

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.

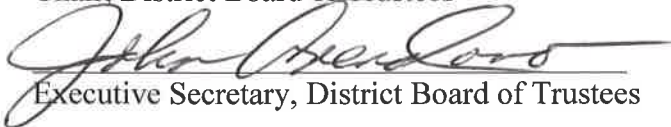
ADJOURNMENT:

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

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

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

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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,



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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