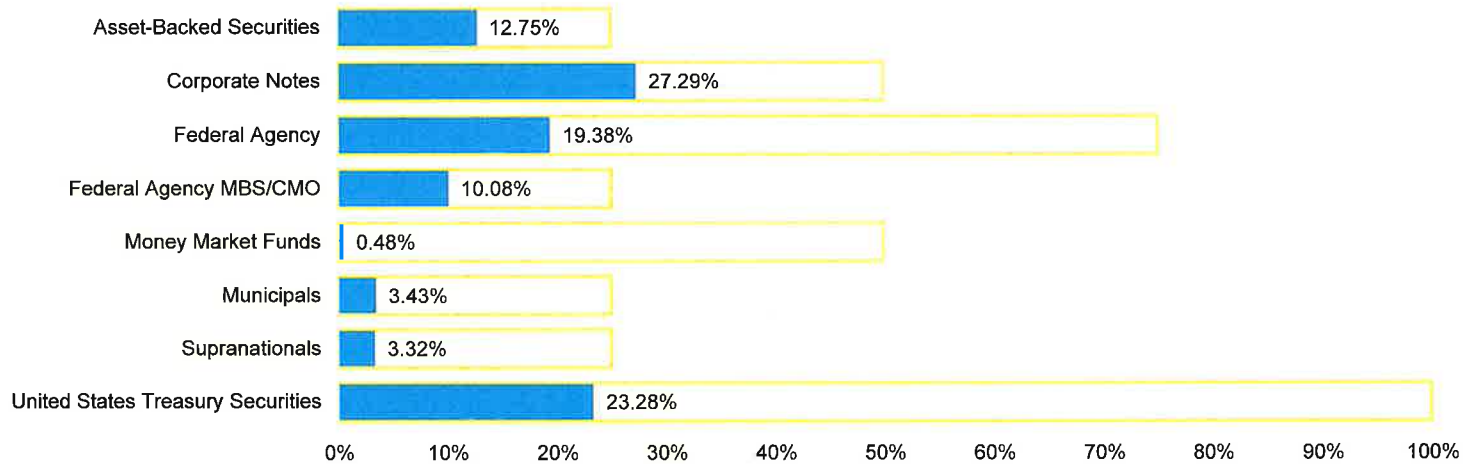


● Current outlook

○ Outlook one quarter ago

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- The College's Operating Fund Portfolio is of high credit quality and invested in U.S. Treasury, federal agency/GSE, federal agency/CMO, corporate note, asset-backed, mortgage-backed, municipal, and supranational securities.
- The Operating Fund Portfolio's quarterly total return performance of 0.31% outperformed the benchmark performance of 0.17% by 0.14%. Over the past year, the Portfolio earned 3.96%, versus 3.68% for the benchmark.
- The effects of the coronavirus continued to ripple through global economies and financial markets during Q3:
 - **Global health crisis** – Coronavirus restrictions were gradually eased throughout the U.S. but were followed by regional hot spots of infection, reminding people of how long the virus may linger.
 - **Economic shutdown** – U.S. second quarter GDP plunged by a record annualized rate of 31.7%. For context, GDP fell by 8.4% during the height of the 2008 financial crisis. However, other economic indicators were surprisingly strong and recovered at a faster pace than originally expected, leading various economists to pull forward the expected timeframe for recovery. The labor market has rebounded off its lows, but with the unemployment rate still near 8%, the jobs landscape remains a significant headwind to a more robust and sustained recovery.
 - **Financial markets** – The Federal Reserve (Fed) continued to play a large role in supporting financial market stability. The central bank re-affirmed its ongoing support of many bond market sectors through its continuing purchase and liquidity programs, and it extended the expiration date of many of its lending facilities. The Fed also extended its forward guidance regarding zero short-term interest rates through 2023.
- The U.S. Treasury yield curve remained relatively unchanged over the quarter, with all maturities ending the quarter within 0.05% of where they began. Yields on shorter-term maturities drifted lower as the lack of new fiscal stimulus resulted in lighter Treasury debt issuance. Longer-dated yields inched only slightly higher, nudged primarily by the Fed's new inflation targeting policy. As a result, Treasury index returns were muted for the quarter.
- The U.S. and global economic recoveries have been stronger than expected. In the U.S., however, the pace of recovery appears to be slowing. Getting back to pre-pandemic growth and employment levels will likely be challenging.
- Considering the economic uncertainties that remain, we plan on structuring portfolios to have neutral durations relative to their respective benchmarks.



Security Type	Amortized Cost (Includes Interest)	Allocation Percentage	Permitted by Policy	In Compliance
Asset-Backed Securities	4,497,299.93	12.75%	25%	Yes
Bankers' Acceptances	-	-	10%	Yes
Certificates of Deposit and Savings Accounts	-	-	50%	Yes
Commercial Paper	-	-	50%	Yes
Corporate Notes	9,626,408.39	27.29%	50%	Yes
Federal Agency	6,836,943.49	19.38%	75%	Yes
Intergovernmental Pools	-	-	50%	Yes
Federal Agency MBS/CMO	3,557,810.72	10.08%	25%	Yes
Money Market Funds	167,688.61	0.48%	50%	Yes
Municipals	1,208,505.46	3.43%	25%	Yes
Repurchase Agreements	-	-	40%	Yes
Supranationals	1,171,388.47	3.32%	25%	Yes
United States Treasury Securities	8,213,520.98	23.28%	100%	Yes
Total	35,279,566.05	100.00%		

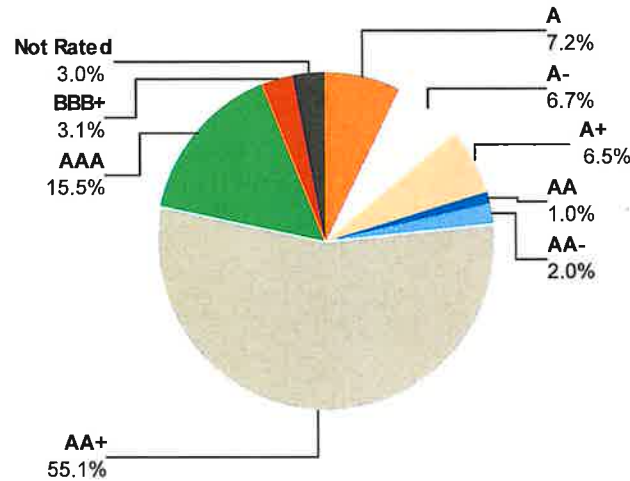
End of month trade-date amortized cost of portfolio holdings, including accrued interest.

Portfolio Statistics

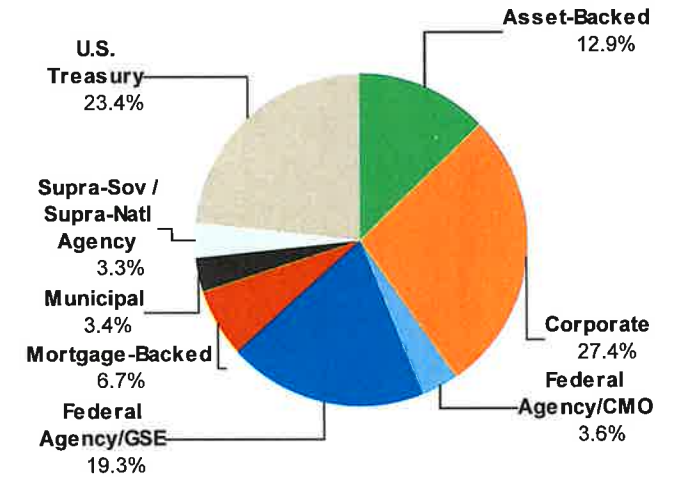
As of September 30, 2020

Par Value:	\$34,821,375
Total Market Value:	\$35,845,616
Security Market Value:	\$35,575,317
Accrued Interest:	\$102,610
Cash:	\$167,689
Amortized Cost:	\$35,009,267
Yield at Market:	0.59%
Yield at Cost:	1.45%
Effective Duration:	1.88 Years
Average Maturity:	2.85 Years
Average Credit: *	AA

