

**Florida State College at Jacksonville**  
**District Board of Trustees**  
**Minutes of the April 12, 2022, Regular Meeting**  
**Advanced Technology Center, Rooms T-140 & 141, 1 p.m.**

- PRESENT: Michael M. Bell, Chair  
 Laura M. DiBella, Vice Chair, Nassau County  
 O. Wayne Young, Vice Chair, Duval County  
 Jennifer D. Brown  
 Thomas R. McGehee, Jr.  
 Roderick D. Odom  
 Andrew B. Shaw
- ABSENT: Shantel N. Davis  
 D. Hunt Hawkins
- CALL TO ORDER: Chair Michael Bell called the meeting to order at 1:02 p.m. and welcomed those in attendance.
- PLEDGE: Chair Bell led the Pledge of Allegiance.
- COMMENTS BY THE PUBLIC: Chair Bell 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 Items on the agenda, and any comments regarding the Rule would be stated at that time.
- Chair Bell advised the Board that no member of the public had requested to speak. He asked if there were any comments by the Trustees, and there were none.
- MINUTES: Chair Bell 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 January 17, 2022, Business Dinner Meeting, on agenda pages 517 – 518; January 28, 2022, Deep Dive Workshop/Planning Meeting, on agenda pages 519 – 525; February 8, 2022, Finance & Audit Committee Quarterly Meeting, on agenda pages 526 – 528; February 8, 2022, Board Workshop, on agenda pages 529 – 532; and February 8, 2022, Regular Meeting, on agenda pages 533 – 551, and there were none.
- MOTION: (McGehee – Odom) The motion was made to approve the FSCJ DBOT minutes – as a slate – from the January 17, 2022, Business Dinner Meeting, January 28, 2022, Deep Dive Workshop/Planning Meeting, February 8, 2022, Finance & Audit Committee Quarterly Meeting, February 8, 2022, Board Workshop, and February 8, 2022, Regular, as recommended.
- Motion carried unanimously.

(Ref. Board Agenda for  
 April 12, 2022; Pages  
 202200517 – 551)

REPORT OF THE COLLEGE  
PRESIDENT:

Commencement Updates:

College President John Avendano, Ph.D. announced the College is looking forward to their in-person 2022 Commencement Ceremony being held on Thursday, May 12 at VyStar Veterans Memorial Arena. Planning is underway to make the event a memorable one for FSCJ students and their loved ones. He invited Trustees to join him at the event as this will be his first in-person ceremony at the institution. Communications regarding specific details on timing, parking and more will be forthcoming.

President Avendano shared that over the past couple of weeks, FSCJ held Grad Fest events at each campus/center location, where the soon-to-be graduates were able to pick up their caps, gowns, honors cords and more. Each event was a great success, and the graduates were grateful for the opportunity to kick off their graduation season in this unique way. He thanked all those who participated. Additionally, he thanked Vice President of Student Services Dr. Linda Herlocker and the Student Services staff along with the Chief of Communications Officer Jill Johnson and the Marketing staff for all their work with the events.

Amazon Career Choice  
Partnership:

President Avendano shared with the Board that FSCJ was selected to be an education partner for Amazon's Career Choice program, which provides their hourly employees access to any Associate in Science or bachelor's degree program. The employees can also opt to enroll in a fast-track career certificate or technical certificate program that will lead to careers in the automotive, aviation, health care and information technology industries. He noted there is even an Amazon-only patient care technician cohort program.

FSCJ is proud to partner with Amazon to support their employees' future successes through education and training for high-demand careers. It is the College's job to deliver education that is accessible and aligned with industry demand, and we are honored to work alongside Amazon to support their employees in this way.

Shantel Davis "Fortune"  
Feature:

President Avendano noted that although Trustee Shantel Davis was not in attendance today, he wished to move forward with acknowledging she was featured in the February/March edition of "Fortune" magazine. He shared it was exciting to see a spotlight on one of the College's very own, highlighting her exemplary leadership and service.

