

**Florida State College at Jacksonville  
District Board of Trustees  
Minutes of the September 12, 2023, Regular Meeting  
Administrative Offices, Board Room 405, 1 p.m.**

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

ABSENT: None

CALL TO ORDER: Chair Wayne Young called the meeting to order at 1:02 p.m. and welcomed those in attendance.

PLEDGE: Chair Young led the Pledge of Allegiance.

COMMENTS BY THE PUBLIC: Chair Young 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 Young 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 12, 2023; Pages 202400061 – 89)

Chair Young 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 July 11, 2023, Deep Dive Workshop, on agenda pages 61 – 64; August 8, 2023, Workshop, on agenda pages 65 – 67; and August 8, 2023, Regular Meeting, on agenda pages 68 – 89, and there were none.

MOTION: (Bell – McGehee) The motion was made to approve the FSCJ DBOT minutes – as a slate – from the July 11, 2023, Deep Dive Workshop; August 8, 2023, Workshop; and August 8, 2023, Regular Meeting, as recommended.

Motion carried unanimously.

REPORT OF THE COLLEGE  
 PRESIDENT:

- Convocation 2023: College President John Avendano, Ph.D. provided the Board with information relating to Convocation 2023:
- Thursday, August 24, South Campus Gymnasium.
  - Theme: “Where Everyone Knows Our Names.”
  - College Names: FJC, FCCJ and FSCJ.
  - Event Emcees/Actors, Professor Samantha Ertenberg and Professor Joe LaBarbera.
  - Highlighted Quality Enhancement Plan, Enrollment Efforts, Military and Veteran Services, Five-Year Master Plan and Comprehensive Campaign.
  - Collected 202.5 pounds of food to support the FSCJ H.O.P.E. Food Pantry.
  - Appreciation to the team of dozens who helped make the event remarkable.
- Semester Kick-Off & Closure Due to Hurricane Idalia: President Avendano provided the Board with information relating to the College’s Semester Kick-Off & Closure Due to Hurricane Idalia:
- Great first day.
  - Exciting kick-off of school year.
  - THEN... 2-day closure due to threat of Hurricane Idalia.
  - Following Duval County Public Schools (DCPS) and City’s Lead.
  - Closure protocols.
  - Safety and education of students and College community.
- Power of Possible: President Avendano provided the Board with information relating to the Power of Possible event:
- Luncheon on Thursday, October 19, River Club.
  - Panel discussion with local business, community and academic leaders to discuss the power of philanthropy.
  - Trustees were sent an electronic invitation.
  - If Trustees have any questions or are interested in attending, please contact Executive Director of the FSCJ Foundation Cleve Warren or President Avendano.

Local Elected Officials and  
Delegates:

President Avendano provided the Board with information relating to recent visits to and from local elected officials and delegates:

- Mayor Donna Deegan at her office, City Hall concerning shared projects/plans.
- Mayor Deegan and Councilman Reggie Gaffney, Jr. holds Mayor's 12<sup>th</sup> Community Conversation Event at FSCJ's North Campus.
- Councilman Raul Arias touring FSCJ's Deerwood Center.
- Councilman Jimmy Peluso touring FSCJ's Downtown Campus.

QEP Update:

President Avendano provided the Board with information relating to the College's Quality Enhancement Plan (QEP) update:

- FSCJ's QEP, QueST (Quality e-Learning for Students and Teachers), is well underway.
- QueST was developed to accomplish two institutional goals:
  - Increase productive grade rates (grades of C or higher) in asynchronous online courses.
  - Reduce withdrawal rates in asynchronous online courses.
- In addition to taking measures to ensure students have both the technological and soft skills necessary to complete asynchronous online courses with a grade of C or higher, QueST will also support faculty development in designing and delivering engaging and culturally responsive online courses.

New Athletics Coaches:

President Avendano shared with the Board information relating to the New Athletics Coaches:

- He was pleased to share three new head coaches joined FSCJ's Athletics Department: John Putyrski for men's basketball, Sabrina Hartsell for women's softball and Chelsea Hinck for women's volleyball.
- Each coach brings a wealth of experience to the College's programs, and FSCJ looks forward to seeing the positive growth each coach will bring to their respective team and the student athletes.