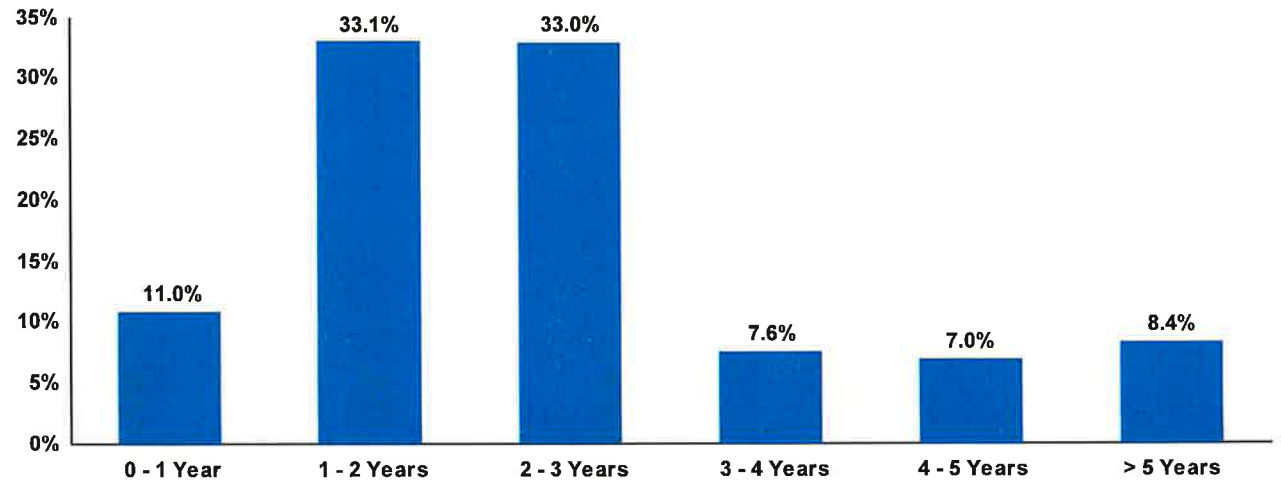
Credit Quality (S&P Ratings)



Sector Allocation



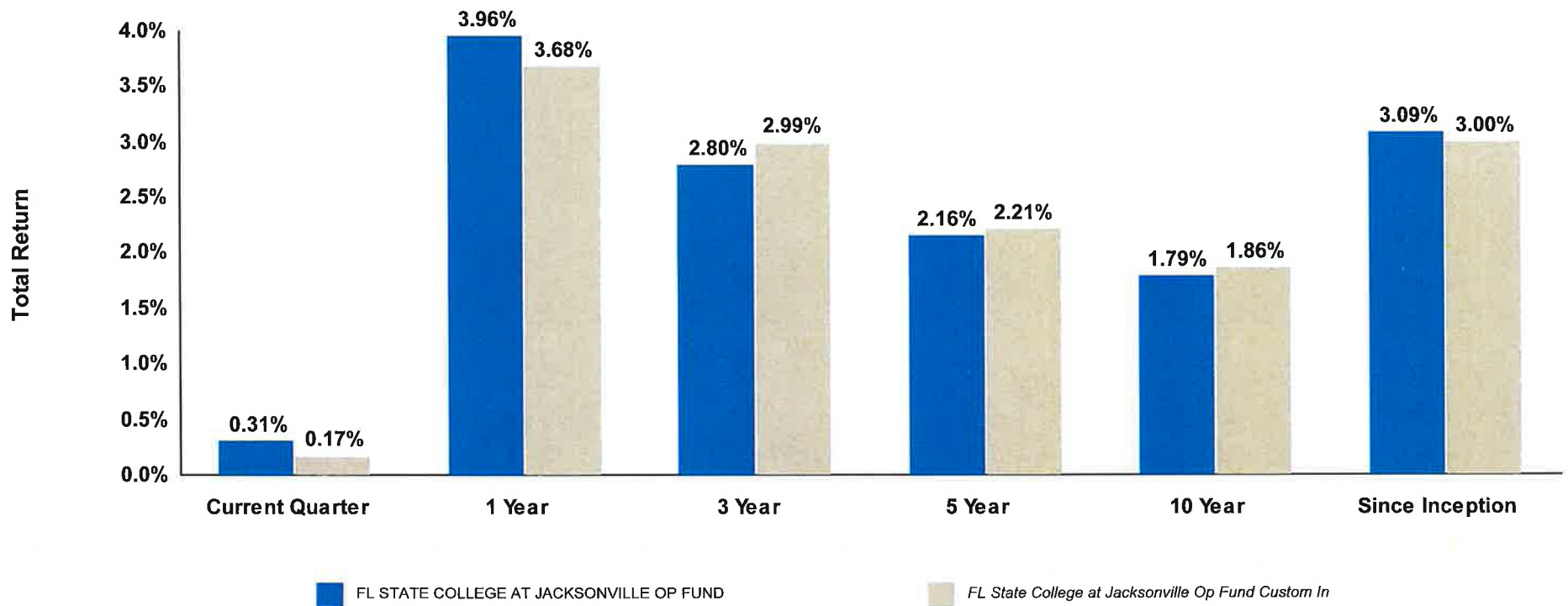
Maturity Distribution



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

Portfolio Performance (Total Return)

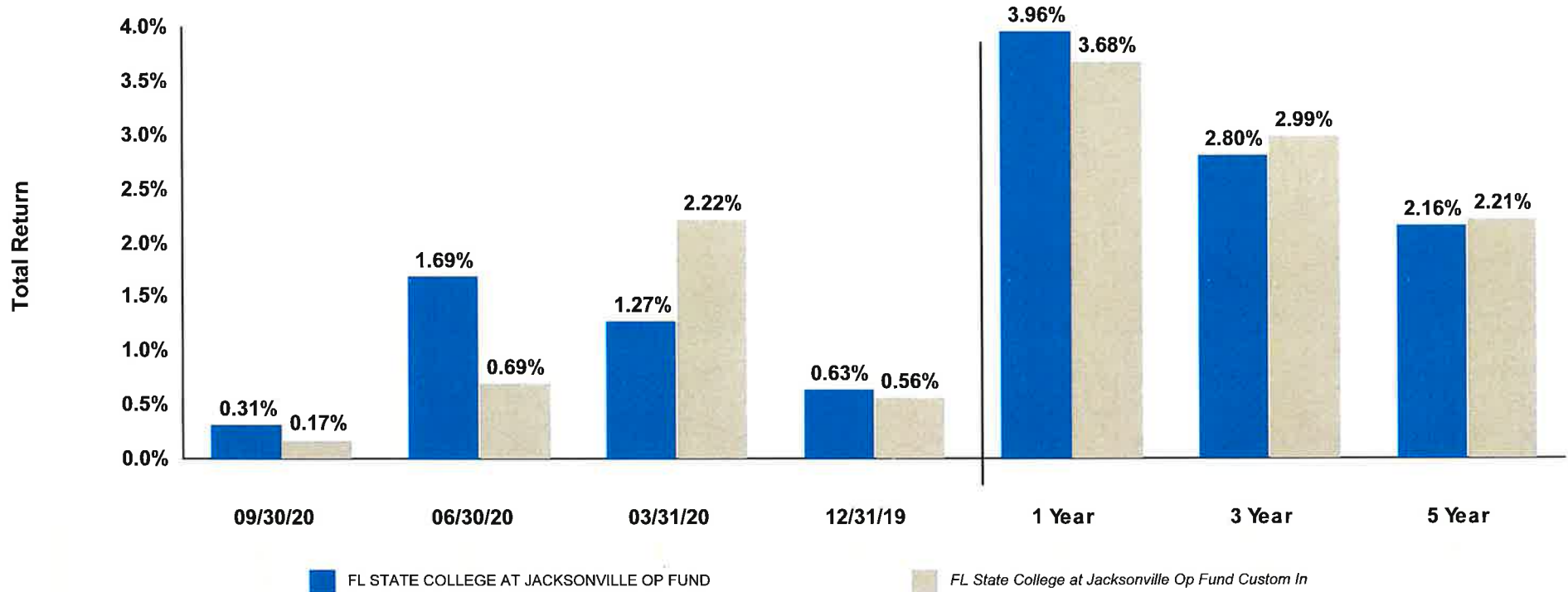
Portfolio/Benchmark	Effective Duration	Current Quarter	Annualized Return				Since Inception (06/30/06) **
			1 Year	3 Year	5 Year	10 Year	
FL STATE COLLEGE AT JACKSONVILLE OP FUND	1.88	0.31%	3.96%	2.80%	2.16%	1.79%	3.09%
FL State College at Jacksonville Op Fund Custom In	1.81	0.17%	3.68%	2.99%	2.21%	1.86%	3.00%
Difference		0.14%	0.28%	-0.19%	-0.05%	-0.07%	0.09%



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

Portfolio Performance (Total Return)

Portfolio/Benchmark	Effective Duration	Quarter Ended				Annualized Return		
		09/30/20	06/30/20	03/31/20	12/31/19	1 Year	3 Year	5 Year
FL STATE COLLEGE AT JACKSONVILLE OP FUND	1.88	0.31%	1.69%	1.27%	0.63%	3.96%	2.80%	2.16%
FL State College at Jacksonville Op Fund Custom In	1.81	0.17%	0.69%	2.22%	0.56%	3.68%	2.99%	2.21%
Difference		0.14%	1.00%	-0.95%	0.07%	0.28%	-0.19%	-0.05%



Portfolio performance is gross of fees unless otherwise indicated.