President Avendano noted in particular, one of Trustee Davis' quotes struck him for the reason that it speaks so perfectly to what the trustees' roles mean for the College and students. It says, "This is our community and the best way to build it is together."

President Avendano shared with the Board their role in FSCJ's mission is critical to the success of the institution, the students and the community as a whole. He noted he says it often, but he wanted to take the opportunity once again to thank the Trustees for all they do and congratulations to Trustee Davis for the recognition.

APC, CEC, Faculty Awards:

President Avendano noted as the Board may know each year he has the privilege of announcing the recipients of FSCJ's Administrative and Professional Collaborative, Career Employees' Council and Faculty awards. Students, faculty and staff were invited to submit their nominations and each group's selection committee chose the recipients. The recipient's names are as follows:

#### **Distinguished Faculty Awards**

- Christopher Lee, Professor of Information Technology
- Nicholas Martino, J.D., Professor of Paralegal Studies
- Dr. Dianne McAuliffe, Professor of Physical Therapy
- Marilyn Painter, Professor of English
- Dr. Jerry Santiago, Professor of Histology

#### **Distinguished Adjunct Faculty Award**

- Mallory Branco, Professor of English

#### **Administrative and Professional Collaborative Exceptional Service and Initiative Award**

- Sarah Reardon, Director of Academic and Student Achievement

#### **Career Employees' Council Recognition of Excellence Award**

- Stephanie Castro, Student Success Advisor II

As a symbol of our appreciation, full-time recipients will receive \$1,000 and our adjunct faculty recipient will receive \$500 along with incentive for professional development to attend a national conference. Additional recognition will also continue throughout the academic year.

District Board of Trustees  
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2022 FSCJ Principals Data: President Avendano stated during a recent workshop there was discussion of the administration obtaining and sharing a copy of the Duval & Nassau Counties 2021-22 High School Data Reports with the Board. He noted that today each member had a copy of the report at their seat. Once reviewed, if Trustees had any questions to please feel free to contact him directly.

President Avendano shared some points of interest within the report are as follows:

- The Percentage Going to College
- Still a Post-COVID Year
- FSCJ as Recipient of Graduates

April Business Speaker Series: President Avendano invited Trustees to join him for the College's next Business Speaker Series event, which will be held in-person on Thursday, April 14 at 9 a.m. at the Nathan H. Wilson Center for the Arts located at South Campus. The featured speaker is Erica Dhawan, a collaboration and teamwork expert, who will present research and examples to help decode the new signals and cues that have replaced traditional body language across genders, generations and culture.

President Avendano shared that if any Trustee wished to attend to please let Board Liaison Kimberli Sodek know and she will register you for the event, noting some Trustees had already registered.

2022 FSCJ Alumni Golf Classic:

President Avendano announced on Monday, May 2, the FSCJ Alumni Association is hosting its second annual FSCJ Alumni Golf Classic. This year the event will be held at Queen's Harbour Yacht & Country Club, and benefitting FSCJ BlueWave Athletics. There will be a 9 a.m. shotgun start with reception, luncheon and awards immediately following the tournament.

President Avendano noted Trustees should have received an invitation via email with all of the information. However, to please let him know if they are interested in participating or learning more. He thanked the members who may have already registered and/or sponsored the event.

Upcoming DBOT Deep Dive  
Workshop for July 12, 2022:

President Avendano announced on Tuesday, July 12, the Board will meet to hold a Deep Dive Workshop. The purpose of the workshop is to review and discuss the following topics:

- 2021-22 FSCJ DBOT Self-Evaluation Results
- College President Performance Evaluation
- 2022-23 Goals & Objectives for FSCJ President John Avendano, Ph.D.

President Avendano asked if there were any questions or comments by the Board relating to his President's Report up to this point, and there were none.

Data Dashboard:

President Avendano shared with the Board information relating to the April 2022 Data Dashboard/high-level view of the institutional data sets.

