

**Florida State College at Jacksonville
District Board of Trustees
Minutes of the September 9, 2025, Regular Meeting
Administrative Offices, Board Room 405, 1 p.m.**

PRESIDENT:

Roderick D. Odom, Chair
Andrew B. Shaw, Vice Chair, Duval County
Michael M. Bell
Thomas R. McGehee, Jr.
O. Wayne Young

ABSENT:

None

CALL TO ORDER:

Chair Roderick Odom called the meeting to order at 1:05 p.m. and welcomed all those in attendance.

PLEDGE:

Chair Odom led the Board and attendees in the Pledge of Allegiance.

COMMENTS BY THE
PUBLIC:

Chair Odom opened the public comments segment of the meeting, wherein members of the public were invited to make comments on matters before the Board's consideration.

Chair Odom 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:

(Ref. Board Agenda for
September 9, 2025; Pages 5 –
46)

Chair Odom noted in efficiency of time, he would like to entertain a motion to approve the Florida State College at Jacksonville (FSCJ) District Board of Trustees (DBOT) minutes as presented on pages 5 – 46: The July 8, 2025, Deep Dive Workshop, on agenda pages 5 – 10; August 12, 2025, Workshop, on agenda pages 11 – 14; and August 12, 2025, Regular Meeting, on agenda pages 15 – 46.

MOTION: (Young – Bell) The motion was made to approve the FSCJ DBOT minutes as presented on pages 5 – 46, from the July 8, 2025, Deep Dive Workshop; August 12, 2025, Workshop; and August 12, 2025, Regular Meeting, as recommended.

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

Motion carried unanimously.

REPORT OF THE COLLEGE
PRESIDENT:

Convocation Recap:

College President John Avendano, Ph.D. shared with the Board information relating to FSCJ's Convocation 2025:

- He thanked everyone who attended Convocation 2025, noting it was a successful and engaging event. Presenters from across the College shared insights on the direction of the Transforming Tomorrow strategic plan.
- The event was energetically kicked off by Rayzor Ray and even included a surprise flash mob performance.
- This annual kickoff to the academic year is always a highlight, but this year's event was especially electric as it marked the launch of the College's 60th anniversary celebration.
- He expressed his appreciation to the event committee and team for their efforts in making the event a huge success.

60th Anniversary:

President Avendano shared with the Board information relating to the College's 60th Anniversary:

- Over the coming year, FSCJ will highlight its rich history and celebrate its many successes through a variety of events and activities held across all campuses and centers. These will include service projects and community engagement opportunities designed to share the College's spirit of celebration with the broader community.
- FSCJ will actively engage students, faculty, staff, community members, business and industry partners and donors to elevate the College's visibility and impact – ensuring FSCJ remains strong and continues to thrive for the next 60 years and beyond.
- Visit the College's 60th Anniversary website at fscj.edu/60 to explore a growing list of events, inspiring alumni stories, a robust historical timeline and more.

Kent Campus Entrance
Updates:

President Avendano shared with the Board information relating to the entrance at Kent Campus:

- In response to safety concerns, the City of Jacksonville is planning to redesign the intersection of Park Street and Blanding Boulevard at the Kent Campus entrance.

- Key proposed changes include removing the slip lane that currently allows northbound motorists to merge onto Park Street, permitting a right turn at the Park Street and Roosevelt Boulevard intersection and installing a roundabout at the Park Street and Blanding Boulevard intersection.
- Construction is tentatively scheduled to begin the Monday following the July 4th weekend. The intersection is expected to be closed for two to three weeks, with completion anticipated prior to the start of the school year.

Great Colleges to Work For:

President Avendano shared with the Board exciting news relating to FSCJ's recognition as a Great Colleges to Work For:

- He expressed enthusiasm about the announcement, noting that more details will be shared publicly on September 19.
- For the second consecutive year, FSCJ received the Great Colleges to Work For designation, earning 9 out of 10 Honor Roll distinctions.
- This recognition was based on a nationwide survey of colleges and universities evaluating best practices and policies related to workplace environment and culture.