Portfolio Earnings

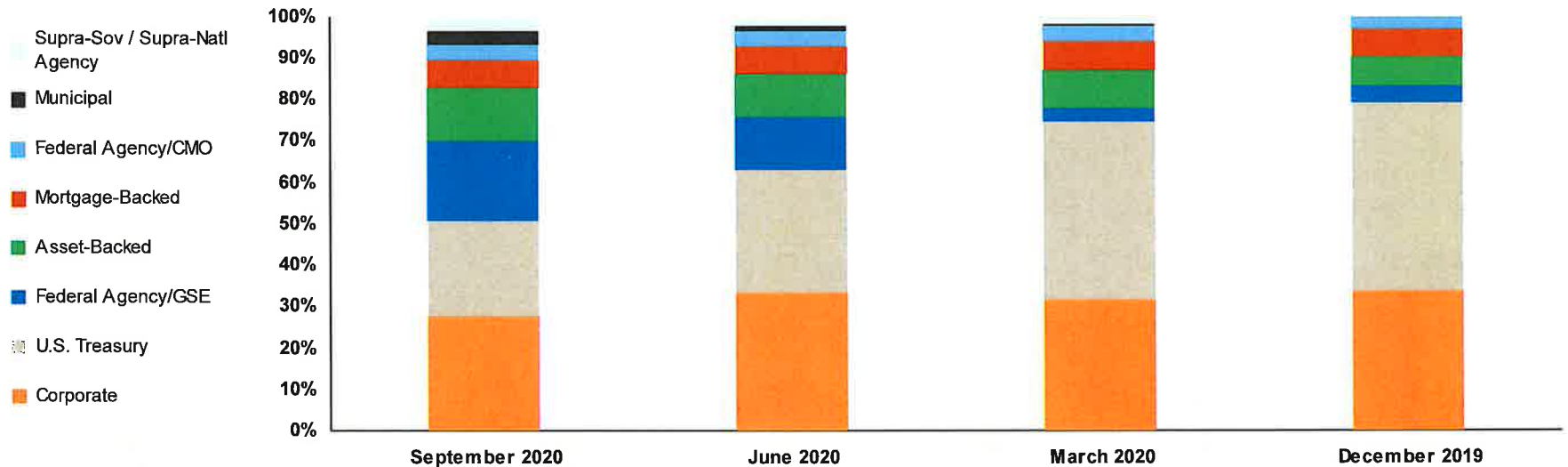
Quarter-Ended September 30, 2020

	<u>Market Value Basis</u>	<u>Accrual (Amortized Cost) Basis</u>
Beginning Value (06/30/2020)	\$35,470,579.53	\$34,776,162.02
Net Purchases/Sales	\$141,548.79	\$141,548.79
Change in Value	(\$36,810.99)	\$91,556.41
Ending Value (09/30/2020)	\$35,575,317.33	\$35,009,267.22
Interest Earned	\$148,713.02	\$148,713.02
Portfolio Earnings	\$111,902.03	\$240,269.43

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Sector Allocation

Sector	September 30, 2020		June 30, 2020		March 31, 2020		December 31, 2019	
	MV (\$MM)	% of Total	MV (\$MM)	% of Total	MV (\$MM)	% of Total	MV (\$MM)	% of Total
Corporate	9.8	27.4%	11.8	33.3%	11.1	31.7%	11.5	33.7%
U.S. Treasury	8.3	23.4%	10.6	29.8%	15.0	42.9%	15.6	45.3%
Federal Agency/GSE	6.9	19.3%	4.5	12.7%	1.1	3.3%	1.5	4.5%
Asset-Backed	4.6	12.9%	3.6	10.3%	3.3	9.4%	2.3	6.7%
Mortgage-Backed	2.4	6.7%	2.4	6.7%	2.3	6.7%	2.3	6.7%
Federal Agency/CMO	1.3	3.6%	1.3	3.8%	1.3	3.7%	1.1	3.1%
Municipal	1.2	3.4%	0.4	1.1%	0.2	0.7%	0.0	0.0%
Supra-Sov / Supra-Natl Agency	1.2	3.3%	0.8	2.3%	0.6	1.6%	0.0	0.0%
Total	\$35.6	100.0%	\$35.5	100.0%	\$34.8	100.0%	\$34.3	100.0%

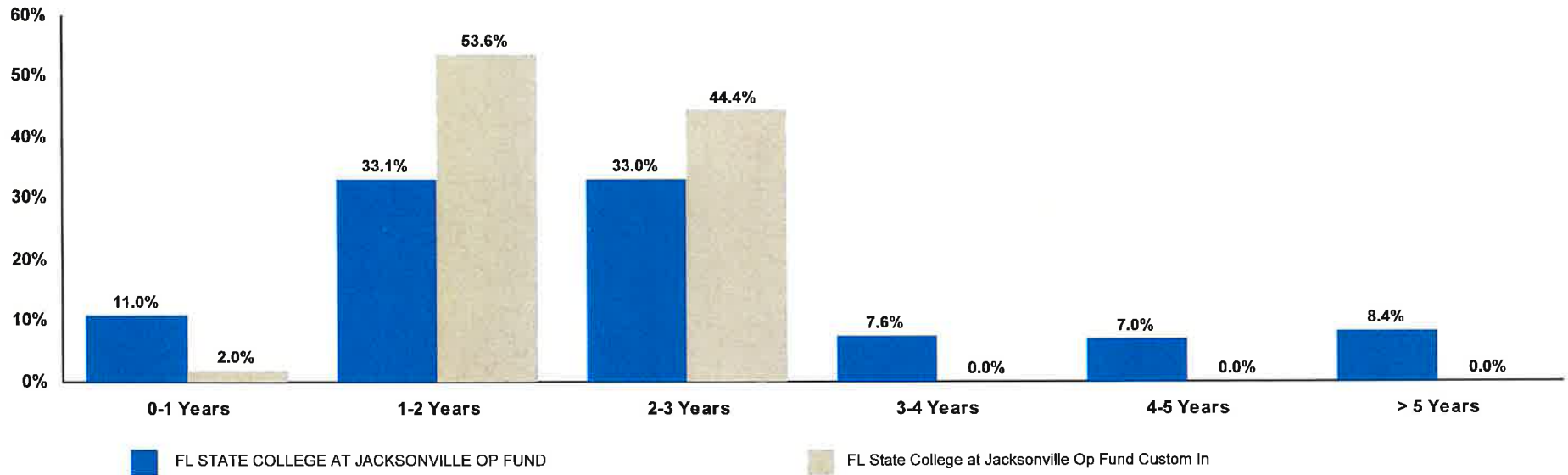


Detail may not add to total due to rounding.