- Enrollment Dashboard I: The first dashboard is the Spring Term College Credit Enrollment report as of March 24, 2022, which shows a negative variance of 8.1% credit hours for spring 2022 over spring 2021. That enrollment number is down 36,465 credit hours when compared to the same day in the spring 2020 enrollment cycle.
- Enrollment Dashboard II: The second dashboard is the Summer Term College Credit Enrollment report as of March 24, 2022, which shows a positive variance of 7.3% credit hours for summer 2022 over summer 2021, and represents 33.1% of overall enrollment for summer 2021.
- Spotlight Dashboard I: The third dashboard is on the College's Foundation Performance Summary.
- Spotlight Dashboard II: The fourth dashboard is a spotlight on the College's Early Childhood Education Bachelor in Science, which prepares students to become educators for pre-kindergarten through third grade children.
- Spotlight Dashboard III: The fifth dashboard is a spotlight on the College's Early Childhood Management Associate in Science, which helps students prepare for careers in childcare centers.

- Spotlight Dashboard IV: The sixth dashboard is a spotlight on the College's Educator Preparation Institute, which is an alternate route that helps individuals who have a bachelor's degree in another field but want to become K-12 educators.
- Finance Dashboard: The seventh dashboard illustrates the actual revenues and expenditures compared to budget for the period ending February 28, 2022 and February 28, 2021.
- Grants Dashboard: The final dashboard is a snapshot of the grants that have been awarded to the College during January and February 2022, which total \$1,378,138.

STRATEGIC  
 PROGRAMMATIC  
 DISCUSSION:

President Avendano asked if there were any questions or comments by the Board related to the Data Dashboards and/or any other College Strategic matter at this time, and there were none.

President Avendano took a moment to welcome Amanda Thorpe, the Governor's Regional Representative, who was a guest in the audience. He extended his appreciation for her joining today's meeting.

CONSENT AGENDA:  
 (Ref. Board Agenda for  
 April 12, 2022; Items 1  
 through 9, Pages 202200552  
 – 605)

Chair Bell 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. As a result, questions and concerns regarding agenda items were addressed and resolved in advance of the Board meeting. 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  
 April 12, 2022; Items 1  
 through 8, Pages 202200606  
 – 617)

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

Chair Bell 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 10 – Educational Support Services, on agenda pages 607 – 610.

MOTION: (McGehee – Brown) The motion was made to approve the revised Board Rule 6Hx7-10.2 – Intercollegiate Athletic Team Eligibility and Financial Assistance under Section 10 – Educational Support Services, as recommended.

Chair Bell 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, Human Resources: Award of Continuing Contracts, on agenda page 611.

MOTION: (McGehee – Young) The motion was made to approve the Award of Continuing Contracts, as recommended.

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

Motion carried unanimously.

President Avendano noted he was pleased to recognize the full-time faculty members receiving continuing contract status at today's meeting. He asked Provost and Vice President of Academic Affairs Dr. John Wall to introduce the members.

Provost/Vice President Wall thanked President Avendano for recognizing the faculty that successfully completed the application process for this year. He shared that each member had demonstrated a standard of excellence and commitment to the College and its philosophy and mission, consistent with established criteria for the award of continuing contract. He thanked all the members for their dedication to FSCJ.

Provost/Vice President Wall introduced each member and asked that they share a highlight from their teaching at FSCJ. The faculty members present did so, accordingly.

President Avendano thanked the members, noting their commitment to the institution, students and community.

The names of all the full-time faculty members receiving continuing contract status, effective with the 2022-23 faculty contract year are as follows:

- Daniel Cronrath, Professor of Political Science
- Russell Flint, Professor of Communication
- Yonas Getahun, Professor of Mathematics
- Wil Kaiser, Professor of Humanities
- Doug Kines, Professor of Biological Services

President Avendano presented the administration's recommendation on Action Item 4, Human Resources: Faculty Sabbaticals, on agenda page 612.

MOTION: (Young – Shaw) The motion was made to approve a faculty sabbatical for full-time faculty members – Lourdes Norman, Professor of Biological Sciences and Sarah Stuart, Professor of English, effective with the 2022-23 faculty contract year, as recommended.

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

Motion carried unanimously.