Heart Walk:

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

- American Heart Association (AHA) Heart Walk, Saturday, September 9.
- This year, Team FSCJ raised more than \$4,500 and had 245 registered participants, with additional walkers joining on the day of the event.

Data Dashboard:

President Avendano shared with the Board information relating to the September 2023 Data Dashboard/high-level view of the institutional data sets:

- Summer Term College Credit Enrollment:
  - Positive variance of 8.2% credit hours for summer 2023 over summer 2022.
- Fall Term College Credit Enrollment:
  - Positive variance of 9.2% credit hours for fall 2023 over fall 2022.
- There is a spotlight on the Community College Survey of Student Engagement (CCSSE), which shows how the institution benchmark scores compared to top performing colleges, extra large colleges and Achieving the Dream (ATD) institutions.
- Finance Report shows actual revenues and expenditures compared to budget for the period ending July 31, 2023 and July 31, 2022.
  - Unrestricted fund revenues were down approximately \$2.4 million, primarily due to an increase in student fee revenue.
  - Expenditures were approximately the same compared to the prior year.
  - The restricted fund revenues and expenditures reflect both student and grant activities, so the federal stimulus funds account for the significant increase in grant revenues and expenditures.
  - The funds were fully expended on June 30, reducing the grant revenues and expenses in Fiscal Year 2024.
- Grants Report:
  - For the 2023-24 fiscal year, FSCJ received almost \$13.9 million in grants.
  - FSCJ's Grants Office is doing a specular job.

**FSCJ Property Updates:**

President Avendano shared with the Board information relating to FSCJ Property Updates:

- JWB Real Estate Capital, LLC (JWB) has made an offer for the purchase of the far eastern block of FSCJ's Downtown Campus – Main Street Building and Central Stores/ Receiving Warehouse (Main Street Complex) at the appraised value.
- JWB is going through their due diligence and environmental study on the Main Street Complex.
- The College looks to close on the Main Street Complex at the end of this calendar year or early in 2024.
- Possibilities continue with the University of Florida (UF) basing their new Jacksonville Campus on the College's property.
- FSCJ is preparing a Term Sheet document with regards to the possibility of UF being on the College's campus.
- In doing so, FSCJ is protecting the best interest of the College, for now and for the future.
- The decision will then lie with UF or the City as they move forward.

STRATEGIC  
 PROGRAMMATIC  
 DISCUSSION:

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

CONSENT AGENDA:  
 (Ref. Board Agenda for  
 September 12, 2023; Items 1  
 through 2, Pages 202400090 –  
 94)

Chair Young 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  
 September 12, 2023; Items 1  
 through 7, Pages 202400095 –  
 132)

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

Chair Young 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, Human Resources: Employee Group Plans for Health, Dental and Vision Insurance, on agenda pages 96 – 100.

MOTION: (Brown – Odom) The motion was made to approve the Employee Group Plans for Health, Dental and Vision Insurance, as recommended.

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

Trustee Thomas McGehee, Jr. stated that the Finance & Audit (F&A) Committee discussed the following four Action Items, noting there was consensus among committee members to provide the full Board with a brief overview of each item as the items were brought forward for action.

Therefore, as Committee Chair, he shared the following information relating to Action Item A-2:

Chief Human Resource Officer Mark Lacey led the discussion of the 2024 Employee Benefits, noting FSCJ is one of 23 state colleges that are part of the Florida College System Risk Management Consortium for health insurance. Every three years each college is re-rated for premium pricing based on the college's own claims experience. As a result of this year's review, the Consortium added a seventh plan as an option for 2024, which is the HMO Silver plan. Administration worked with the College's Employee Benefits Advisory Committee and will offer the same three plans in 2024 as 2023 – PPO Gold, HMO Gold, and High-Deductible Health Plan (HDHP) Silver. For 2024, the Consortium will see a 5.75% increase in premiums. However, the College recognizes the important role that health insurance benefits play in the retention and recruitment of faculty and staff and will cover the premium increase for all coverage tiers for the PPO Gold and the HMO Gold plans. The College will also make a \$750 contribution to the employee's Health Savings Account (HSA) for Fiscal Year 2024.