Maturity Distribution

As of September 30, 2020

Portfolio/Benchmark	Yield at Market	Average Maturity	0-1 Years	1-2 Years	2-3 Years	3-4 Years	4-5 Years	>5 Years
FL STATE COLLEGE AT JACKSONVILLE OP FUND	0.59%	2.85 yrs	11.0%	33.1%	33.0%	7.6%	7.0%	8.4%
FL State College at Jacksonville Op Fund Custom In	0.22%	1.96 yrs	2.0%	53.6%	44.4%	0.0%	0.0%	0.0%

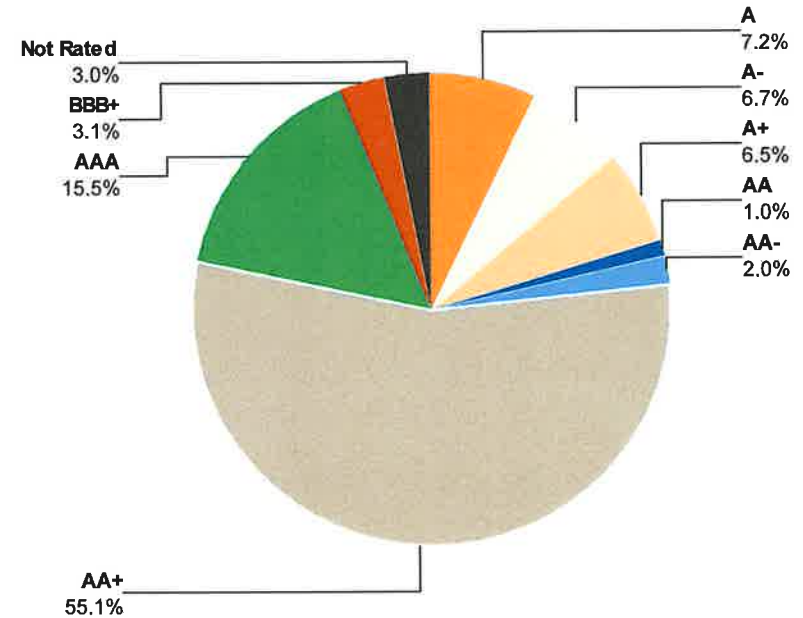


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Credit Quality

As of September 30, 2020

S&P Rating	Market Value (\$)	% of Portfolio
AA+	\$19,612,056	55.1%
AAA	\$5,508,847	15.5%
A	\$2,552,184	7.2%
A-	\$2,370,593	6.7%
A+	\$2,300,075	6.5%
BBB+	\$1,092,134	3.1%
Not Rated	\$1,062,235	3.0%
AA-	\$706,314	2.0%
AA	\$370,881	1.0%
Totals	\$35,575,317	100.0%



Detail may not add to total due to rounding.



FSCJ

Florida State College
at Jacksonville

Investment Performance Review
Quasi Endowment Fund
For the Quarter Ended September 30, 2020

Investment Advisors

Steven Alexander, CTP, CGFO, CPPT, Managing Director
Khalid Yasin, CIMA®, CHP, Director
Richard Pengelly, CFA, CTP, Director
Sean Gannon, CTP, Senior Analyst
Melissa Lindman, Senior Associate

PFM Asset Management LLC

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Executive Summary

The Florida State College at Jacksonville Quasi Endowment Fund portfolio (the “Portfolio”) returned 7.24% (net of mutual fund fees) in the 3rd quarter of 2020, outperforming its policy benchmark return of 6.31% by 0.93%. Over the past year, the portfolio had a return of 12.91%, outperforming its 10.35% benchmark return by 2.56%. Since the inception date of July 1, 2016, the portfolio returned 10.08% annually compared to its 9.64% benchmark. In dollar terms, the portfolio gained \$395,193 in return on investment over the quarter and gained \$668,877 over the past 12-months.

The S&P posted a return of 8.9% for the quarter, benefitting from the reopening of businesses and increased hours of operations, CARES Act relief and discussions of additional fiscal stimulus. Markets outside the United States, as measured by the MSCI ACWI ex-U.S. Index, slightly lagged their domestic equity counterparts, returning 6.3% for the third quarter. The U.S. bond market, as represented by the Bloomberg Barclays U.S. Aggregate (Aggregate) Index, returned 0.6%.

Currently, the portfolio is approximately 2.0% overweight to domestic and international equities, and 2.2% underweight to fixed income. We will likely continue to experience significant disruptions in economic activity until a vaccine is widely available. Given the Endowment’s goals and objectives are long-term in nature, the portfolio continues to be appropriately diversified and in compliance with its investment policy guidelines.

Executive Summary

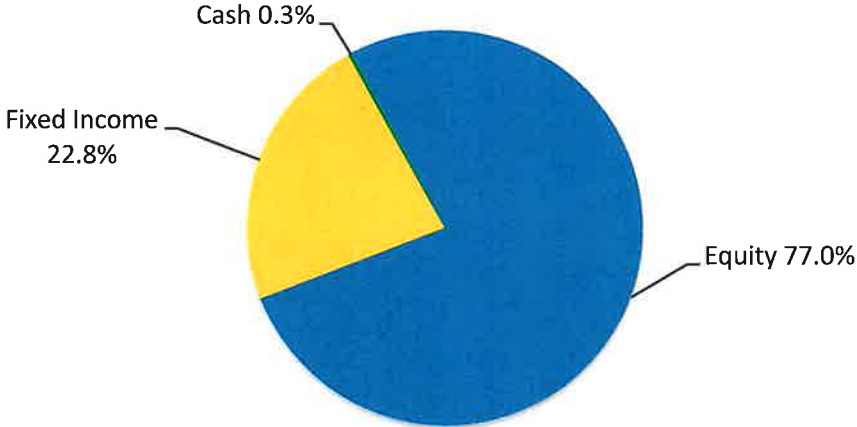
Current Asset Allocation

Asset Class	Market Value	Pct (%)
Cash	\$16,005	0.3%
Equity	4,501,871	77.0%
Fixed Income	1,332,449	22.8%
Total	\$5,850,324	100.0%

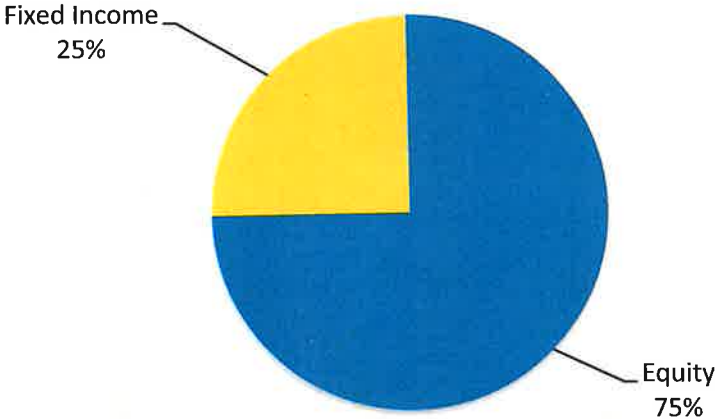
Target Asset Allocation

Asset Class	Market Value	Pct (%)	Range
Cash	\$0	0%	0% - 20%
Equity	4,387,743	75%	70%-80%
Fixed Income	1,462,581	25%	20%-30%
Total	\$5,850,324	100%	

