

Florida State College at Jacksonville
District Board of Trustees
Minutes of the December 10, 2019, 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
Laura M. DiBella
D. Hunt Hawkins
Thomas J. Majdanics
Roderick D. Odom

ABSENT:

Shantel N. Davis

CALL TO ORDER:

Chair McGehee called the meeting to order at 1:06 p.m. and welcomed those in attendance. He shared information relating to newly appointed Florida State College at Jacksonville (FSCJ) District Board of Trustees (DBOT) member Roderick Odom, noting he succeeds Candy Holloway and his appointment is subject to confirmation by the Florida Senate. The Board welcomed Trustee Odom.

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 Procedures Act, a public hearing would be considered as to Action Items 2 and 3 on the agenda, and any comments regarding the Rules 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
December 10, 2019; Pages
202000157 – 182)

Chair McGehee asked the Board if there were any comments or recommended revisions to the FSCJ DBOT minutes – as a slate – of the September 10, 2019, FSCJ DBOT Finance & Audit Committee Quarterly Meeting, on agenda pages 157 – 158; September 10, 2019, Workshop, on agenda pages 159-161; September 10, 2019, Regular Meeting, on agenda pages 162-179; and October 8, 2019, Deep Dive Workshop, on agenda pages 180-182; and there were none.

MOTION: (Bell – Hawkins) The motion was made to approve the FSCJ DBOT minutes – as a slate – from the September 10, 2019, Finance & Audit Committee Quarterly Meeting;

September 10, 2019, Workshop; September 10, 2019, Regular Meeting; and October 8, 2019, Deep Dive Workshop, as recommended.

Motion carried unanimously.

REPORT OF THE COLLEGE
 PRESIDENT:

Appreciation to Nassau
 Center:

College President John Avendano, Ph.D. noted with a service area as large as FSCJ's, it is critical that the College continually build and steward offerings and relationships in the adjacent neighborhoods to effectively deliver on the institution's mission. He expressed his gratitude for the Nassau Center and the access it provides for residents living in Nassau County, along with sincere appreciation to the staff and faculty that provide the services to the community.

President Avendano noted it was remarkable how quickly the county is growing and expanding, noting the steady increase in businesses and housing developments. He anticipates the increase will necessitate expansions in FSCJ's own services and offerings to meet the unique needs of Nassau residents. FSCJ is fortunate that the College currently has the facilities and staffing in place at Nassau and look forward to seeing what the future will bring about.

Welcome New Trustee
 Roderick Odom:

President Avendano recognized and introduced the Board's newest Trustee, Mr. Roderick "Rod" Odom.

Trustee Odom is a retired CEO for AT&T Southeast. Previously, he served in various roles at Bellsouth, including director of new venture planning, executive vice president of network operations and president of network services.

Trustee Odom is a member of the University of Florida Dean's Leadership Council and a trustee emeritus of Oglethorpe University in Atlanta. He is also a graduate of the University of Florida, with a bachelor's degree in Psychology.

On behalf of the College, President Avendano welcomed Trustee Odom to the FSCJ District Board of Trustees.

Lifesaving Award
 Presentation:

President Avendano noted as a College, we are privileged to have a security team with the courage, dedication and ability to respond to whatever issues may arise. He asked the College's

Director of Public Safety and Security Gordon Bass to join him in recognizing a few exemplary members of his Security Team. Together, President Avendano and Director Bass recognized Sergeant Jesse Gines who is a senior security officer at FSCJ Kent Campus.

Sergeant Gines was recently called to help an employee who began to choke in the cafeteria. He quickly responded and, due to his swift action in administering the Heimlich maneuver, Mr. Harvey Buchanan is alive and well today.

Sergeant Gines was presented with the Lifesaving Award and a bar for his uniform to signify and honor his heroism.

On behalf of the College, President Avendano thanked Sergeant Gines.

Special Commendation:

President Avendano and Director Bass recognized Sergeant Sam Bateh and Officer Sergio Faenza who both work at FSCJ Nassau Center and can be credited with preventing the possible loss of a life.

Sergeant Bateh was presented with a situation wherein a citizen had asked him to watch her 8-month-old baby while she was at FSCJ Nassau Center. Unable to do so, he advised her that she would need to find arrangements for the care of her child. A short time later, he witnessed her back in the building but without the child. Trusting his instinct, he dispatched Officer Faenza to conduct a search of the parking lot.