Provost/Vice President Wall introduced the member present at today's meeting, Professor of Biological Sciences Lourdes Norman-McKay. He asked that she provide the Board with a description of her project. Dr. Norman-McKay did so, noting she was selected for the 2022-23 cohort of Jefferson Science Fellows (JSF), an initiative of the Office of the Science and Technology Adviser to the U.S. Secretary of State.

President Avendano thanked Dr. Norman-McKay for copies of her textbooks and for lending her expertise not only in a published format but also an educational/reassuring format during the pandemic to the College community.

President Avendano presented the administration's recommendation on Action Item 5, Human Resources: Florida College System Annual Equity Update Report, on agenda page 613.

MOTION: (McGehee – Brown) The motion was made to approve the Florida College System Annual Equity Update Report, as recommended.

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

Motion carried unanimously.



President Avendano shared his appreciation for Chief Officer of Diversity, Equity and Inclusion Lisa Moore for all her work in compiling/submitting and making sure not only from a report standpoint but identifying the areas the College can continue to improve from an equity standpoint.

President Avendano presented the administration's recommendation on Action Item 6, Finance: Fees and Charges, on agenda page 614.

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

Chair Bell 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, Finance: FSCJ ACCESS Program, on agenda page 615.

MOTION: (McGehee – DiBella) The motion was made to approve the FSCJ ACCESS Program for Summer Term 2022, as recommended.

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

Motion carried unanimously.

Prior to presenting the next item, President Avendano asked Provost/Vice President Wall to share with Trustees a brief overview of the FSCJ ACCESS Program, to include when the program was implemented and what the program has saved FSCJ students in terms of real cost.

Provost/Vice President Wall provided the Board with an overview of the FSCJ ACCESS Program, noting the pilot program was implemented 1-1/2 years ago with student savings of \$15,000, Fall Term 2021 savings of \$250,000 (today's agenda item) and a grand total savings of approximately \$650,000 since the program began. The FSCJ ACCESS Program is spearheaded by Associate Vice President of Academic Operations Dr. Richard Turner, who has been asked to do a case study by McGraw Hill as well as spoke on the project at the state-level and most recently in Chicago, IL. It is a good coming together between the College, the bookstores and some legislation of the students.

President Avendano presented the administration's recommendation on Action Item 8, Finance: Fiscal Year 2021-22 Operating Budget Amendment No. 2, on agenda pages 616 – 617.

MOTION: (Odom – McGehee) The motion was made to approve the Fiscal Year 2021-22 Operating Budget Amendment No. 2, as recommended.

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

Motion carried unanimously.

INFORMATION ITEMS:  
 (Ref. Board Agenda for  
 April 12, 2022; Items  
 A – C, Pages 202200618  
 – 659)

Chair Bell asked the Board if there were any questions or comments related to Information Items A – C, on agenda pages 618 – 659, and there were none.

REPORT OF THE BOARD  
 CHAIR:

Chair Bell thanked those who were recognized during today's meeting for their outstanding contributions to the institution, students and Northeast Florida.

Additionally, Chair Bell thanked the workshop presenters, noting his excitement for the FSCJ Archives Project and the items being collected/organized. He shared, as he has in previous meetings, that FSCJ has a compelling story and strategic narrative, and as such, great things are going to happen.

REPORT OF TRUSTEES:

There were no reports provided by Trustees.

REPORT OF THE BOARD  
 FINANCE & AUDIT  
 COMMITTEE CHAIR:

On behalf of FSCJ Finance & Audit Committee Chair Hunt Hawkins, Committee Member – Trustee Wayne Young provided the Board with a summary of the April 2022 quarterly meeting, which included information regarding the Review of the recent FSCJ Audit Reports, to include information that the audit did not identify any deficiencies in internal control over financial reporting and results of the tests disclosed no instances of noncompliance; Discussion of Interim Financial Statement for the quarter ending February 28, 2022, sharing information on student fees and enrollment trends, utilization of HEERF funds, and indirect cost recovery; and the Discussion of the Planned 2022-2023 Budget, to include information on the proposed allocation of the additional state funding, decrease in enrollment and addressing the budget shortfall.