Current Asset Allocation



Target Asset Allocation

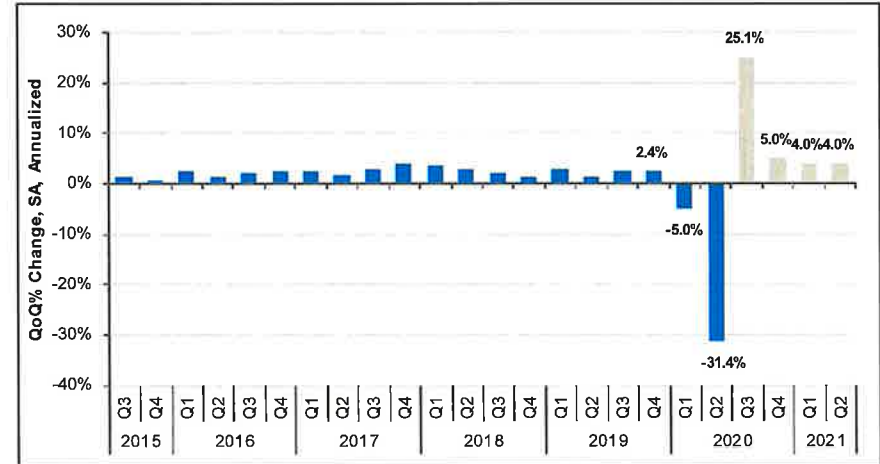


QUARTERLY MARKET SUMMARY

THE ECONOMY

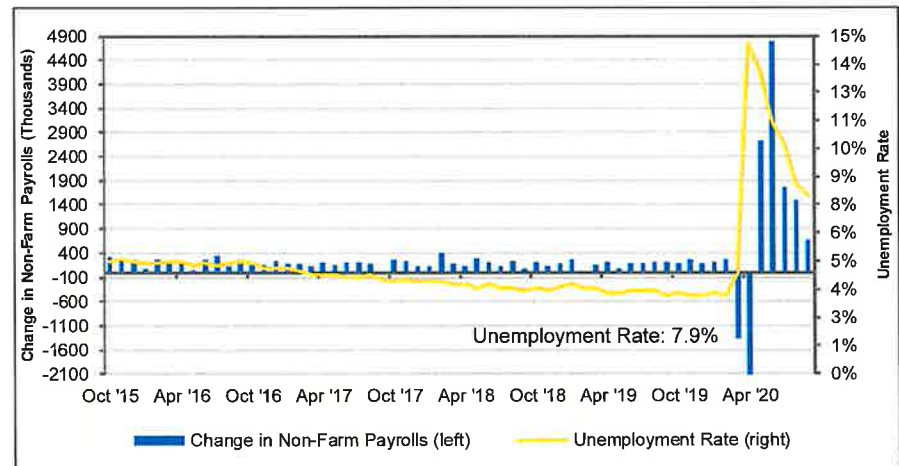
- The COVID-19 pandemic continues to dominate the news and strongly influence the path of economic recovery. September 28 marked the grim milestone of one million deaths worldwide attributed to the virus. We will likely continue to experience significant disruptions in economic activity until a vaccine is widely available.
- The revised estimate of second-quarter gross domestic product (GDP) announced on September 30 reflected a slightly smaller contraction than initially announced in July. Based on the revision, economic activity dropped by -31.4% from the previous quarter by an annualized rate. Third-quarter GDP is likely to reflect a sharp increase in the range of 20-30%.
- The overall employment situation has improved rapidly over the months since the peak in unemployment in April. The unemployment rate declined from 14.7% in April to 7.9% in September. The speed of job recovery from now on will likely depend on the evolution of the virus and policymakers' response. Factors include the degree of social distancing measures and the extent to which policymakers continue to provide income support to unemployed workers.
- Equity markets focused on mostly favorable data throughout the summer months. Macro data improved as multiple drug companies claimed to have fast-tracked versions of a vaccine in the works, earnings looked to have bottomed and another fiscal stimulus package appeared forthcoming. The S&P 500 Index (S&P) lost some steam during September after school openings caused numerous COVID-19 hot spots across the country and medical experts indicated that a vaccine would not likely be available until summer 2021. The fiscal stimulus deal was less likely, or at least delayed.
- Corporate earnings are expected to fall. According to FactSet's earnings insight, the S&P's expected gains for the third quarter are higher today than at the start of the quarter. Despite this increase, the index is still likely to report the second-largest year-over-year decline in earnings over the past 10 years, mainly due to the negative impact of COVID-19 on numerous industries. Companies have not regained lost sales.

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



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

Change in Non-Farm Payrolls



Source: Bloomberg.

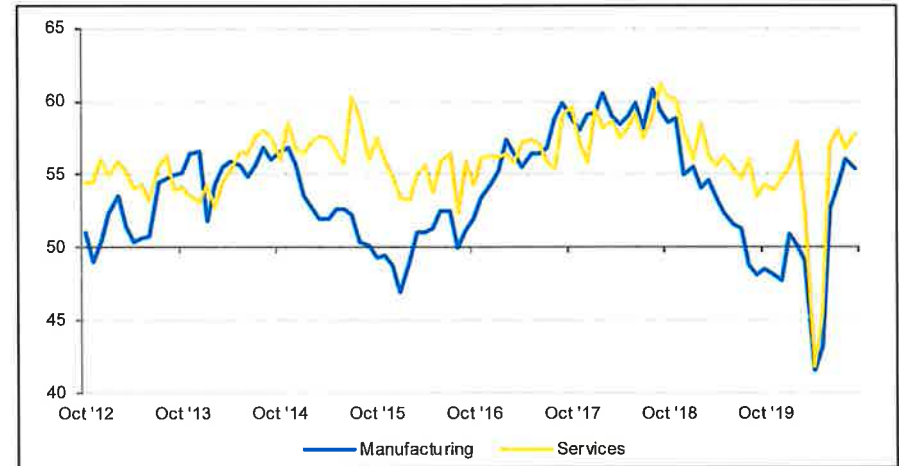


QUARTERLY MARKET SUMMARY

WHAT WE'RE WATCHING

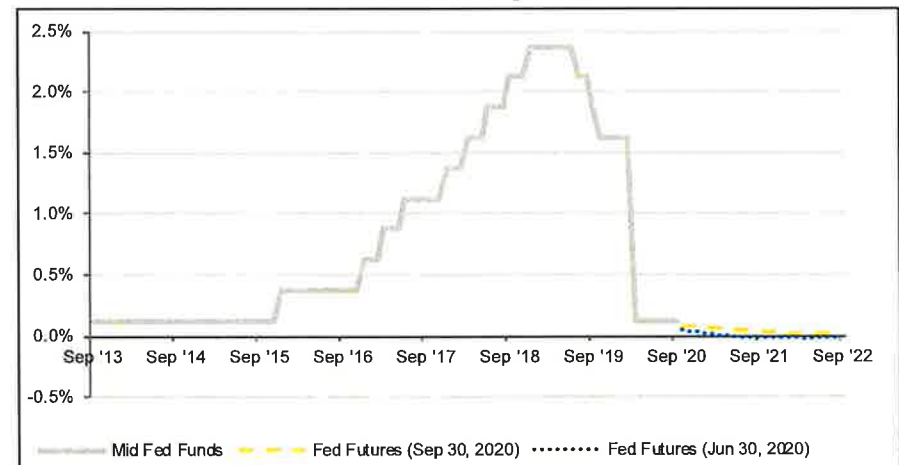
- Domestically, the beginning of the summer started with a sharp rise in the number of people hospitalized with COVID-19, but since late July, that number has declined sharply. Hospitalizations had been very low for most of the summer in Europe and the UK, but have started to rise since people went on holiday during August. Increased movement and lower restrictions have prompted concerns that hospitalizations and deaths could increase more meaningfully as temperatures fall in the coming months.
- A return to normalcy must include a vaccine, and as such, its development has been vigilantly observed. Though it has been discovered that some drugs speed up recovery times or decrease the chance of death, researchers have not found a cure or prevention for the disease. Vaccine researchers have been working with their country regulators at a blistering pace, and most timelines put the widespread availability of a vaccine in the first half of 2021. This timeframe is just a fraction of the usual timeframe for vaccine development.
- The U.S. is less than one month away from its presidential election. Both major party candidates are touting their ability to lead the country out of the pandemic and ensuing economic situation. The next presidential term will be focused on rebuilding the economy while taking on immense federal debt and running budget deficits. Incumbent presidents have typically won reelection unless there was a recession during their term, but current circumstances are far from typical, casting doubt on an outcome.
- Fiscal and monetary policies have played a vital role in response to the COVID-19 pandemic. The Central Banks' monetary policy response to the economic crisis has included lowering interest rates to at or below zero for some countries while governments provide additional fiscal stimulus. Globally this helped stem a deeper recession, but with the possible consequence of lower near-term growth rates because the increase in debt levels may constrain budgets.
- The end of the year-long transition period for the UK to leave the EU (Brexit) is looming at year-end. During the 11-month long transition period, the UK still follows EU rules. It continues to pay into the EU budget despite no longer having voting rights in the EU's political institutions. As of January 1, 2021, the UK will automatically drop out of the EU's primary trading arrangements.

ISM Manufacturing & Services PMI



Source: Bloomberg.

Federal Funds Target Rate



Source: Bloomberg.