Going only on a description of the child, Officer Faenza checked each vehicle until he located the baby, strapped into its carrier inside an unlocked vehicle. He quickly removed the baby from the car and the Nassau County Sheriff's Office arrived to handle the case.

Sergeant Bateh and Officer Faenza were both presented with a certificate of commendation. Their attention to detail and quick action prevented a real tragedy from taking place.

On behalf of the College, President Avendano thanked Sergeant Bateh and Officer Faenza.

Data Dashboard Update:

President Avendano shared with the Board information relating to the December 2019 Data Dashboard, noting that each Trustee had a printed copy at their seat.

- Enrollment Dashboard: The 2019 Fall Credit Hour Enrollment report, which shows a positive variance of +0.3% credit hour increase for fall 2019 over fall 2018. The final enrollment number is up close to +15,000 credit hours over the fall 2017 enrollment report.

The Spring 2020 Report shows a positive variance of +4.9% credit hour increase for spring 2020 over spring 2019, which represents 64.5% of overall credit hours realized for that term.

Note this was true at the time of submitting materials for the DBOT. As of late last week we've been holding steady at about +1.7%.

- Spotlight Dashboard: The Spotlight is on the Integrated Postsecondary Education Data System which compares the IPEDS federal graduation rate to the American Association of Community College's [AACCC] Voluntary Framework of Accountability.
- Finance Dashboard: Illustrates the actual revenues and expenditures compared to budget for October 2019 and October 2018.
- Grants Dashboard: A snapshot of grants that have been awarded to the College between September and November of this year, which total more than \$5 million. When comparing the same time frame in 2018, FSCJ has received \$1.3 million more this year and are on track to exceed our yearly total.

Nassau Center Advising:

President Avendano noted that prior to today's Board meeting the Trustees convened a joint workshop with the Nassau County School Board Superintendent of Schools and members of the School Board, wherein there was in-depth discussion regarding collaboration of the two Boards, dual enrollment, growth and development and the College's 2020 Visionary Impact Plan.

Vice President of Student Services Dr. Linda Herlocker provided the Board with an update of the advising services that are available at the Nassau Center now and for the future, noting the new electronic triage QLess Kiosk System and about a new "generalist" staff position to be filled at the Center.

Payroll Issue:

President Avendano shared with the Board information regarding the communication they received last week pertaining to a recent payroll matter, noting it was due to human error.

He provided his apologies to the College community who were negatively impacted by the issue, and expressed his appreciation to the staff who responded immediately and rectified the situation.

Holiday Message:

President Avendano shared as the end of the calendar year quickly approaches, he wanted to thank everyone for their continued support and commitment to the institution. He is especially grateful to each Trustee and staff member for their support during his first months as FSCJ's president. He noted it had been an incredible whirlwind of learning about the College and the breadth of services and resources the institution has to offer, meeting with community stakeholders and getting settled here in his new home. He is looking forward to the continued growth and momentum that is to come in the year ahead.

President Avendano shared his wishes for a joyful, healthy, peaceful and restful holiday season to all.

Chair McGehee asked if there were any questions or comments by the Board regarding the President's Report, and there were none.

CONSENT AGENDA:
 (Ref. Board Agenda for December 10, 2019; Items 1 through 6, Pages 202000183 – 190)

Chair McGehee noted the Trustees had fully reviewed the Consent Agenda item 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, should 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 they did not.

ACTION ITEMS:
 (Ref. Board Agenda for December 10, 2019; Items 1 through 6, Pages 202000191 – 202)

MOTION: (Young – Hunt) 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 5 – Purchasing, on agenda pages 192 – 195.

MOTION: (Bell – Young) The motion was made to approve revisions to Board Rule 6Hx7-5.1, Purchasing, 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, Administrative Procedure Act – Board Rules, Section 9 – Instruction, on agenda pages 196 – 197.

MOTION: (Hawkins – Young) The motion was made to approve revisions to Board Rule 6Hx7-9.9, Adjunct Instructor Work Load and Instructional Responsibilities, 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.A, Finance: Agreement for Operation of Student Housing and Retail Space, on agenda pages 197-A – 197-D.

Vice President of Business Services Al Little provided the Board with a chronological timeline of matters regarding the Term Sheet Agreement for 20 West Adams Street.

MOTION: (Bell – DiBella) The motion was made to approve the Agreement for Operation of Student Housing and Retail Space, as recommended. (Appendix A)

Chair McGehee asked if there were any questions. There was in-depth discussion by the Board regarding the 2015 agreement with the City of Jacksonville Downtown Investment Authority (DIA), new 2019 agreement and DIA's execution deadline date of December 15, 2019. In addition, Trustees shared their concerns with administration of DIA's removal of the "forgiveness" term within the agreement.