The next meeting of the Finance & Audit Committee is scheduled for Tuesday, May 17, 2022, at College's Administrative Offices as part of the DBOT Deep Dive Budget Workshop. The workshop will convene at noon in Board Room 405.

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

On behalf of FSCJ Foundation Board Liaison Shantel Davis, Executive Director of the FSCJ Foundation Cleve Warren 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)

REPORT OF THE  
 ADMINISTRATIVE AND  
 PROFESSIONAL  
 COLLABORATIVE (APC):

Administrative and Professional Collaborative Chair Dr. Marc Boese 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 Matt Wetzel 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 addressed the Board and presented an overview of the written report relating to current Senate initiatives and activities. (Appendix D)

REPORT OF THE STUDENT  
 GOVERNMENT  
 ASSOCIATION (SGA):

Collegewide Student Government Association President Breana White provided the Board with a written report relating to current SGA initiatives and activities. (Appendix E)

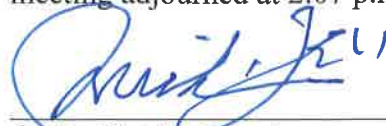
NEXT MEETING:

Chair Bell announced the Board will meet on Tuesday, May 17, 2022, at the College's Administrative Offices for a Budget Workshop. The workshop will convene at noon in Board Room 405. The next regular meeting of the Board is scheduled for Tuesday, June 14, 2022.

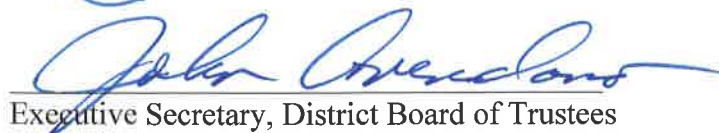
ADJOURNMENT:

There being no further business, Chair Bell declared the meeting adjourned at 2:07 p.m.

APPROVAL OF MINUTES:



Chair, District Board of Trustees



Executive Secretary, District Board of Trustees



REPORT OF THE BOARD LIAISON, TRUSTEE SHANTEL DAVIS  
APRIL 12, 2022

The Foundation's 2020-2021 external audit, for the fiscal year ending September 30, 2021 and prepared by the accounting firm of Dixon Hughes Goodman, was included in your Board packets today for review and acceptance in accordance with F.S. 1004.70, and in keeping with the Relationship Agreement which prescribes the operating relationship between the Foundation and the College. **"The financial statements are fairly and appropriately presented without any identified exceptions, and in compliance with generally accepted accounting principles (GAAP)."**

The February ribbon cutting and unveiling of the donor wall at the new dental hygiene clinic on North Campus was attended by a host of visitors, to include donors, Foundation Board Members, DBOT Board Chair, faculty, staff, students, and varied community interest. I commend the College's project team for a job very well done. And I applaud the contribution of the Foundation's development team, who's fundraising efforts produced \$1,000,000 towards the \$3,000,000 project objective.

In March, the Foundation concluded the Annual Employee Giving Campaign – The "I'M IN" Campaign – which set new highs for employee giving and the number of employees who gave; raising nearly \$70,000 from nearly 400 employees. Proceeds from this effort were designated largely to a pool of First-Generation Scholarship dollars that are matched on a 2:1 basis from the State of Florida's First-Generation Matching Grant Program.

The First-Generation Matching Grant Program is a need-based grant program available to degree-seeking, resident, undergraduate students who demonstrate substantial financial need, are enrolled in eligible Florida state universities and colleges, and whose parent(s) have not earned a baccalaureate or higher degree.

The "I'M IN" Campaign was a competitive effort between the campus' for the newly minted President's Cup. The Downtown Campus, led by Dr. Tara Haley; where more than 18% of its employees contributed to the campaign, was the winning team. Dr. Avendano will present the cup to Dr. Haley and the Downtown Campus team on April 29 at a pancake breakfast celebrating all contributors to the campaign.

Last week the winning team was treated to an FSCJ night out with the Jacksonville Shrimp, where Dr. Avendano, FSCJ's Most Valuable Player, was seen throwing out the first pitch.