F&A Committee Chair McGehee noted the committee was satisfied with the report CHRO Lacey provided.

Chair Young 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 3, Finance: Fiscal Year 2023-24 Operating Budget Amendment No. 1, on agenda pages 101 – 102.

MOTION: (Odom – Shaw) The motion was made to approve the Fiscal Year 2023-24 Operating Budget Amendment No. 1, as recommended.

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

F&A Committee Chair McGehee shared the following information relating to Action Item A-3:

Vice President of Finance and Administration Dr. Wanda Ford and Controller Lindsey Thomas discussed the Operating and Capital Outlay Budget Amendments that are pending approval by the Board, noting the proposed change to the Operating Budget includes an increase of \$6.8M to the College's reserves. The additional reserve amount reflects the difference in the anticipated fund balance in May 2023 and the actual fund balance as of June 30, 2023. Of the \$6.8M, \$1.9M will be added to the current expense and equipment budget categories to cover 2022-23 committed but unexpended funds and the remaining \$4.8M will be placed in reserves.

F&A Committee Chair McGehee noted the committee was satisfied with the report Vice President Ford and Controller Thomas provided.

Chair Young 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, Finance: Fiscal Year 2023-24 Capital Outlay Budget Amendment No. 1, on agenda pages 103 – 105.

MOTION: (Bell – Brown) The motion was made to approve the Fiscal Year 2023-24 Capital Outlay Budget Amendment No. 1, as recommended.

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

F&A Committee Chair McGehee shared the following information relating to Action Item A-4:

Vice President Ford and Controller Thomas discussed that the Capital Outlay Budget Amendment includes an additional \$5.5M in capital budget that resulted from the difference in the anticipated year end expenses in May 2023 and the actual expenses as of June 30, 2023.

F&A Committee Chair McGehee noted the committee was satisfied with the report Vice President Ford and Controller Thomas provided.

Chair Young 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 5, Finance: Fiscal Year 2023-24 Carry Forward Spending Plan, on agenda page 106.

MOTION: (McGehee – Brown) The motion was made to approve the Fiscal Year 2023-24 Carry Forward Spending Plan, as recommended.

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

F&A Committee Chair McGehee shared the following information relating to Action Item A-5:

Vice President Ford provided an overview of the Carry Forward Spending Plan required by Florida Statute 1013.841, noting the total unallocated fund balance for Fiscal Year 2022-23 was \$22.9 million, which represents 14% of the operating funds available. The required carry forward amount is 5%. A spending plan is required for the additional 9%. The College proposes to use the excess carry forward funds of \$14.9 million for completion of a renovation, repair, or maintenance project that is consistent with the provisions of Florida Statute 1013.64.



F&A Committee Chair McGehee noted the committee was satisfied with the report Vice President Ford provided.

Chair Young excused himself and stepped out of the meeting to take an emergency telephone call.

President Avendano 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 6, Facilities: Project Priority List, Fiscal Year, 2023-24 through 2027-28, on agenda pages 107 – 113.

MOTION: (McGehee – Bell) The motion was made to approve the Project Priority List, Fiscal Year, 2023-24 through 2027-28, as recommended.

President Avendano asked if there were any questions or comments by the Board, and there were none.

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 7, Academic Affairs: FCS Affordability Report, on agenda pages 114 – 132.

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

President Avendano asked if there were any questions or comments by the Board, and there were none.

Chair Young returned to the meeting.

Motion carried unanimously.

INFORMATION ITEMS:  
(Ref. Board Agenda for  
September 12, 2023; Items  
A – D, Pages 202400133  
– 138)

Chair Young asked the Board if there were any questions or comments related to Information Items A – D, on agenda pages 133 – 138, and there were none.

REPORT OF THE BOARD  
 CHAIR:

Chair Young shared he was thrilled to be the new Chair of the FSCJ DBOT, and thanked his fellow Trustees for their vote of confidence. He noted he had big shoes to fill as there were two former Board Chairs seated to his left.

Chair Young thanked and recognized President Avendano, staff and faculty for their tremendous work of excellence, which is continuously being done in the community. Each and every member of the FSCJ team he has encountered, displays an unwavering commitment to the mission of the institution and displays excitement in putting their passions into action serving students.