Motion failed.

SECOND MOTION: (Hawkins – Bell) The motion was made to approve the Agreement for Operation of Student Housing and Retail Space with the reinstatement of the original language for forgiveness at the discretion of the City of Jacksonville Downtown Investment Authority Board or an Addendum stating as such, 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 198 – 200.

MOTION: (Bell – Young) 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, Academic Affairs: Inactivation of Biomedical Engineering Technology Associate in Science, on agenda page 201.

MOTION: (Bell – Young) The motion was made to approve the Inactivation of Biomedical Engineering Technology Associate in Science, 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 Paramedic Post-Secondary Adult Vocational Certification Program, on agenda page 202.

MOTION: (Young – Hawkins) The motion was made to approve the Inactivation of Paramedic Post-Secondary Adult Vocational Certification 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
 December 10, 2019; Items
 A through C, Pages
 202000203 –
 246)

Chair McGehee asked the Board if there were any questions or comments related to Information Items A through C, on agenda pages 203 – 246, and there were none.

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 appointee on behalf of the District Board of Trustees.

REPORT OF THE BOARD
 CHAIR:

Chair McGehee reported that he recently had a conversation with President Avendano on the occasion of his fifth month anniversary regarding impressions from his FSCJ campus/ center tours. Chair McGehee stated those talks reminded him that we all work together for one thing. He shared that for more than 50 years, the institution's focus has been on educating the Jacksonville community, and FSCJ's focus will always remain on the community in which we serve enhancing the skills of a diverse population in order to impact the economic prosperity where we all live.

Chair McGehee added that many of us, him included, tend to focus on the interaction between the faculty and the students, which is an important aspect of what we do. However, in listening to Dr. Avendano share his impressions from the tours, Chair McGehee was reminded of an aircraft carrier, noting Jacksonville is a Navy town after all. A lot of focus is on the pilots and their mission but we need to remember who else plays a part in getting the aircraft in the air – 6,000 men and women working together on many diverse yet critical jobs throughout that great big carrier. At FSCJ, there is a crew of more than 2,500 employees working many critical jobs to ensure that the students have a positive learning experience so they can be the ones that “enhance the intellectual, social, cultural and economic development of our diverse community” as FSCJ's current Mission Statement says. Therefore, may we never forget that as we perform the roles that we are responsible for.

REPORT OF THE BOARD
 FINANCE & AUDIT
 COMMITTEE CHAIR:

Finance & Audit Committee Chair Hawkins provided the Board with a summary of the December 2019 quarterly meeting, which included information regarding the review of interim financial statements projecting revenue is on forecast, early discussions on budget outlook for 2020-21 with planning starting in January 2020, an update on 20 West Adams Street relating to the housing/retail space and information on House of Representatives Higher Education Appropriation Subcommittee Hearings.

The next quarterly meeting of the Committee is scheduled for February 11, 2020 at the College's AO-104A, 10:45 a.m.

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

FSCJ Foundation Board Liaison Brown provided the Board with an overview of the written report relating to the FSCJ Foundation Board of Directors September 2020 quarterly meeting along with other committee meetings and activities. (Appendix B)

REPORT OF TRUSTEES:

There were no reports provided by Trustees.

REPORT OF THE
 ADMINISTRATIVE AND
 PROFESSIONAL
 COLLABORATIVE (APC):

Administrative and Professional Collaborative Chair Youlanda Henry addressed the Board and presented an overview of the written report relating to current APC initiatives and activities. (Appendix C)

REPORT OF THE CAREER
 EMPLOYEES COUNCIL
 (CEC):

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

REPORT OF THE FACULTY
 SENATE (Senate):

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

REPORT OF THE STUDENT
 GOVERNMENT
 ASSOCIATION (SGA):

Collegewide Student Government Association President SeQoya Williams provided the Board with a written report relating to current SGA initiatives and activities. (Appendix F)

NEXT REGULAR BOARD
 MEETING:

Chair McGehee announced the Board will meet on Tuesday, January 14, 2020, at the College's Administrative Offices for a Deep Dive Workshop / Planning Meeting.

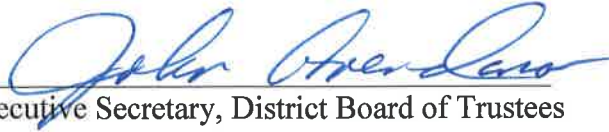
ADJOURNMENT:

There being no further business, Chair McGehee declared the meeting adjourned at 1:22 p.m.