Heart Walk:

President Avendano shared with the Board information relating to the Heart Walk:

- He announced that FSCJ will once again participate as a team in the upcoming Heart Walk, scheduled for Saturday, October 4.
- He invited all Board members to join the College's fundraising efforts and to walk alongside the FSCJ team on the day of the event. A registration and donation link can be shared upon request for those interested in participating.

Recognition – Dr. Milt Russos:

President Avendano shared with the Board information relating to the recognition of FSCJ's Executive Director of the Artist Series Dr. Milt Russos by the Cultural Council of Greater Jacksonville (CCGJ):

- At its 48th Annual Arts Awards held on September 5, CCGJ honored Dr. Milt Russos with the Helen Lane Founders Award.
- This prestigious award recognizes a leader who meaningfully integrates arts and culture into everyday life within their community.

- Dr. Russos was celebrated for his outstanding contributions to Jacksonville's vibrant arts and culture landscape, helping shape the city as a premier destination for quality of life, tourism and economic development.
- He conveyed his heartfelt appreciation to Dr. Russos for six decades of dedicated service to FSCJ and the City of Jacksonville.

Data Dashboard:

President Avendano shared with the Board information relating to the September 2025 Data Dashboard/high-level view of the institutional data sets:

- Fall Term College Credit Enrollment:
 - Positive variance of 3% credit hours for fall 2025 over fall 2024.
 - Comparing Fall Term clock hour enrollment to the same day in the enrollment cycle last year, enrollment was down 5.9%.
- Spotlight on Three Programs that Align with Transportation and Logistics:
 - The Bachelor of Applied Science (B.A.S.) in Logistics;
 - The Associate in Science (A.S.) in Supply Chain Management; and
 - The Associate in Science (A.S.) in Aviation Administration.
- Grants Report:
 - For the 2025-26 award year to date, FSCJ has received more than \$2.95 million in grants.
 - The total received for the 2024-25 fiscal year was more than \$16.3 million.

Appreciation – FSCJ DBOT
Board Chairs:

President Avendano took a moment to express his sincere appreciation to current Board Chair Rod Odom, as well as to the past Board Chairs who have served throughout his tenure:

- Trustee Mac McGehee.
- Trustee Mike Bell.
- Trustee Wayne Young.

He thanked each of them for their steady leadership, thoughtful guidance and unwavering commitment to FSCJ and the Northeast Florida community, noting their support has been instrumental in advancing the College's mission and navigating important strategic decisions.

STRATEGIC
PROGRAMMATIC
DISCUSSION:

Chair Odom asked if there were any questions or comments by the Board related to President Avendano's Report, Data Dashboards and/or any other College Strategic matters, and there were none.

CONSENT AGENDA:
(Ref. Board Agenda for
September 9, 2025; Items 1
through 5, Pages 47 – 55)

Chair Odom noted that the Trustees had thoroughly reviewed the Consent Agenda items prior to the meeting and that any questions or concerns had been addressed and resolved in advance. 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
September 9, 2025; Items 1
through 4, Pages 56 – 80)

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

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

Motion carried unanimously.

Prior to proceeding with the Actions Items, Provost/Vice President of Academic Affairs Dr. John Wall provided the Board with an overview of Consent Item CA-3, Purchasing: Semiconductor Simulation System. This item sought Board authorization for the College administration to negotiate and enter into a contract with Bluegrass Educational Technologies, LLC for the provision of curriculum, training equipment, services and installation of a Semiconductor Simulation System.

Provost/Vice President Wall explained that the system will support the development of a semiconductor advanced manufacturing workforce laboratory. He noted that the purchase is being funded through the Workforce Development Capitalization Incentive Grant, a State of Florida initiative aimed at strengthening career and technical education, particularly within dual enrollment programs. He also highlighted that approximately 12% of FSCJ's enrollment consists of dual enrollment students. He thanked the Board for their approval of the item and expressed his enthusiasm to move forward with the implementation of the system.