Chair Young is truly excited about putting the vision and strategies into play as the College and Trustees collectively drive FSCJ to another year of resounding success.

REPORT OF TRUSTEES:

There were no reports provided by Trustees.

REPORT OF THE BOARD  
 FINANCE & AUDIT  
 COMMITTEE CHAIR:

FSCJ Finance & Audit Committee Chair McGehee provided the Board with an overview of the written report relating to the September 2023 quarterly meeting. (Appendix A)

The next meeting of the Finance & Audit Committee is scheduled for Tuesday, November 14, 2023.

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

FSCJ Foundation Board Liaison Dr. Andrew Shaw 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 B)

REPORT OF THE  
 ADMINISTRATIVE AND  
 PROFESSIONAL  
 COLLABORATIVE (APC):

Administrative and Professional Collaborative Chair Dr. Tara Haley provided the Board with a written report relating to current APC initiatives and activities. (Appendix C)

REPORT OF THE CAREER  
 EMPLOYEES' COUNCIL  
 (CEC):

Career Employees Council Chair Phillip Delacruz 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 addressed the Board and presented an overview of the written report relating to current Senate initiatives and activities. (Appendix E)

REPORT OF THE STUDENT  
GOVERNMENT  
ASSOCIATION (SGA):

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

NEXT MEETING:

Chair Young announced the Board will meet on Tuesday, October 10, 2023, 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 Tuesday, November 14, 2023.

ADJOURNMENT:

There being no further business, Chair Young declared the meeting adjourned at 1:50 p.m.

APPROVAL OF MINUTES:

  
Chair, District Board of Trustees

  
Executive Secretary, District Board of Trustees

Submitted by: Kimberli Sodek, Secretary to the Board

REPORT OF THE FINANCE & AUDIT COMMITTEE  
COMMITTEE CHAIR, TRUSTEE THOMAS MCGEHEE  
SEPTEMBER 12, 2023

Vice President of Finance and Administration Dr. Wanda Ford reviewed the Finance and Audit Committee charge and process. The committee's charge is to review and discuss with the College's administration issues with a financial impact on the College System. In addition, initiatives that have a *significant* impact on the College's finances may be referred to the Committee for review and discussion prior to consideration by the full Board.

College President John Avendano, Ph.D. led the discussion regarding the selection of the Committee Chair position for 2023-2024. I, Trustee Thomas McGehee was elected to serve as Chair and look forward to doing so for the coming fiscal year.

Vice President Ford provided an overview of the Spending Plan required by Florida Statute 1013.841. The total unallocated fund balance for FY 2022-23 was \$22.9 million which represents 14% of the operating funds available. The required carry-forward amount is 5%. A spending plan is required for the additional 9%. The College proposes to use the excess carryforward funds of \$14.9 million for completion of a renovation, repair, or maintenance project that is consistent with the provisions of Florida Statute 1013.64.

Vice President Ford and Controller Lindsey Thomas discussed the Operating and Capital Outlay Budget Amendments that are pending approval by the Board. The proposed change to the Operating Budget includes an increase of \$6.8M to the College's reserves. The additional reserve amount reflects the difference in the *anticipated* fund balance in May 2023 and the *actual* fund balance as of June 30, 2023. Of the \$6.8M, \$1.9M will be added to the current expense and equipment budget categories to cover 2022-23 committed but unexpended funds and the remaining \$4.8M will be placed in reserves.

The Capital Outlay Budget Amendment includes an additional \$5.5M in capital budget that resulted from the difference in the *anticipated* year end expenses in May 2023 and the *actual* expenses as of June 30, 2023.

Vice President Ford and Interim Chief Information Officer (CIO) Pete Snell provided an overview of the preliminary and tentative audit finding and recommendation from the Operational Audit. The preliminary finding is related to Information Technology User Access Privilege and resulted from the follow-up from the prior Operational Audit. CIO Snell discussed the plans for addressing the finding and the steps and timeline associated with implementing solutions.