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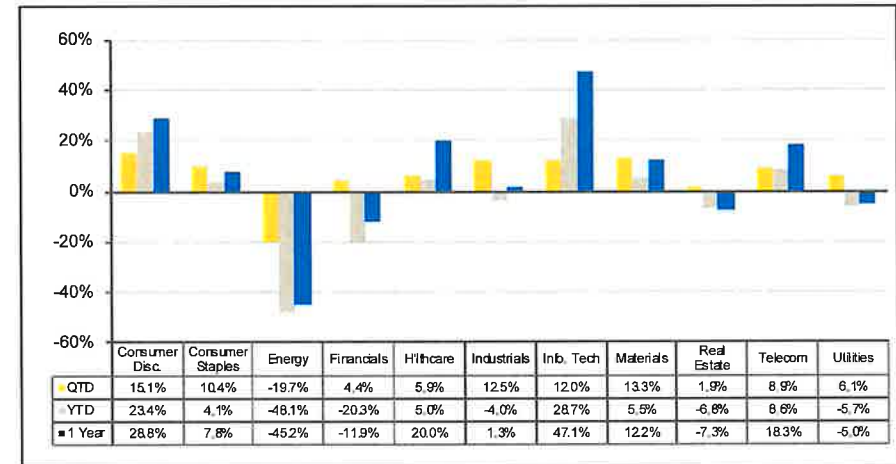


QUARTERLY MARKET SUMMARY

DOMESTIC EQUITY

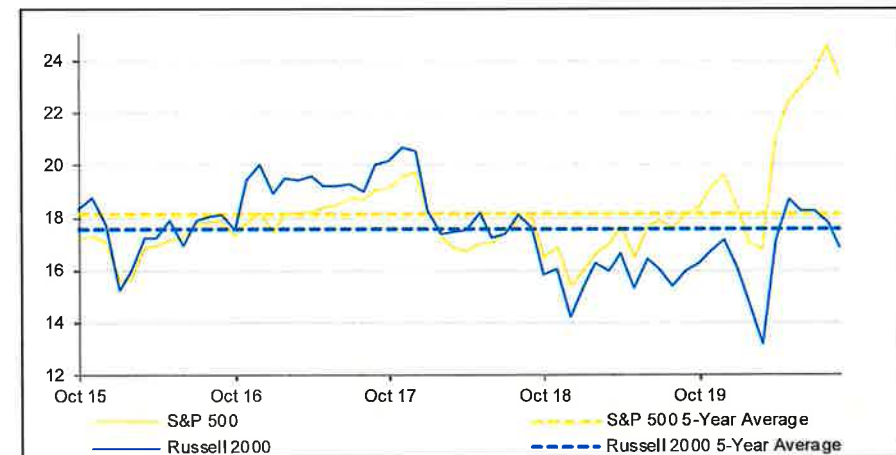
- The S&P posted a return of 8.9% for the quarter, benefiting from the reopening of businesses and increased hours of operations, the continuation of the technology rally, decreasing COVID-19 related hospitalizations in the U.S., CARES Act relief and discussions of additional fiscal stimulus.
- Within the S&P, 10 of the 11 sectors earned positive returns, with Consumer Discretionary (+15.1%), Materials (+13.3%), Industrials (+12.5%) and Information Technology (+12.0%) leading the way. Energy (-19.7%) was the worst-performing sector due to pandemic induced lower demand for fuel.
- Value stocks, as represented by the Russell 1000 Value Index, returned 5.6%, lagging growth stocks, as represented by the Russell 1000 Growth Index, which returned 13.2%. Russell 1000 Value outperformed Russell 1000 Growth during September, a slight departure from the overall trend. Within small- and mid-cap, growth continues to outperform their value counterparts.
- Small-caps, as represented by the Russell 2000 Index, returned 4.9% during the quarter and lagged both mid- and large- caps. The Russell Midcap and Russell 1000 Indices returned 7.5% and 9.5%, respectively. This quarter, larger capitalization along with momentum and growth led performance.

S&P 500 Index Performance by Sector
Periods Ended September 30, 2020



Source: Bloomberg.

P/E Ratios of Major Stock Indices*



Source: Bloomberg.

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

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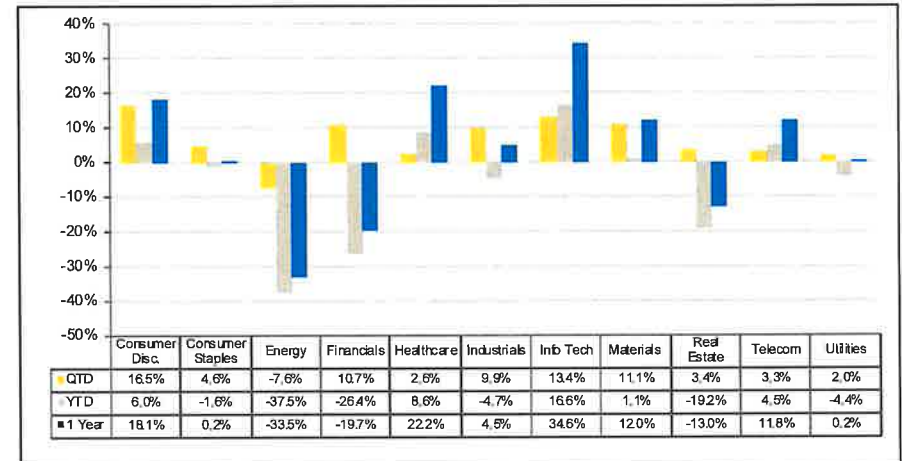


QUARTERLY MARKET SUMMARY

NON-U.S. EQUITY

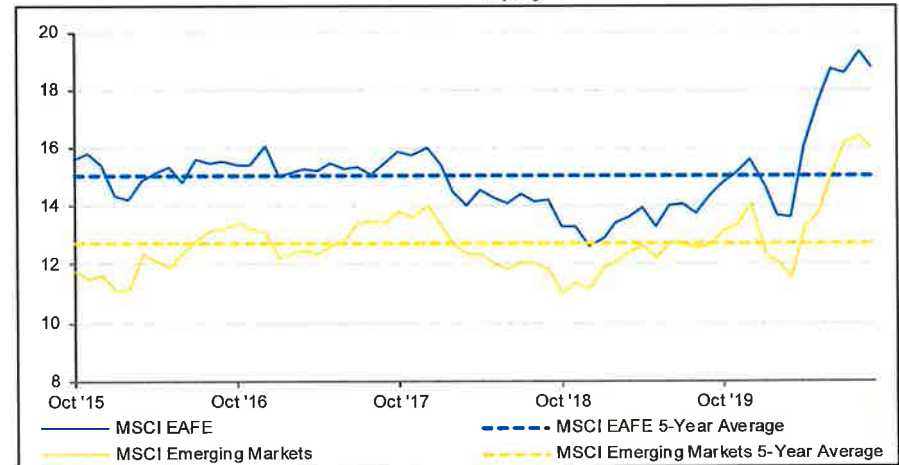
- International markets, as measured by the MSCI ACWI ex-U.S. Index, slightly lagged their U.S. counterparts, returning 6.3% for the quarter. Consumer Discretionary was the best-performing sector returning 16.5%, while Energy was the worst-performing sector returning -7.6%.
- Emerging markets (EM), as represented by MSCI Emerging Market Index, outperformed developed ex-U.S. markets, represented by the MSCI EAFE Index, returning 9.6% versus 4.8% for the quarter. EM Asia continued to be a strong performer over the quarter, returning 11.9%.
- Value continued to underperform growth for the quarter across the international markets (MSCI AC World ex-USA Growth 10.2% versus MSCI AC World ex-USA Value 2.4%).
- Small-caps performed well within the international equity markets, returning 10.5% for the quarter, as represented by MSCI ACWI ex-U.S. Small Cap Index.

MSCI ACWI ex-U.S. Sectors
Periods Ended September 30, 2020



Source: Bloomberg.

P/E Ratios of MSCI Equity Indices*



Source: Bloomberg.