APPROVAL OF MINUTES:



Chair, District Board of Trustees



Executive Secretary, District Board of Trustees

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

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

AGENDA ITEM NO. A – 3.A.

Subject:	Finance: Agreement for Operation of Student Housing and Retail Space
Meeting Date:	December 10, 2019

RECOMMENDATION: It is recommended that the District Board of Trustees approve the College entering into a Term Sheet agreement with the City of Jacksonville Downtown Investment Authority for the operation of a 60-unit student housing and retail space.

BACKGROUND: The College negotiated terms of an Agreement whereby the Developer renovated vacant property on the Historic Register into 60 housing units and retail space on the first floor.

The administration is confident the units can be leased at an initial rate of \$750 per month, utilities included, and the cash flow analysis anticipates a 3% escalation in rent to offset the 3% annual increase in the Master Lease. Allowing for a 90% occupancy rate and College-incurred operating costs, the total anticipated College net revenue came up significantly short of the funding needed by the Developer for a successful project with a minimal return on investment.

Since the project will be a significant asset in the redevelopment of the downtown district, the City of Jacksonville Downtown Investment Authority (DIA) has agreed to provide financial assistance to close the gap between funding needed by the developer and anticipated revenue from the College. The financial assistance will be in the form of two successive \$300,000 lines of credit with 5-year terms for the College. The line of credit would be available to the College for draw when the combination of net housing revenue and net retail space revenue do not match the annual Master Lease payment. The College anticipates drawing \$60,000 annually in the initial years of the project. Future years should rely less on the line of credit when operations generate a net profit at the retail space and/or occupancy in the student housing exceeds 90%.

RATIONALE: The Agreement allows the College to realize its goal of providing student housing in the Downtown area as well as providing retail space for operation of a restaurant and food service. The College would also be supporting the City of Jacksonville's revitalization effort. The administration believes demand for these housing units will be very good, and the market is also very strong for a restaurant in the Adams Street area.

FISCAL NOTES: The anticipated fiscal impact to the College is \$6,199,056 over a 10-year period with anticipated net revenues (exclusive of the Master Lease) of \$5,611,046 and a draw of \$588,010 on the line of credit. It is possible some or all of the line of credit will not be needed if a combination of student housing revenues and retail space revenues exceed estimates.

2019 TERM SHEET (B)

Project Name: 20 West Adams Street

Developer/Applicant: The District Board of Trustees of Florida State College at Jacksonville

City Funding: No more than \$600,000 (through the City of Jacksonville Downtown Investment Authority)

Breakdown:

Infrastructure: No city of Jacksonville infrastructure improvements are contemplated.

Land: No City of Jacksonville land is committed to the project.

REV Grant: No REV Grant is contemplated for this project.

Grants: A previous HPTF grant, in the amount of \$600,000, was awarded pursuant to DIA Resolution 2015-11-02.

Loan: Loan documents (originally authorized by DIA Resolution 2015-11-02) were never executed and the 2015 term sheet for the same has since expired.

First Note (Note 1)

- 0% interest rate
- Five year term (January 1, 2019 – December 31, 2023)
- No annual draw shall exceed \$60,000
- Maximum outstanding balance shall not exceed \$300,000
- Outstanding balance due by June 30, 2024

Second Note (Note 2)

- 0% interest rate
- Minimum term (January 1, 2024 – July 31, 2027) ⁽¹⁾
- Maximum term (January 1, 2024 – December 31, 2028) ⁽²⁾
- No annual draw shall exceed \$60,000
- Maximum outstanding balance shall not exceed \$300,000
- Outstanding balance due by January 31, 2028 ⁽¹⁾ or June 30, 2029 ⁽²⁾

1, 2 FSCJ's current master lease for student housing expires on July 31, 2027. Minimum term for Note 2 shall apply if the lease is not renewed. Maximum term for Note 2 shall apply if the lease is renewed through at least December 31, 2028.

Both Notes will provide a drawdown facility to Florida State College of Jacksonville (FSCJ) to offset costs associated with the operation of the project

space as student housing. Each Note will be taken down in annual loan amounts not to exceed \$60,000 with a maximum outstanding balance of no more than \$300,000 during the term of each Note. The annual loan amount shall be based upon any shortfall (for the same year) resulting from the difference of;

- a. the sum of all revenues received by FSCJ in conjunction with the operation of the student housing, including room/dorm rentals, housing grants or subsidies, incidental revenue or net revenues, less the sum of the student housing lease rate FSCJ paid to the building owner and the operating expenses of the building, and
- b. the sum of net revenues (before taxes, insurance, interest and depreciation) received from the operation or rental of the retail space (an approximate 5,000 sq. ft. restaurant), less the sum of the retail space lease rate paid to the building owner.