President Avendano presented the administration's recommendation on Action Item 2, Finance: Fees and Charges (Full Cost of Instruction), on agenda page 57.

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

Chair Odom 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, Finance: Fiscal Year 2025-26 Carry Forward Spending Plan, on agenda page 58.

MOTION: (McGehee – Young) The motion was made to approve the Fiscal Year 2025-26 Carry Forward Spending Plan, as recommended.

Chair Odom asked if there were any questions or comments by the Board.

Trustee Thomas McGehee, Jr. stated that the Finance & Audit (F&A) Committee had discussed several Action Items from today's agenda. He noted that there was consensus among committee members to provide the full Board with a brief overview of each item as it was brought forward for action.

Therefore, as Committee Chair, he shared the following information regarding Action Item A-3:

Vice President of Finance and Administration Dr. Wanda Ford and Associate Vice President of Administrative Services Steve Stanford provided an overview of the 2024-25 Carry Forward Spending Plan. The College is required to maintain a carry forward balance of 5% and must submit a spending plan for any funds exceeding that threshold. As of June 30, 2025, the fund balance was 15%. The proposed spending plan recommends using the excess carry forward funds to offset costs associated with the State Group Insurance Plan.

The F&A Committee supports approval of this item.

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

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 4, Academic Affairs: FCS Affordability Report on agenda pages 59 – 80.

MOTION: (Bell – McGehee) The motion was made to approve the FCS Affordability Report, as recommended.

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

Motion carried unanimously.

INFORMATION ITEMS:
(Ref. Board Agenda for
September 9, 2025; Items
A – F, Pages 81 – 90)

Chair Odom asked the Board if there were any questions or comments related to Information Items A – F, on agenda pages 80 – 89, and there were none.

REPORT OF THE BOARD
CHAIR:

Chair Odom began by acknowledging that this was his first report as Board Chair and, as such, there was little to report in terms of accomplishments at this time. He expressed sincere gratitude to the Board for the confidence placed in him through his selection and pledged to fulfill his responsibilities to the best of his ability, in a manner that reflects positively on FSCJ.

REPORT OF TRUSTEES:

There were no reports provided by Trustees.

REPORT OF THE BOARD
FINANCE & AUDIT
COMMITTEE CHAIR:

FSCJ F&A Committee Chair McGehee provided the Board with an overview of the written report relating to the September 2025 quarterly meeting. (Appendix A)

The next meeting of the FSCJ F&A Committee is scheduled for Wednesday, November 12, 2025, at the College's Administrative Offices. The Committee will meet at 10:45 a.m. in Room 406.

REPORT OF THE
ADMINISTRATIVE AND
PROFESSIONAL
COLLABORATIVE (APC):

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

REPORT OF THE CAREER
EMPLOYEES' COUNCIL
(CEC):

There was no report provided by the Career Employees' Council for the month of September 2025. (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 Vlad Sadouski provided the Board with a written report relating to current SGA initiatives and activities. (Appendix E)

NEXT MEETING:

Chair Odom announced the Board will meet on Tuesday, October 14, 2025, at the College's South Campus – Wilson Center for a Deep Dive Workshop. The workshop will convene at noon in the Lakeside Room.

The next regular meeting of the Board is scheduled for Wednesday, November 12, 2025.

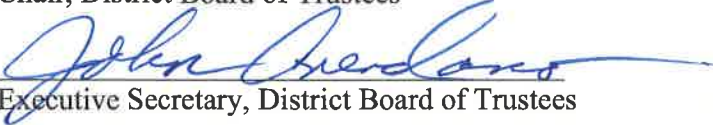
ADJOURNMENT:

There being no further business, Chair Odom declared the meeting adjourned at 1:37 p.m.