Chief Human Resource Officer Mark Lacey led the discussion of the 2024 Employee Benefits. FSCJ is one of 23 state colleges that are a part of the Florida College System Risk Management Consortium for health insurance. Every three years each college is re-rated for premium pricing based on the college's own claims experience. As a result of this year's review, the Consortium added a seventh plan as an option for 2024 which is the HMO Silver plan. Administration worked with the College's Employee Benefits Advisory Committee and will offer the same three plans in 2024 as 2023 – PPO Gold, HMO Gold, and High-Deductible Health Plan (HDHP) Silver. For 2024, the Consortium will see a 5.75% increase in premiums. However, the College recognizes the important role that health insurance benefits play in the retention and recruitment of faculty and staff and will cover the premium increase for all coverage tiers for the PPO Gold and the HMO Gold plans. The College will also make a \$750 contribution to the employee's Health Savings Account (HSA) for fiscal year 2024.

This concludes my report.



## REPORT OF THE BOARD LIAISON, TRUSTEE DR. ANDREW SHAW SEPTEMBER 12, 2023

### **1. FBOD 3rd Quarter Board Meeting - September 6:**

- The Foundation Board held its 3rd Quarter Board Meeting on Wednesday, September 6 in the College's Advanced Technology Center.
- The brief agenda included respective reports by President Dr. John Avendano and the Foundation's Executive Director, Mr. Cleve Warren.
- Dr. Avendano shared encouraging returns on average enrollments for the Summer and Fall Terms, and previewed plans for the "Empowered-Training Program" (providing job-ready training and short-term certifications in low-income neighborhoods), plans for the High School Plus Program (intended to improve the "College-Going Rate" for high school completers in the Duval and Nassau County areas, and plans for a Kids' College program to be launch next summer (providing an interactive program for middle and elementary school students).
- Mr. Warren shared with Members the dates for several upcoming events, to include:
  - Ribbon cutting for the Edwards Waters University "Tiger Food Pantry" and the FSCJ Mobile Food Pantry van, scheduled for Friday, September 15 at noon on the Edwards Waters University campus.
  - The Annual Power of Possible Scholarship Fundraiser. This year's luncheon vs a dinner will feature a panel discussion with local philanthropist and community leaders under the theme "Philanthropy, the Keeper of Possibilities." The event is scheduled for Thursday, October 19 at 11:30 in The River Club.
  - The Board's 4th Quarter and Annual Meeting will be held on Wednesday, December 6 at 11:30 in the Advanced Technology Center.
  - Members were reminded of the President's Annual Holiday Reception with District Trustees and Foundation Board Members. The event is scheduled for Monday, December 11. The location is to be determined.
  - Members were given notice of a contemplated strategic planning session in February 2024, or a possible joint planning session with the District Board of Trustees at its Annual Planning Meeting scheduled for Friday, January 26, 2024 in Amelia Island.

FSCJ Foundation

Report of the Board Liaison, Trustee Dr. Andrew Shaw

September 12, 2023

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## **2. Comprehensive Campaign Readiness:**

- Dr. Pierre Allaire, the College's Campaign Advisor, gave an update on the progress of the College and Foundation's Campaign Readiness activities:
  - Ms. Erin Phillips with Gonser Gerber is working her way to completion of confidential interviews with a list of 40-50 donors, prospects, and community stakeholders. She is expected to be done by the first week in October.
  - Once done, Ms. Phillips will present her findings soon thereafter at a likely "Special Meeting" of the Foundation Board.
  - Coincident with the work being done by Ms. Phillips, Dr. Allaire has been assisting with comprising a volunteer Campaign Leadership Committee, outlining an effective organizational structure for the Foundation, assisting with the talent search, and prescribing Board and executive team expectations.

## **3. Action Items:**

- The meeting agenda included one Action Item, which was to be the approval of the Foundation's 2023-2024 operating budget. Year-to-year highlights and variances were discussed with considerable detail; however, for lack of a "Quorum of Voting Members" approval of the budget was deferred to a "Special Meeting" of the Board on a date to be determined.

This concludes my report.