To qualify for an annual loan amount in the second year of the term for the First Note, FSCJ shall have achieved a student housing occupancy rate of at least eighty five percent (85%) by the end of that year and the retail space shall have been open at least forty (40) hours each week during that year.

To qualify for an annual loan amount after the second year of the term of the First Note, or for any year during the term of a Second Note, FSCJ shall have maintained a student housing occupancy rate of at least eighty five percent (85%) and the retail space shall have been open at least forty (40) hours each week during that year.

If, for any year after the second year of the term of the First Note, it is determined that the student housing occupancy rate fell below eighty five percent (85%) or the retail space was not open for at least forty (40) hours each week, no further loan amounts will be available and any outstanding balance will be immediately due and payable.

Any request for an annual drawdown shall be submitted by FSCJ to DIA by no later than 30 days following the end of each calendar year and shall be accompanied with a detailed summary of all revenues received and expenses incurred. The annual drawdown amount shall be subject to review and verification by the DIA or their authorized agent, and FSCJ shall provide, upon request by DIA, evidence of such revenues and expenses. The drawdown facility will be provided to FSCJ solely for the use on this project and for the building's use as student housing.

The First Note must be paid in its entirety prior to execution of the Second Note.

Conditions: This term sheet is limited by the following conditions;

These proposed financial terms are subject to the approval of the Downtown Investment Authority/City of Jacksonville.

Any additional terms, conditions, rights, responsibilities, warranties and obligations for both parties shall be determined in a later negotiated mutually agreeable loan document (or multiple loan documents) as is deemed necessary. Failure to agree upon and execute a written loan document (or documents) for these proposed loan terms, and any additional terms which may have been agreed upon, by the expiration of this Term Sheet will result in the nullification of all obligations of the parties.

This Term Sheet shall expire and become void unless executed by both parties prior to December 15, 2019.

Offered on behalf of the City of Jacksonville Downtown Investment authority by:

Lori N. Boyer, CEO

Date

Accepted on behalf of The District Board of Trustees of Florida State College Jacksonville by:

Date

Print Name

Print Title



REPORT OF THE BOARD LIAISON, TRUSTEE JENNIFER BROWN
DECEMBER 10, 2019

1. On Tuesday, September 24th, Trustee Holloway was kind enough to join President Avendano and me for an orientation to Foundation operations by Mr. Cleve Warren, Executive Director-Foundation.
2. The Foundation Board last met on September 25th. The meeting was highlighted by the College Financial Aid Office's review and discussion of its efforts to maximize the use of Foundation dollars available for scholarships, programs and institutional support to the College. The Foundation Board's next meeting is tomorrow (December 11th) at 11:30 a.m. in the ATC.
3. The September 25th Board meeting was followed by an early October meeting of the Foundation's Investment Advisory Committee for a quarterly review of the Foundation's investment portfolio by its Investment Advisor, the Commonfund, where it was reported that the portfolio had grown from \$51,839,833 to \$54,965,588 for the 12 month period ending June 30, 2019, on total returns of approximately 13%. The next meeting of the Advisory Committee is on Tuesday January 14, 2020, where the Board "as a whole" will attend an annual brief on the private equity component of the portfolio.
4. The Board's Investment Advisory Committee is comprised largely of investment, accounting and financial professionals from the private sector. The Committee's latest addition is Mr. David Berry, a Senior Vice President and Relationship manager for the Northeast Florida market in Commercial Banking at Bank of America Merrill Lynch.
5. The Foundation Board and staff is working collaboratively with President Avendano and College leadership to develop a proforma list of premier projects, programs and events as part of the College's FSCJ Works campaign. Donations and pledges for the first two months of the Foundation's fiscal year are already at \$1,455,437.11 on an aggressive \$3-\$5 million revenue projection for the year.
6. The Power of Possible Scholarship Fund; a general scholarship fund for First Generation students, or underserved students with a pre-determined financial need, will be the beneficiary of net proceeds from the presidential gala planned for early February. The event is being largely underwritten by a local donor.
7. In partnership with the College's Office of Civic Engagement, and its Marketing and Communications Department, the 3rd year format for Giving Tuesday lead to a successful fund raising effort, matched 1:1 by the Foundation, for the benefit of the College Food Pantry, and placed nearly 100 FSCJ volunteers at seven non-profit agencies.
8. And finally, the Foundation is reviewing the results of a recently completed survey of alumni perceptions of the College to inform its growing outreach to FSCJ alum. The Foundation currently has contact with more than 74,000 of the Colleges roughly 150,000 graduates. The survey was constructed and performed by Hannover Research.