APPROVAL OF MINUTES:



Chair, District Board of Trustees



Executive Secretary, District Board of Trustees

Submitted by: Kimberli Sodek, Administration Support Manager – Office of the College President



REPORT OF THE FINANCE & AUDIT COMMITTEE
COMMITTEE CHAIR, TRUSTEE THOMAS MCGEHEE, JR.
SEPTEMBER 9, 2025

Vice President of Finance and Administration Dr. Wanda Ford provided an overview of the Finance and Audit Committee's role and charge. The Committee is responsible for reviewing and discussing matters that affect the College's financial health. Additionally, any initiative with substantial financial implications may be directed to the Committee for evaluation before being presented to the full Board. The committee's activities are limited to the review, assessment and oversight of the financial matters of the College, and then to apprise the full Board of such matters so that the Board may make fully informed decisions.

President John Avendano, Ph.D. led the discussion regarding the selection of the Committee Chair position for 2025–26. Trustee Thomas McGehee, Jr. was unanimously selected as the Committee Chair.

Vice President Ford and Associate Vice President of Administrative Services Steve Stanford provided an overview of the two DBOT Finance Related Action Items; the Carry Forward Spending Plan and the Full Cost of Instruction Fee. The Committee discussed these items and are in full support of their approval.

President Avendano, Director of Government & Community Relations Taylor Mejia Roberts, Provost/Vice President of Academic Affairs Dr. John Wall and other team members shared updates on several upcoming initiatives aimed at strengthening the College's presence in the community. Highlights include:

- **River City Science Academy – High School**
A new high school will be established at South Campus. The agreement has been finalized.
- **Pickleball, Tennis, and Padel Courts**
The College received a proposal to renovate the existing tennis courts at South Campus to accommodate pickleball, tennis and padel sports.
- **CSX Training Facility**
CSX is currently constructing a training facility at the Fire Academy.

FSCJ District Board of Trustees

Report of the Finance & Audit Committee – Committee Chair, Trustee Thomas McGehee, Jr.

September 9, 2025

Page 2

- **Burn Building Project**

Funding commitments include \$3.5 million from the City, \$1 million from FSCJ and \$2 million from the State. The term sheet is in the final stages of completion.

- **Nursing and Allied Health Program Expansion**

Plans are underway to expand these academic programs to meet growing demand.

- **Junior Achievement Experiential Learning Center**

A new learning center is scheduled for construction behind the URC.

- **20 West Housing Feasibility Study**

A study is being conducted to evaluate the feasibility of building student housing on one or more campuses.

- **FSCJ Regional Training Hub at Cecil**

In partnership with the City, the College will establish workforce training programs at the Cecil location.

- **Nassau Center Expansion**

Due to increased enrollment, the College is exploring expansion opportunities at the Nassau Center.

- **Wayfinding and Campus Signage**

A new wayfinding and entrance signage project will launch at South Campus.

- **Farmer's Market Initiative**

The College is exploring a partnership with an existing food vendor to host farmer's markets across multiple campuses.

This concludes my report.



Date: September 9, 2025

To: Florida State College at Jacksonville District Board of Trustees

From: Ashli Archer, Chair of the Administrative and Professional Collaborative, 2025-2026

Re: September 2025 Administrative and Professional Collaborative Report

Chair Odom and Trustees:

The Administrative and Professional Collaborative (APC) is proud to share updates since our last report.

On August 28, 2025, the APC Council held a meeting to open the 2025-2026 academic year. Chair Archer welcomed the newly elected Council officers and campus representatives and conducted the meeting. The meeting minutes from May 2025 were approved. Chair Archer updated the Council on the Task Force descriptions and called for new members to join a Task Force. Chair Archer discussed the 2025-2026 Priorities: 1. Campus engagement, 2. Engage with Campus Deans to encourage participation from APC employees on each campus, 3. Schedule Fall meetings at each campus to hear concerns from APC employees and to share information with them, and 4. New APC Council member orientation.

Chair Archer then confirmed with the Council the meeting dates for the next academic year. The Council agreed that in the effort to be more inclusive of all APC employees, we would schedule some Council meetings on all campuses where we open the meeting to all members after thirty minutes of Council business. This intention to open meetings for all members is a result of the updated APM from last academic year.

Finally, Chair Archer assigned members to each Leadership/Organization area of the College to gather information for updates at the regular monthly meetings. These areas are: Academic Affairs, Business Services, Foundation, Institutional Effectiveness, and Student Services.