On May 2, the Foundation's Alumni Advisory Council will host the 2<sup>nd</sup> Annual Alumni Golf Tournament; this year benefiting FSCJ BlueWave Athletic programs. The event is sponsored by Florida First Coast Credit Union, and will be played at Queen's Harbour Yacht & Country Club. All are invited to play.

Several of the foursomes in this year's tournament will include youth players from the Moore-Myers Children Fund, which is a nonprofit foundation providing financial assistance for children from underserved and underrepresented communities, using golf as a tool to teach leadership, to develop character and competitive skills, and to encourage their interest in college.

And finally, the golf tournament will be followed by the President's Forum on June 6, 2022 at Epping Forest Yacht Club. As I shared with you at our last meeting, our speaker for this event is Retired Admiral Micelle J. Howard. Admiral Howard was the first Woman to achieve the rank of four-star admiral, and was the first woman to be appointed as Vice Chief of Naval Operations (the second highest rank in the Navy). She is currently a Visiting Shapiro Professor at the Elliot School of International Affairs, George Washington University.

As you can see, there is much going on at the Foundation, all of which warrants our full participation and partnership as together we continue to address the immediate needs of our students and the College, and gear up for a forthcoming comprehensive campaign.

That concludes my report.



Date: April 6, 2022

To: Florida State College at Jacksonville District Board of Trustees

From: Marc Boese, Chair of the Administrative and Professional Collaborative, 2021-2022

Re: April 2022 Administrative and Professional Collaborative Report

Chair Bell and Trustees:

The Administrative and Professional Collaborative (APC) is proud to share updates on our continued engagement with our Administrative and Professional (A&P) employees. Although the spring is busy with strategic priorities and planning for the upcoming academic year, we felt it was also essential to continue our A&P engagement efforts. The APC held campus-based meetings throughout February to share an overview of the APC, upcoming events, May elections, and how the APC can support all A&Ps. We had over one hundred employees from five separate campus meetings join us for these collaborative sessions.

On February 17, the APC held a Brown Bag professional development event with guests Cleve Warren and Danielle Thompson, from our Foundation department. They shared an overview of how the Foundation supports the success of our students. Cleve and Danielle also shared, with the over 50 A&P attendees, how the FSCJ community can contribute through the annual giving campaign. Also, on February 17, I attended the Career Employee Council (CEC) meeting to help build a more collaborative relationship with our partner shared-governance group of Career employees. I greatly anticipate growing this APC-CEC relationship to continue discussing our shared interests.

The APC also invited leaders from FSCJ to join our monthly meetings to share insight from their respective departments and discuss ongoing projects. Dr. Deb Fontaine, the Associate Vice President of Strategic Priorities, joined us for our March APC meeting to discuss the new Quality Enhancement Plan (QEP) and was able to share the process and plan moving forward. College President Dr. John Avendano joined us for our April APC meeting and provided us with updates on commencement and enrollment, and took the time to address higher-level issues like the crisis in Ukraine and refugees who may need our support. Dr. Avendano allowed us to ask questions and share thoughts and ideas on the future of FSCJ.

We plan to hold our annual APC membership nominations and elections this May, seeking eight new members, along with a Chair-Elect and Secretary. We are also planning an A&P year-end social and an APC, CEC, and Faculty Senate Recognition and Awards Reception for June. I look forward to sharing more at our next board meeting.

Respectfully,

Marc Boese, Ph.D.

Executive Director of Organizational Development

Administrative and Professional Collaborative Chair, 2021-2022



Date: April 6, 2022

To: Florida State College at Jacksonville District Board of Trustees

From: Matt Wetzel, Career Employees' Council Chair

Re: April 2022 Career Employees' Council Report

Chair Bell and Trustees:

During the February Career Employees' Council (CEC) monthly meeting, we invited Marc Boese the Administrative and Professional Collaborative (APC) Chair for a brief discussion on topics and ideas of common concern and interest. The discussion revolved around employee well-being and initiatives being discussed in VIP 2.0 meetings. Additionally, we requested all attendees to bring new members to our Council meetings to have a broader representation at our different campuses. Lastly, the APC and CEC formed an Ad Hoc committee to explore the benefits to both the College from an institutional (staff/administration and facilities) and academic (student and resources) perspective of a 36-hour workweek year-round.