Date: December 10, 2019

To: Florida State College at Jacksonville District Board of Trustees

From: Youlanda Henry

Chair, Administrative and Professional Collaborative, 2019-2020

Re: December 2019 Administrative and Professional Collaborative Report

Chair McGehee and Trustees:

I bring you greetings on behalf of the Administrative and Professional Collaborative (APC). As we near the end of another calendar year, I am inspired to pause and reflect upon all of the things for which I am grateful. I am thankful to be celebrating my fifteenth year as an employee of Florida State College at Jacksonville. It has been my pleasure to work with so many talented and committed faculty and staff during my tenure at the College. I have grown personally and professionally as a result of my opportunity to work with all of them. I also count it a great privilege to work in an institution that takes its role as the community's college seriously and that continually seeks opportunities to make positive contributions to the lives of our students and the citizens in our surrounding community. I thank President Avendano for the positive vision for FSCJ's future and the renewed optimism that he has helped to usher in as he has joined our College, and I thank each of you on our District Board of Trustees for your service to FSCJ and its mission.

I would also like to extend my gratitude to all of the members of the APC. The College's A&Ps serve in diverse capacities across the College and are part of the engine that keeps FSCJ running smoothly and that powers the work of teaching and learning. I would also like to acknowledge the outstanding contributions that are made by the A&Ps who serve on the committee as officers and representatives. I appreciate their enthusiasm, thoughtful insights, and willingness to go the extra mile to advocate for our A&P colleagues and to offer logistical support for APC events.

At the start of this academic year, the APC committee members collaborated to establish the following goals for the 2019-2020 academic year:

1. ADVOCACY

- a. Increase advocacy for A&P employees, giving voice to their concerns and creating comprehensive mechanisms for responding to concerns in a timely fashion.

2. COMMUNITY BUILDING

- a. Increase collaboration among A&P employees and other staff collegewide to rebuild a sense of College community and instill a sense of organizational stability after a period of significant change.
- b. Create opportunities for A&P networking and information-sharing at the campus level to support efforts to rebuild campus community and collaboration.

3. OUTREACH

- a. Continue outreach and event planning efforts that familiarize stakeholders with the APC's mission and that engage A&Ps in meaningful networking, professional development, and service activities.

4. COMMUNICATION

- b. Communicate consistently with stakeholders to keep them apprised of the latest developments and initiatives at the College and issues affecting A&Ps.

The APC has already done a number of things that are aligned with the accomplishment of these goals. Below are some of the highlights of APC activities during the Fall 2019 term:

- September 19: Brown Bag Lunch series, featuring Dr. Jacqueline Thompson, AVP of Enrollment Management
- November 21: Happy Hour networking event at Cowford Chophouse
- December 3: Participation in Giving Tuesday volunteer activities at sites across the city
- December 6: APC Holiday networking event

In addition to hosting or participating in these signature events, APC members have contributed to the life of the college in many other ways this term. APC members participated in post-hurricane support efforts, served on various college committees, and were integral to the successful transition to the Canvas LMS and the execution of an annual Science Symposium, which engaged not only FSCJ faculty and staff, but faculty from the area public school districts.

In the spirit of advocacy, the APC gathered feedback from A&Ps about the College's ongoing CARE Project and shared this feedback with Human Resources, and HR included responses to these questions in a publicly shared CARE Project FAQ document. The APC also had an opportunity to visit with Dr. Avendano recently and to share feedback about issues impacting both A&P and Career employees.

The APC has continued some of its established communication practices, which includes sending out e-mails to each campus to introduce local APC representatives, sending welcome letters to newly hired A&Ps, introducing A&Ps to the college community via the monthly APC spotlights, and maintaining an informative APC blog.

To support the goals of increased advocacy, communication, and community building, we look forward to hosting a series of campus-based APC meetings in the upcoming term so that campus constituents have an opportunity to meet with their representatives and share localized feedback and concerns. We also look forward to opportunities to collaborate with our Faculty and Career colleagues in the pursuit of our shared institutional mission.