2025-2026 APC Positions (Newly elected representatives & officers are in bold)

Chair:	Ashli Archer
Chair-Elect:	Monica Franklin
Past Chair:	Terence Wright
Secretary:	Shannon Groff
AO/URC Representatives:	Karen Acevedo Steve Beard

	Taylor Mejia Roberts Maggie Dartiguenave
Downtown Campus/ATC:	Nick Bodnar Kelly Herndon
North Campus/Nassau Ctr:	Renata Henderson Steven Gunter
Kent Campus/Cecil Ctr:	Jefferson Everett Jeff Hess
South Campus:	Ed Stringer Jerry Thor
Deerwood Center:	Lauren Finch Jody Taylor

The meeting concluded at 9:30 a.m.

Then next meeting will be Thursday, September 4.

Respectfully,



Ashli Archer
Department Chair of Humanities
Administrative and Professional Collaborative Chair, 2025-2026



Date: September 9, 2025

To: Florida State College at Jacksonville District Board of Trustees

From: Rebecca A. Nelson, Career Employees' Council Chair, 2025-2026

Re: September 2025 Career Employees' Council Report

Chair Odom and Trustees:

There will be no written report provided by the Career Employees' Council (CEC) this month.

Respectfully,

A handwritten signature in cursive script, appearing to read "R. A. Nelson", is written in dark ink.

Rebecca A. Nelson
Career Employees' Council Chair, 2024-25 & 2025-2026
Florida State College at Jacksonville
904-632-3274 / Rebecca.Nelson@fscj.edu



Date: September 9, 2025

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

From: John A. Woodward, PhD

Re: September 2025 Faculty Senate Report

Chair Odom and Fellow Trustees:

As we head into a new academic year, the faculty are excited to see students returning. September on campus is always refreshing and invigorating. For Faculty Senate is it also a chance to regain our bearings and continue our work. Our agenda in September will yet again address the issue of generative AI in higher education, as well as faculty hiring practices.

For the discussion of faculty hiring practices, Senate is concerned that the college's processes related to the advertisement of positions and the acceptance of materials from applicants may be flawed. At the end of the Spring semester, Senate asked the administration to look into those processes and establish a Six-Sigma to address any process improvement that may be needed. We have many positions we hope we might be filling and it is imperative that we advertise correctly and in the correct locations to find the best and brightest for the future of the institution. The Senate is very concerned about this matter and I hope to follow up with this in a future letter.

The first major discussion we will have in Senate will revolve, yet again, around LLMs such as ChatGPT and generative AI. In the Spring semester of 2024, Faculty Senate finalized and broadcast our "Faculty Senate AI and Academic Integrity Statement," which I have mentioned in my past letters. This statement has come under scrutiny over the summer due to a request for educational technology (aka, edtech). As one might suspect, educational technology has been saturated with the promises of LLMs. Indeed, the parent company of our Learning Management System, Canvas, has recently entered into an agreement with OpenAI, which they tout will change the student and faculty experience in higher education—many of my colleagues fear our students' data will be extracted for non-educational purposes and to the profit of OpenAI; I hope our contract might explicitly address such concerns in the future. The educational technology that was requested here at the college promotes itself as using an LLM to grade student work and provide feedback. Due to Senate's statement, that "AI should not replace the instructor as the final arbiter of a student's academic abilities..." the truly excellent people in our edtech office reached out to me for feedback before purchasing the software. I asked them to interpret the Senate statement as restricting the addition of such software to our Canvas system until we could discuss it in Senate. We will do that in the coming week.