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

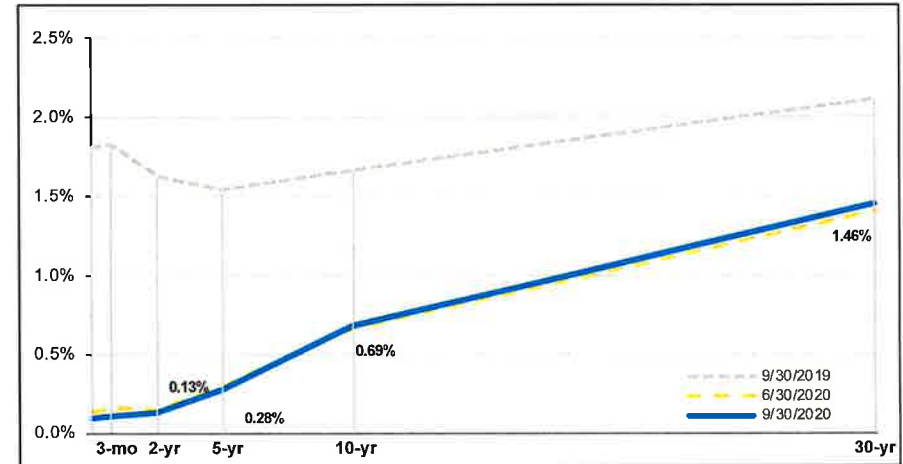


QUARTERLY MARKET SUMMARY

FIXED INCOME

- The U.S. bond market, as represented by the Bloomberg Barclays U.S. Aggregate (Aggregate) Index, returned 0.6%.
- Long-term rates rose slightly compared to the previous quarter-end, with much of the movement taking place in August. The 5-year Treasury decreased by one basis point (bp) while the 10-year and 30-year rates increased by three and five bps, respectively. Much of the Aggregate return came from spread compression in corporate and mortgage credit.
- Corporate credit had another solid quarter on the back of liquidity support and bond-buying programs from the Federal Reserve. July was a strong month, but the rallies faded towards quarter-end. Overall, investment-grade (IG) corporate spreads declined during the quarter. The Bloomberg Barclays U.S. Corporate Index gained 1.5%, despite negative returns in August and September. High yield bonds, as represented by the Bloomberg Barclays U.S. Corporate High Yield (HY) Index, had stronger performance, gaining 4.6% with positive returns in two out of three months. The strongest returns were in the lowest ratings by quality, where the yield advantage partially offset a rise in rates.
- The fixed-rate mortgage market, as measured by the Bloomberg Barclays U.S. Mortgage-Backed Securities (MBS) Index, had a muted return of just 0.1%. Meanwhile, the Bloomberg Barclays U.S. Agency CMBS Index (measuring commercial MBS) gained 0.5%. At the same time, non-index mezzanine tranches of CMBS remained stressed with office and retail shutdowns and hotels facing lower demand.
- EM USD sovereign bonds, as represented by the JP Morgan EMBI Global Diversified Index, gained 2.3% as some of the top-weighted index countries performed well (Mexico, Indonesia, Saudi Arabia).

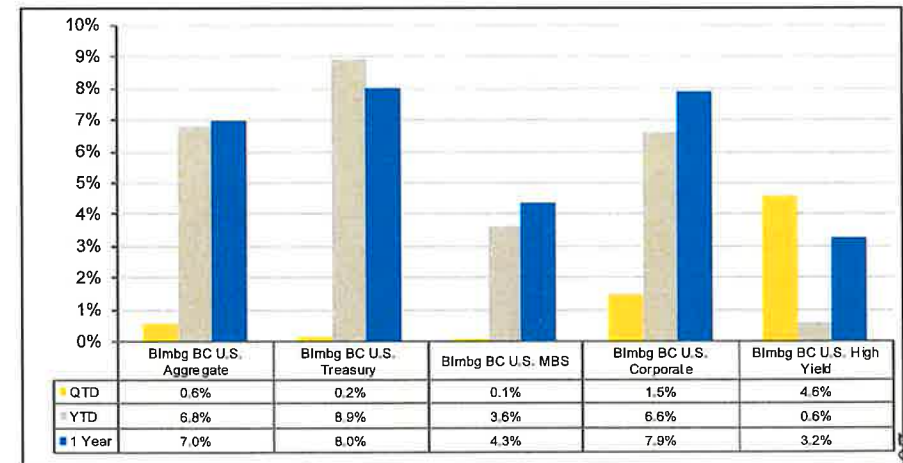
U.S. Treasury Yield Curve



Source: Bloomberg.

Returns for Fixed-Income Segments

Periods Ended September 30, 2020



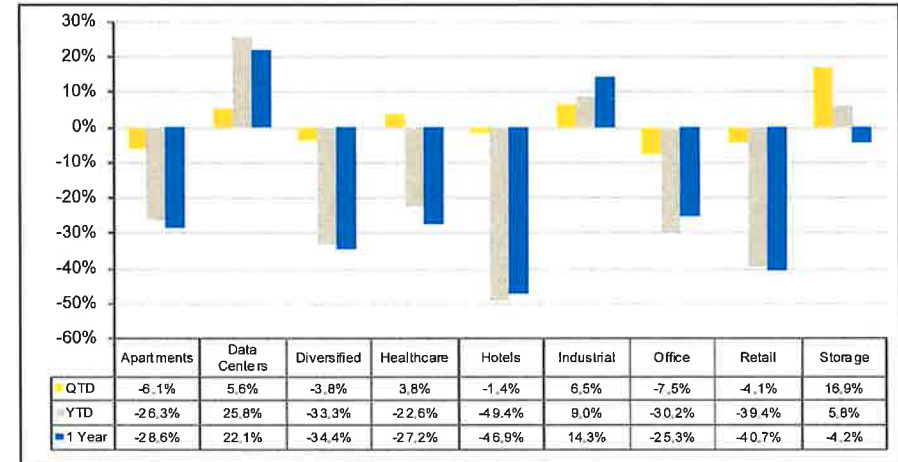
Source: Bloomberg. "Blmbg BC" is Bloomberg Barclays.

QUARTERLY MARKET SUMMARY

ALTERNATIVES

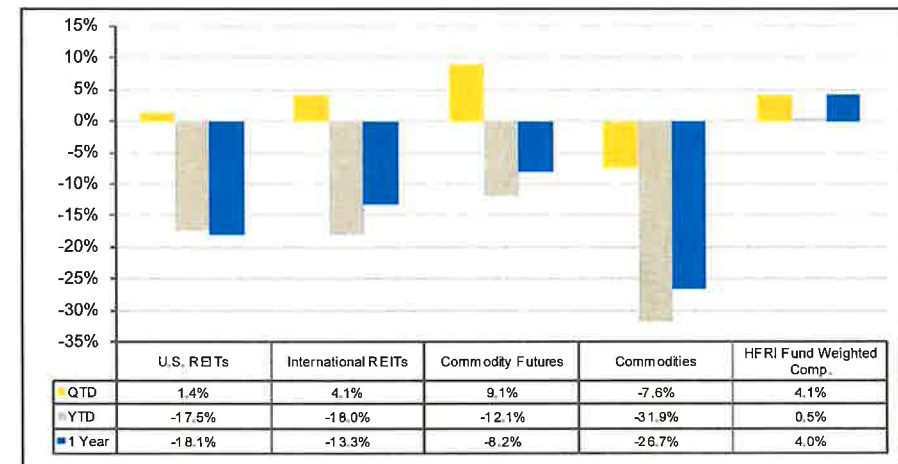
- REITs, as measured by the FTSE NAREIT Equity REIT Index, returned 1.4% in the third quarter, compared to an 11.8% return in the prior quarter. Five out of 11 major sectors posted moderate to large gains in the third quarter. The gains were again led by the Self-Storage sector, which posted a return of 16.9% over the quarter. Office and Apartment sectors were the worst-performing sectors during the third quarter, fell 7.5% and 6.1%, respectively.
- Private real estate, as measured by the NCREIF Property Index, fell 1.0% in the second quarter, resulting in a 2.7% return over the last 12-month period. Industrial properties continued to be the top-performing sector, with a total return of 1.0% in the second quarter. Hotel properties were the worst-performing sector in the second quarter with a total return of -16.6%, comprised of -0.5% in income return and -16.1% in appreciation return.
- Hedge funds generated positive returns in the third quarter, with the HFRI Fund Weighted Composite Index returning 4.1%. During the same period, the HFRI Macro (Total) Index returned 1.0%. The HFRI Equity Hedge (Total) Index and the HFRI Fund of Funds Index returned 5.8% and 4.2%, respectively.
- In the second quarter, private capital fundraising was led by private equity funds, which closed on \$116 billion, followed by \$39 billion raised by private real estate funds, \$34 billion raised by private debt funds and \$12 billion raised by infrastructure funds. Private equity dry powder, which accounts for the bulk of private capital dry powder, reached \$1.45 trillion as of June. According to Cambridge Associates, U.S. private equity generated a 13.1% return for the five years ended Q1 2020. According to Cliffwater Direct Lending Index, U.S. middle-market loans, a proxy for private debt, generated a return of 7.1% for the five years ended Q2 2020.
- Commodity futures, represented by the Bloomberg Commodity Total Return Index, returned 9.1% in the third quarter. The U.S. Dollar Index (DXY) fell 3.6% over the same period. Gold spot price finished the quarter at \$1,885.82 per ounce, representing a 5.9% gain over the period. The West Texas Intermediate (WTI) Crude Oil spot price increased 2.4%, from \$39.27 to \$40.22 during the third quarter.

FTSE NAREIT Sectors
Periods Ended September 30, 2020



Source: Bloomberg.

Returns for Alternative Assets
Periods Ended September 30, 2020



Sources: Bloomberg and Hedge Fund Research, Inc.