Not only is this time of year an opportunity for reflection on past experiences, but it also means that we are on the verge of starting a new year, one that presents opportunities to embrace new challenges and to pursue our goals for the future with renewed vigor. The theme for last year's TEDxFSCJ was "Reimagine the (Im)possible." It encouraged dreaming big dreams and considering what is possible, what we can do make a positive change in our own lives in and in our communities. As an FSCJ

community, I hope that we enter 2020 with a determination to embrace the possible and to expand our reach and impact. I am reminded of a quotation from Henry David Thoreau that I have always found inspiring: "If you have built castles in the air, your work need not be lost; that is where they should be. Now put the foundations under them." I approach this new year with the optimism that whatever dreams FSCJ has chosen to pursue, my A&P colleagues stand at the ready to begin building the foundations to support them.

Respectfully,

A handwritten signature in black ink that reads "Youlanda Henry". The signature is written in a cursive style with a large initial 'Y' and a long, sweeping tail on the 'y'.

Youlanda Henry
Director of Tutoring Services
Chair, Administrative and Professional Collaborative, 2019-2020



Date: December 10, 2019
To: Florida State College at Jacksonville District Board of Trustees
From: Camilla Collins, Career Employees' Council Interim Chair
Re: December 2019 CEC Report

Chair McGehee and Trustees:

On behalf of the Career Employees' Council, we would like to thank you for your service and support to our College, Community and Career Employees. With an unexpected change in leadership within the Council our current focus is on rebuilding the Council and amending our bylaws. We have successfully wrapped up our Annual Poinsettia Sale which benefits our Career Employee Book scholarship fund. This year we generated approximately \$350. We are in the process of building relations with community partners with hopes of conducting a spring Service Learning Project. I am encouraged by the work being done by President Avendano in combination with his transparency, that the career employees' morale and their will to serve on the Council will be increased. We appreciate your continued support emphasizing the importance of communication, sound direction from leadership and supporting our future leaders.

Respectfully,

Camilla Collins

Camilla Collins
Career Employees' Council Interim Chair
Florida State College at Jacksonville
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December 10, 2019

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

Chair McGehee and Fellow Trustees:

With the writing of this letter, we are winding down the Fall semester and the first semester under the guidance of our new president Dr. Avendano. Senate has engaged in quite a bit of important work regarding rigor, academic honesty, and professionalism. Faculty and administrators have worked hard to stand up the Center for International Education and study abroad opportunities for our students, as well as the new requirement for our first year experience courses.

I reported in August that Senate had established a rigor committee and a committee on academic honesty. Both committees have made strides: the academic honesty committee by looking at how to integrate our systems for reporting dishonesty, and the rigor committee by producing a statement on rigor at the institution. Our rigor statement is as follows:

We the faculty of FSCJ support a rigorous and professional learning environment in all courses and in all academic experiences at the College. In order to create an equitable environment for our students, we require the setting of high academic standards for students. Academic standards and experiences must promote understanding a complex world, ethical thought and research, and continual intellectual growth; must challenge students to integrate learning both within and across disciplines; and must prepare them to succeed in an increasingly complex world. We also expect that deans, program managers, and other relevant academic administrators will adhere to the academic expectations of the faculty in the discipline and support and communicate those expectations.

The committee continues work towards defining and implementing rigor in all of the disciplines at the institution, as we are aware that each discipline will have different approaches and definitions for rigor and rigorous learning. The committee stressed that a rigorous learning environment is not necessarily about failing more students, or creating more punitive standards, but is about helping our students achieve their goals and helping them to be successful in our own Bachelors programs, at other universities, or in the workforce.

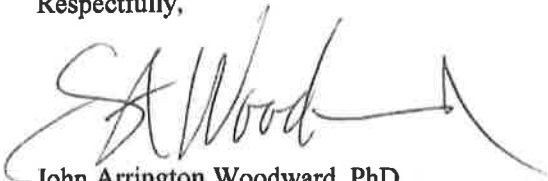
As an extension of the discussion of rigor, the committee also recommended that Senate support the AAUP Statement on Professional Ethics, which Senate unanimously approved. I would be happy to send a copy of the statement to the board or individual board members upon request. The AAUP statement on professional ethics speaks broadly about the ethical responsibility faculty have to the truth and the advancement of knowledge; it requires us to encourage the free pursuit of learning in our students as well as to foster rigorous and honest academic conduct; and it reminds us of our connection to the discipline as a whole and to our colleagues within the discipline.