Date: September 12, 2023

To: Florida State College at Jacksonville District Board of Trustees

From: Dr. Tara Haley, Chair of the Administrative and Professional Collaborative, 2023-2024

Re: September 2023 Administrative and Professional Collaborative Report

Chair Young and Trustees:

I would first like to take the opportunity to congratulate the newly appointed District Board of Trustees Officers: Mr. O. Wayne Young - Chair, Dr. Jennifer D. Brown – Vice Chair for Duval County, and Mr. Roderick D. Odom – Vice Chair for Nassau County. I look forward to our communication throughout the year and thank you for your leadership and support.

The Administrative and Professional Collaborative (APC) is proud to share updates since our last report. Our first meeting for the 2023-2024 academic year was held on Thursday, August 3, in a hybrid meeting format at the Downtown Campus, A-1170. Dr. John Wall, Provost and Vice-President of Academic Affairs, joined our meeting to welcome the new APC officers and representatives and pledge his support of our ongoing efforts to serve as the collective voice for all administrative and professionals throughout the College. This meeting served as a great opportunity to reconnect with colleagues across campuses and centers and recharge our efforts to support FSCJ's Visionary Impact Plan 2.0.

Our goals for this academic year are focused on: connection, communication, and engagement. To enhance our connections with fellow administrative and professionals, we will be holding monthly APC meetings at various campus and center locations throughout the year with an open invitation for any administrative or professional to attend. We look forward to improving our communication efforts by creating a monthly newsletter highlighting the information shared during our meetings and professional development series. We will increase our engagement by expanding our events to include morning gatherings and family-friendly activities. We will also connect with our local partners to offer opportunities for our employees to experience all that our vibrant, rich Downtown and surrounding community has to offer.

The APC is ready for an amazing 2023-2024 academic year!

Respectfully,

A handwritten signature in black ink that reads "Tara Haley". The signature is written in a cursive, flowing style.

Dr. Tara Haley  
Dean of Education and Human Services/Downtown Campus Dean  
Administrative and Professional Collaborative Chair, 2023-2024





Date: September 12, 2023

To: Florida State College at Jacksonville District Board of Trustees

From: Phillip Delacruz, Career Employees' Council Chair, 2022-2023

Re: September 2023 Career Employees' Council Report

Chair Young and Trustees:

Following my prior report provided this past April, I thank you for this opportunity to share with you the most recent and numerous milestones achieved by the Career Employees' Council (CEC). In my report, as evident in the deliverables presented, I am pleased to share that the Council fulfills in its purpose as specified within [APM 02-1907](#). For the welfare of the Career Employees and College as a whole, such efforts embrace a range of topics involving Employment Enhancements, Operational Effectiveness, Fundraising/Professional Development, Employee Recognition, and Community Engagement.

#### Employment Enhancements

The Council has exhibited diligence and commitment in its ongoing efforts to advise on enhancing the employment experience of Career Staff:

1. On June 20, 2023, the Council met with Marc Boese, Executive Director of Training and Organizational Development, and Martina Perry, Assistant Director of Employee Relations and Engagement, to discuss the Stay Survey 2023. All in attendance displayed a healthy, collegial/shared responsibility, and professional discussion on how to improve employee retention at the College.
2. On June 22, 2023, the College President's Interest-based Problem-solving (IBPS) CARE Project Committee – a team comprised of members from the CEC, Administrative and Professional Collaborative, and the Executive Leadership Team – completed its work in reaching consensus on preferred options and forwarding its IBPS CARE Project Proposal. Within the proposal, per advisement duties of all parties involved, recommendations for solutions in regard to Career Employee-expressed concerns (gathered from December 2022 to June 2023) – involving job title, exempt/non-exempt classifications, compensation, and more – were comprehensively compiled and forwarded to our College President. CEC advocacy was provided by Max Sukalo, Kent Campus Representative, Cynthia Motzny, Council Secretary, Phillip Delacruz, Council Chair, and Matt Wetzal, Council Ex-Officio.

#### Operational Effectiveness

The Council's Board understands the value in supporting successful Talent and Acquisition as we know that successful new hires result in future College operational effectiveness and student success. With great respect to that value, Council Members delivered on the following:

1. On May 25, 2023, at the request by Lisa Moore, Chief Officer of Organizational Culture & Engagement/Chair of the Hiring Committee for the Vice President of Institutional Effectiveness and Advancement Position, Phillip Delacruz, Council Chair, served on the committee and advised on candidate determinations.