Many of my colleagues think there are few threats greater to higher education and the futures of our students than that posed by LLMs and chatbots. In terms of general society, the use of LLMs has been proven to be addictive. Chatbots have led people to the edge of insanity, including a perfectly stable man who became convinced he was a superhero through his interaction with ChatGPT. It is a problem that is common enough to have a term: ChatGPT psychosis, which has afflicted many regular users of chatbots. AI also hallucinates and mimics odd emotional connections to its user. It has led users to commit acts of violence against themselves and to significant emotional and psychological dependence. Of course, these situations arise when users become obsessed with the chatbot, and they are thankfully marginal. The situation for higher education, however, is more one of management and specifically the difficulty of managing students' use outside of the classroom. Some students who use AI to assist them in learning might find a benefit, although

recent studies suggest the benefit is minimal, if there is one at all. Recent research has suggested that the use of LLMs by students can actually make them less intellectually stimulated and less likely to use their own reasoning and thought. I believe that Immanuel Kant is correct when he says that enlightenment is the emergence from self-incurred immaturity. We must learn to learn. We must learn to apply our own understanding and not that of another. And we must have the courage to do so. If our students do not begin to learn this in our classrooms, instead learning to parrot what AI tells them, how can they develop the “habits of open-mindedness and critical inquiry which alone make for responsible citizens...”, to borrow the words of Supreme Court Justice Felix Frankfurter? It is then essential that we develop strategies to prevent the rampant, disordered use of AI.

This reality has brought many faculty full circle. Many of us are using handwritten assignments in both face-to-face and online courses in order to prevent the copy-paste usage of LLM-generated material. This is a small intervention we hope might yield significant results. Naturally there are limitations and challenges, but with some inventiveness and determination we can overcome them. Moreover, it has been proven that writing by hand increases information retention and encourages other important practices of the mind. This can only benefit our students’ development. Faculty are not avoiding the use of AI in the classroom, however. Indeed, there is definitely a place for some AI in education, especially where it is equivalent to the many tools students have already become familiar with and which make them more productive. It must not be allowed to replace thoughtful engagement, and I think that is our challenge.

It is also especially important that those who do not teach recognize the professional acumen and judgement of those who do and that they dedicate themselves to supporting us in our endeavors. In a world where there is much specious and flatly incorrect information about what happens in a classroom, we must be diligent in defending our faculty and supporting them in their decisions.

Finally, I would like to say that I have been teaching in higher education for 25 years. And yet, every year while I hopefully teach my students something, they always teach me something. Whether it is the power of perseverance in the eye of the many storms they weather, or perhaps new viewpoints on the material that I have dedicated my life to, our students are inventive, resilient, and ready for a challenging world. They are ready to change it for the better. I think we have a college that is primed to really support them and help them grow into the citizens we need. It is a pleasure and a privilege to work with them and to work at FSCJ.

As always, we deeply appreciate all of your support for our college and thank you for your service on the board.

That concludes my report.

Respectfully,



John Arrington Woodward, PhD
Professor of Humanities and Film Studies
Faculty Senate President
C2326B, DWC
Florida State College at Jacksonville
john.a.woodward@fscj.edu
904-997-2703



Date: September 9, 2025

To: Florida State College at Jacksonville District Board of Trustees

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

Re: September 2025 Student Government Association Executive Board Report

Greetings Chair Odom 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. All of programming shared is led by students and for all students.

Since the last report, the SGA would like to share the following:

- From August 25th-28th, every campus and center hosted Welcome Week programming where students were able to receive directions, play games, learn about ways to get involved in extracurricular activities and enjoy refreshments during the first week of fall term.
- During the first two weeks of September, every campus will host Club Rush where students can learn about student clubs and organizations to join, College resources, local nonprofit agencies to volunteer with and network with peers.
- Ongoing student-led programs such as Student Mixers, Real Talk Discussions, Intramural Tournaments and Coffee Stations will begin during the first two weeks of September.
- On September 19th, the FSCJ SGA Presidents will participate in the virtual Florida College System Student Government Association (FCSSGA) Presidents' Assembly.
- On September 30th, North Campus will host Hispanic Heritage Month Celebration where students will celebrate the vibrant cultures, traditions and contributions of Hispanic and Latin communities.

On behalf of the student body, we would like to thank the District Board of Trustees and College 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,

Vlad (Uladzislau) Sadouski

FSCJ Collegewide Student Government Association President