In March, we had several employees, new to the Council, attend our monthly meeting to offer different ideas and perspectives. During this meeting, we added two members to the Council Board, Lorne Richardson will serve as our Vice-Chair and Cynthia Motzny will serve as the Council Secretary. The Council appreciates the dedication and commitment the employees are making to ensure our Council is vibrant and successful. We announced at our March meeting the winner of the 2022 CEC Recognition of Excellence Award, which is being awarded to Stephanie Castro. She is well-deserving of this award and a great asset to the institution and our students. Additionally, we discussed doing Road Shows and meetings at the different campuses and involving the Campus Deans in the process, to foster more employee involvement. Lastly, we discussed different fundraising opportunities including the Rose Sale at Commencement and working the concession stands at a Jumbo Shrimp game.

On behalf of the career employees, we express our appreciation to the District Board of Trustees for the time, effort, and support that you bring to the College community, staff, and our students.

Respectfully,

Matt Wetzel  
Career Employees' Council Chair 2021-22  
Florida State College at Jacksonville  
904-381-3707 / matt.wetzel@fscj.edu





Date: April 6, 2022

To: Florida State College at Jacksonville District Board of Trustees

From: John A. Woodward, PhD

Re: April 2022 Faculty Senate Report

Chair Bell and Fellow Trustees:

Senate has a number of items we are still working on and hope to finish before the end of the semester.

As I wrote in my previous letter, our data from the CCSSE survey has revealed a decline in the number of students who report positive interactions with faculty outside of the classroom. The faculty group meeting to discuss this data has already proposed some workshops or other material for faculty who have former military servicemen and -women in their courses. One of our members who is a former serviceman suggested that faculty are not always aware of the radical difference between the world of civilians and the world of the military with its strict hierarchy and command structure. This can impact how former servicemen and -women may feel in the presence of the instructor in the course and how comfortable they may feel asking questions, or arguing points, or submitting late material, or asking for help and extensions. More importantly, they may be more hesitant to strike up conversations with the faculty members outside of class unless the faculty has established that dynamic. We hope to pilot some workshops sometime in the Fall that might give faculty some insights into the experiences of those students.

The work of this committee is also focusing on promoting a more consistent calendar of academic events for our students and faculty to attend. There are other committees associated with the strategic plan that are working on the same front, so hopefully we will have the space and engagement in the Fall to help turn around our CCSSE data—so long as we determine strategies that work for our online students as well. And here our committee has done some excellent work. We have designed a template for a Canvas homepage that encourages faculty to put a picture and personal/professional information about themselves for those students in the online environment. This suggestion, matched with a further encouragement from the Online Advisory Committee that faculty record regular videos for their online students, will hopefully help improve this metric even for our fully online students. This effort is both about the data and improving those metrics, but also and more importantly about creating an academic atmosphere that is welcoming and encouraging at the College, as well as creating an experience for students to remember. We need these students returning as alumni, and the more positive their experience with the College the greater the chance they will turn around and donate to the Foundation, setting the stage for the careers of our future students. The more actively we work to build a better campus community, the more we build bridges into the communities of Jacksonville and the more we impact the lives of our students.

We are also working on improving our course design and implementation overall through several committees, especially in professional development offerings, through the Academic Technology Committee, and through the Online Advisory Committee. The work in these areas will impact our online and hybrid courses—since we have seen a push in the Online Advisory Committee to use our online course shells for both hybrid and “live-online” courses. The Academic Technology Committee is working on developing



better faculty support and professional develop and something akin to 'just in time' training for faculty at the beginning of semesters. The disruption of the pandemic and transitioning everything into the online environment forced a lot of our faculty to learn brand new skills and pedagogies for that modality. As we transition back to full on-campus presence in the Fall, we will need to preserve all of that work and continue to improve on it, even though we will no longer have the pressure of the pandemic.