2. On July 6, 2023, at the request by Deborah Fontaine, Vice President of Institutional Effectiveness and Advancement/Chair of the Hiring Committee for the Quality Enhancement Plan Director Position, Phillip Delacruz, Council Chair, served on the committee and advised on candidate determinations.
3. On July 11, 2023, at the request by Darci Lanaghan, Director of Benefits and Human Resource Information Systems, dozens of valued Council Representatives volunteered to serve on the Sick Leave Pool Committee capacity. Brandy Williams, Administrative Offices Council Representative, was selected and committed to serve on the committee.
4. On June 12, 2023, at the request by Jerry Thor, Director of Athletics, Leola King, committed to serve as the Career representative on the Athletics Search Committee for the hiring of three Head Coach positions to lead our Softball, Volleyball, and Men's Basketball programs.
5. On July 18, 2023, at the request by Steven Gunter, Chair of the Professional Development Advisory Committee, Cynthia Motzny, Council Secretary, provided a list Career Employees – from the Maintenance/Trades Worker/Plant Services and Student Services areas – deemed willing and able to serve on the committee so to help the steering of professional development opportunities in benefit to Maintenance/Trades Worker/Plant Services and Student Services areas.
6. On August 14, 2023, at the request by Jill Johnson, Chief Communications Officer Information Services, and Jerry Thor, Director of Athletics, Phillip Delacruz, Council Chair, committed to serve on the Athletics' Rebrand Committee to advise on the development of potential symbolism of the Athletic Programs as aligned with the College's forward-facing brand identity.
7. On August 31, 2023, at the request by Deborah Fontaine, Vice President of Institutional Effectiveness and Advancement/Chair of the Hiring Committee for the Vice President of Institutional Advancement and Executive Director of Foundations, Phillip Delacruz, Council Chair, served on the committee and advised on candidate determinations.

Additionally, in support of bolstering the Council Representative's operations (advocacy, liaison, advisement efforts):

8. On July 18, 2023, the Council swore-in and welcomed new Council Representatives Christina Pope of South Campus and Frantz Damas of Deerwood Center.

#### Fundraising and Professional Development

The Council displayed greater efforts and doubled on its results in its fundraising and Career Employee professional development contributions compared to last year:

1. On May 2, 2023, Stephanie Castro, South Campus Representative, and Tamera Meyers, CEC Treasurer, awarded 4 book scholarships to Career Employees Martha Henderson, Rebecca Nelson, Chiffon Guest, and Cora Suarez.
2. On May 11, 2023, the Council delivered its annual Commencement Rose Sale, which yielded \$1,545 in sales. Council Members Kaelin Guerrero, Jermaine Lazenberry, Erick Mack, Kyntessa Rollerson, Jennifer Sanchez; Council Board Officers Vanessa Gordon, Cynthia Motzny, Tamera Myers, Phillip Delacruz, and Ex-Officio Matt Wetzel displayed high spirits, volunteerism, collegiality, and comradery

at the event. This team came together, stepping outside of their daily duties, to produce a memorable and energizing experience to celebrate our students' success at Commencement. This event's proceeds (in addition to the CEC Poinsettia Sale of December 2022) were then planned to support Career Employee Professional Development via Book Award Scholarship funding.

3. On July 11, 2023, Stephanie Castro, South Campus Representative, and Tamera Meyers, CEC Treasurer, awarded 4 additional book scholarships to Career Employees Ahkiah Allah, Juliette Patterson, Brett Summers, Alexis Taylor. This summer's awarding was an increase of 5 over last year's award funding.

### Employee Recognition

The Council significantly enhanced its current capacity to promote Career Employee recognition:

1. On June 13, 2023, Vanessa Gordon, CEC Publicity Coordinator, partnered with Amanda Burgess, Assistant Director of Communication Information Services, to deliver this year's signature Employee Recognition project with the goal to express how valued and respected Career Employees of FSCJ are through recognition in the Collegewide monthly newsletter, the "BlueWave." 15.24 percent of Career Employees were classified as part-time or adjunct, and 20.37 percent of full-time responders on the Stay Survey of 2022 noted that changing recognition would make their jobs at FSCJ more satisfying.