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QUARTERLY MARKET SUMMARY

Investment Strategy Overview
For the Fourth Quarter 2020

Asset Class	Our Investment Outlook	Comments
U.S. EQUITIES		<ul style="list-style-type: none"> Improving economic fundamentals pointing to recovery in economic activity leads us to slightly overweight equities. The Fed's accommodative stance and continued expectation of low interest rates remain a tailwind to equity valuations. We expect equities to outperform fixed income in the near term. Amidst continued re-opening efforts and a bounce back in consumer activity, earnings and profit margins are expected to recover strongly looking ahead. Small-caps are expected to recover better as the economic recovery continues. We remain cautious about the high debt levels and lower quality companies within this space.
Large-Caps		
Mid-Caps		
Small-Caps		
NON-U.S. EQUITIES		<ul style="list-style-type: none"> International equities continue to trade at a discount to U.S. equities. Improving economic fundamentals as economies emerge from pandemic related lockdowns leads to a slight overweight. Most EM economies, with lower debt levels and cheaper valuations, are recovering faster, following China's faster recovery. Except for Brazil and India, where COVID-19 continues to negatively impact the economy, most other EM countries, with lower debt levels and cheaper relative valuations, are recovering faster. International small caps are expected to perform as the economic recovery continues. We remain cautious about the lower quality companies that could be subject to cash flow disruptions.
Developed Markets		
Emerging Markets		
International Small-Caps		
FIXED INCOME		<ul style="list-style-type: none"> Continued coordinated accommodative monetary policies globally has been tailwind to fixed income returns. Looking ahead, the low level of interest rates will limit returns relative to equities. Corporate spreads have narrowed substantially in Q2 leading us to remain neutral. We continue to monitor downgrades and defaults within the corporate bond space while opportunistically allocating to areas of dislocation within spread sectors.
Long Duration, Interest-Rate-Sensitive Sectors		
Credit-Sensitive Sectors		
ALTERNATIVES		<ul style="list-style-type: none"> Attractive valuations, low level of interest rates and stabilizing rental income are positives. The possibility of defaults in the future makes us cautious. Improved credit market conditions and easy access to capital markets are a positive while the impact of business closures and rising bankruptcies needs to be assessed closely. Private debt strategies are expected to be impacted by cash flow uncertainty as businesses adjust to lack of demand in the short-term, while easy access to capital is a positive. Select hedge fund strategies managed by talented managers may provide some benefit in the current market environment of increased volatility. We remain cautious on the overall hedge fund universe.
Real Estate		
Private Equity		
Private Debt		
Hedge Funds		

● Current outlook ○ Outlook one quarter ago












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QUARTERLY MARKET SUMMARY

Factors to Consider Over the Next 6-12 Months
For the Fourth Quarter 2020

<p>Monetary Policy:</p>  <ul style="list-style-type: none"> The Fed's decision to hold short-term interest rates near zero until inflation stays above a 2% target, provides further support to risk-assets. Globally, all major central banks continue on the path of accommodative monetary policy. 	<p>Economic Growth:</p>  <ul style="list-style-type: none"> In the U.S., improving fundamentals recently point to a recovery from the lows of April. Slow and gradual recovery leads to improvement in manufacturing and services. Global growth expectations have improved for 2021 as economies continue to re-open following the pandemic related shutdown. 	<p>Fiscal Stimulus:</p>  <ul style="list-style-type: none"> CARES Act stimulus has lapsed at a time when there is no consensus on composition of further stimulus. Possibility of another round of stimulus remains uncertain. Stimulus focused on infrastructure spending should be a positive.
<p>COVID-19 Containment:</p>  <ul style="list-style-type: none"> Concerns around the rise of a second wave of infections remain a focal point for economic recovery in the fall. Progress on vaccine-development is a positive while the timing remains uncertain. 	<p>Consumer Confidence (U.S.):</p>  <ul style="list-style-type: none"> Labor market conditions have improved from the historic lows but the pace of improvement has slowed. Reopening of states and a strong housing market have been positive, while a lack of further stimulus weighs on consumers. 	<p>Inflation (U.S.):</p>  <ul style="list-style-type: none"> Range-bound inflation remains, but concerns are rising that inflation could increase as latent demand hits the economy post the relaxation of social distancing efforts.
<p>Corporate Fundamentals:</p>  <ul style="list-style-type: none"> Earnings visibility has improved, with earnings expected to recover strongly in 2021. Second wave of COVID-19 cases in the fall might weigh on expectations. Credit markets have stabilized, however, a rise in downgrades/defaults needs to be monitored. 	<p>Valuations:</p>  <ul style="list-style-type: none"> Equity market valuations look less attractive given the strong rebound but the low level of rates continues to be a tailwind. The Fed's actions that provide support to certain spread sectors is a tailwind to fixed income assets. 	<p>Political Risks:</p>  <ul style="list-style-type: none"> Upcoming U.S. elections could cause policy uncertainty, especially as the focus to reopen the economy continues. Rising tensions in U.S. and China relations adds to the political uncertainty.

Stance
Unfavorable to
Risk Assets



Stance
Favorable to
Risk Assets

The view expressed within this material constitute the perspective and judgment of PFM Asset Management LLC at the time of distribution (9/30/2020) and are subject to change.

Account Reconciliation

QTR

	Market Value As of 07/01/2020	Net Flows	Return On Investment	Market Value As of 09/30/2020
Total Fund	5,455,131	-	395,193	5,850,324

YTD

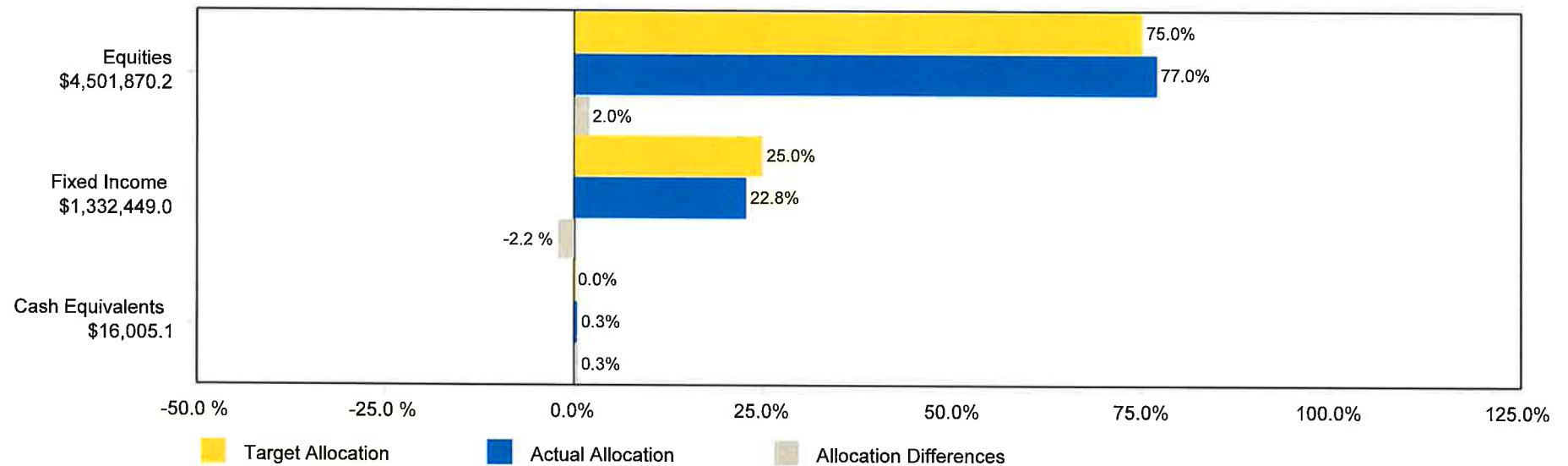
	Market Value As of 01/01/2020	Net Flows	Return On Investment	Market Value As of 09/30/2020
Total Fund	5,562,841	-	287,483	5,850,324

1 Year

	Market Value As of 10/01/2019	Net Flows	Return On Investment	Market Value As of 09/30/2020
Total Fund	5,181,447	-	668,877	5,850,324

Asset Allocation Summary

	Asset Allocation (%)	Target Allocation (%)	Minimum Allocation (%)	Maximum Allocation (%)	Differences (%)
Total Fund	100.0	100.0	N/A	N/A	0.0
Equities	77.0	75.0	70.0	80.0	2.0
Fixed Income	22.8	25.0	20.0	30.0	-2.2
Cash Equivalents	0.3	0.0	0.0	10.0	0.3



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