Part of this effort will entail us determining how to craft a concept of rigor rooted in expected time spent on assignments inside and outside the classroom. We need to work through the literature and determine our own pedagogical expectations, and then determine how to apply them. This can be through mapping assignments more directly to outcomes—which might work better in some disciplines than in others—or determining things such as expectations for readings, time spent on discussion, intellectual exploration of topics relevant to the subject matter, and so forth. We want to continue to build an environment that rewards curiosity and intellectual exploration, and that extends into the community outside of the classroom. At the same time, we want to make sure our students have the skills to make them successful in the workplace and/or in their further education. We have to come to terms with the reality that not all positive learning experiences are directly quantifiable, and that ideas such as efficiency, mastery, or simplification can be inimical to higher education.

I cannot finish my letter without offering my sincere thanks and wishes for a happy retirement to our master theater director and teacher, Professor Ken McCulough. Ken is a living legend at the College for his work in the theater and his yearly productions at South Campus. He has impacted the lives of thousands of students both on the stage and in the audience. I have always encouraged my students to attend his plays and inevitably they return glowing with their praises for what they experienced. His work shows the importance of the arts in our lives and in the life of the community. Art educates in a way that science simply cannot. I also wish to extend my thanks to Ken for his great help in Faculty Senate, stepping up to serve as a senator for several years. Ken has always been one with a kind word of encouragement and friendship and has always brightened my day whenever we have spoken. I will miss his presence at the College and we will all greatly miss his productions. I think I speak for everyone when I wish him all the best in a long, healthy, exciting, globetrotting retirement.

That concludes my report.

Respectfully,



John Arrington Woodward, PhD  
Professor of Humanities and Film Studies  
Faculty Senate President  
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Date: April 6, 2022

To: Florida State College at Jacksonville District Board of Trustees

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

Re: April 2022 Student Government Association Report

Chair Bell 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 months of March and April 2022.

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

- In November 2021, students voted for faculty that they would like to hear give a Last Lecture of any subject of their choosing. This spring members of the SGA were able to hear Dr. Douglas Kines (February 23), Brandon Lettow (March 2), and Dr. Dianne Fair (March 23) give their Last Lecture presentations. Students also look forward to attending Dr. Daniel Cronrath's Last Lecture on April 11.
- During the month of March 2022, all campuses and centers hosted their respective spring fling celebrations. The SGA and Campus Student Programming Boards planned events that provided students free food, games, music, and information tables with various student and community organizations to help celebrate the arrival of the spring season.
- Four members of the SGA attended the Student Activity and Service (A&S) Fee Committee Trainings on March 22 & 25. They will be joined by four other student leaders in serving on the committee and hearing funding proposals from various student clubs and areas of the College that receive A&S fee funding. The proposals will occur between April 4 and April 7. After hearing the proposals, the committee will deliberate on how the funds will be disbursed for use during the 2022-2023 academic year.
- Between March 28 and April 7, members of the SGA will participate in the Grad Fest Celebrations by cheering on students as they arrive to pick up Commencement regalia as well bachelor program and alumni information.
- Students involved in FSCJ's Experience Magazine traveled to Hillsborough Community College, Ybor Campus between March 30 and April 2 to attend the 62<sup>nd</sup> Annual Florida College System Publications Association (FCSPA) Conference and Awards Banquet to enter our literacy magazine in the competition and hear from a great lineup of professional writers and journalists.
- Members of the FSCJ Student Nursing Association will attend the National Student Nurses' Association 70<sup>th</sup> Anniversary Convention in Salt Lake City, UT between April 6 and 10. There they will attend personal and professional development workshops related to the field of nursing.
- Finally, FSCJ Kent Campus will host the Florida College System Student Government Association April Conference on April 8 and 9. The College will be represented by twelve SGA Officers. Attendees will attend workshops, vote on next year's FCSSGA student officers, and take part in the organization's annual awards ceremony.

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,

Breana White

FSCJ Collegewide Student Government Association President