Senate has also taken up an effort to promote our own Bachelors programs to our AA and AS students, as well as to students in the community. Due to various communication gaps, or institutional disorganization, the administration has struggled in developing a coherent advertising strategy for these programs and we are beginning to see the effects of that lack of attention. As a recent report in a Tampa paper reminded us, since 2013 we are down around 30% in enrollment even while enrollment nationally is ticking upwards. Part of our own issue is, Senate feels, a lack of focus and attention paid to the new programs and to the established programs. Dr. Avendano has already expressed the desire to focus our efforts in marketing the programs and we look forward to developing some strategies in the coming year to help close some of the gaps and actively and regularly promote our own programs to our students and to the community. There is also the reality, however, that we tend to be understaffed in academics—especially after the unreasonable approach taken in the last round of budget cuts which saw far too much of a reduction in academics relative to the income stream produced by academics. It is, after all, a simple statement of fact that academics produces all revenue for the institution. Those cuts to academics have meant that over the past ten years we have reduced from around 406 full-time faculty to our current approximate 365. Some programs have been severely affected by those reductions. And students have been severely affected as well. Senate hopes that part of our strategy will be to increase the number of full-time faculty in these programs to help them grow to where they once were.

Finally, Senate looks forward to supporting and promoting our Center for International Education and our first year experience course. We will be asking for data from each of these initiatives in the future to track their effect and to make sure they are properly supported and that they also continue to focus on student success. Senate has established a committee that is looking into orientation and developing a properly academic orientation to college. The first year experience course will be very helpful in doubling up some of the messaging we hope to produce.

That concludes my report to the board.

Respectfully,



John Arrington Woodward, PhD

Professor of Humanities and Film Studies

Faculty Senate President

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Florida State College at Jacksonville

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Date: December 10, 2019

To: Florida State College at Jacksonville District Board of Trustees

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

Re: September 2019 to December 2019 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 2019 to December 2019.

Since the last report, the students of FSCJ have been involved in many co-curricular activities including, but not limited to the following:

- The SGA collaborated with the FSCJ Criminal Justice Program to host District Judge Timothy J. Corrigan as the FSCJ Constitution Day Speaker in the Kent Campus Auditorium on Sept. 17. In addition, each campus SGA sponsored Constitution Day Trivia on the same date.
- The SGA sent seven members to the Florida College System Student Government Association (FCSSGA) Region 1 Conference at Northwest Florida State College on Oct. 4-5. The students received leadership training and updates on legislative issues prior to traveling to Tallahassee.
- Officers from Phi Theta Kappa (PTK) attended a PTK Leadership Conference in Orlando on Oct. 4-5.
- The Anime and Cosplay Club sent 17 members to Wasabicon in Jacksonville on Oct. 19-20.
- The SGA and FSCJ Student Conduct partnered for National Alcohol Awareness Week on Oct. 21-24.
- The Student Occupational Therapy Association sent five students to the Florida Occupational Therapy Association Conference in Orlando on Oct. 16-17. The students attended professional development sessions and participated in a poster competition.
- The Student Nursing Association sent 16 students to the Florida Student Nursing Association Conference in Daytona Beach on Oct. 24-26 in order to participate in professional development training.
- The 53rd Annual FSCJ Talent & Variety Show took place at the South Campus Oct. 26. Sixteen student finalists were selected from the students that auditioned. Those students sang, played piano, played guitar, beatboxed, demonstrated acrobatic dancing and even performed a short theatrical play.
- The International Education Club sponsored a Salsa Night on Nov. 6 as part of International Education Week. Instructors provided students free lessons on how to salsa.
- On Nov. 6-8, members of the SGA surveyed approximately 368 students for their opinions on legislative issues that affect Florida college students.
- On Nov. 13-14, six SGA officers traveled to Tallahassee for the FCSSGA Legislative Advocacy Conference. The SGA met with legislators and their aids to advocate on behalf of the students of FSCJ. The students also attended educational sessions at the conference.
- Nine students completed the FSCJ Leadership Certificate Program on Nov. 22. Those students attended a leadership retreat, four workshops and leadership symposium that featured a keynote address by FSCJ President Dr. John Avendano.
- Finally, the Early Childhood Education Club is currently accepting children's books for the Lending Library outside of the Downtown Campus Child Care Center. The donation box is in the A Lobby of the Downtown Campus.

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 us the opportunity to foster such a thriving environment. Thank you for your time and all that you do for the students of FSCJ.

Sincerely,
SeQoya Williams
FSCJ Collegewide Student Government Association President