This recognition, and community-building, initiative highlights CEC members nominated or selected by their peers to showcase their contributions to FSCJ. The hope is to include the achievements of Career Employees who are doing good things at the College and in their community and pursuing their goals to show employees that people are watching and that they enjoy and value their contributions to FSCJ.

Currently, the Publicity Committee has completed five CEC Member spotlights.

### Community Engagement

The Council continues to contribute to the growth of College resources available to Career Employees as they pertain to "belonging" and "health/wellness":

1. On May 10, 2023, Vanessa Gordon, Publicity Coordinator, partnered with Amanda Burgess, Assistant Director of Communication Information Services, to develop apparel and promotional items for volunteers and Council representation at Commencement 2023 and future CEC Events. The aim is to attract and grow awareness of the many resources available for the welfare of Career Employees.
2. On August 18, 2023, Council Members Dora Cress, Michael Goddard, Alec Spicer, James Spies, Matt Wetzell, Council Ex-Officio, and Phillip Delacruz, Council Chair, partnered with Kerry Roth, Past-Chair of the APC and the Human Resource's Health and Wellness Committee to develop and deliver the FSCJ Employee Recreational Sports employee resource. A boost in community engagement was observed to be evident throughout the summer semester of 2023 – with upwards of 10 employees per each day regularly engaging in basketball and pickleball.

In summation, The Council is committed to the Mission, Vision, and Values of FSCJ. It is fully committed to ensuring that students have a positive and successful student experience. We look forward to continued collaboration as we continue to make FSCJ a great place for our students to achieve their educational goals and for our current and future employees to achieve their professional goals.

On behalf of the Career Employees, we express our appreciation to the District Board of Trustees for your time, effort, and support that you bring to the College community.

Respectfully,

Phillip Delacruz, MFA  
Career Employees' Council Chair, 2022-2023  
Florida State College at Jacksonville  
904-646-2178 / [phillip.delacruz@fscj.edu](mailto:phillip.delacruz@fscj.edu)



Date: September 12, 2023

To: Florida State College at Jacksonville District Board of Trustees

From: John A. Woodward, PhD

Re: September 2023 Faculty Senate Report

Chair Young and Fellow Trustees:

The faculty are invigorated by the upturn in enrollment. I think it is important to congratulate and thank all of those who have helped turn our enrollment crisis around. The faculty, too, have had a direct positive impact on retention, which has helped our enrollment grow. More importantly, retention is a marker of the success of our general education programs as well as the desire students have to learn and be successful. I think I have mentioned this in my past letters: we cannot teach students who are not there. We faculty are excited to have the opportunity to reach more students and hopefully to change their lives in positive ways. That is why we have chosen this profession. I also think that our emphasis last year on increasing the presence of the faculty member in our online courses, putting a human face to the instruction and content, has helped with retention and helped our students in online courses feel more connected to the content and to the College. The idea of connecting our students to the College has been a theme in our Senate committees such as the Student-Faculty Engagement Committee and the FSCJ Online Advisory Committee since last year, and I hope this is now bearing fruit.

In even more positive news, the data from the CCSSE suggests we are also having a positive impact on our students' perceptions of their experience at the College. The faculty senate has been most interested in the data about the students' perceptions of their interactions with faculty and academics outside of the classroom. CCSSE data from the past 10 years or so suggested a decline in students' perceptions about the amount of interactions with faculty outside of the classroom and the quality of those interactions. This last year, however, we exceeded the benchmark for the first time since 2013. And while there are still plenty of areas to grow, we were better than other colleges in the CCSSE cohort in areas such as advising, students' preparation outside of class, and asking students to make judgements about the values or soundness of information. As we increase our academic events this semester and next, I am hopeful that we can continue to increase these numbers and, more importantly, increase our College's esteem in the eyes of our students. Senate is encouraging faculty to create, promote, and attend academically oriented events at each campus. Some of these, such as the "Real Talks" promoted by Kerry Roth have proven to be very popular with students and faculty. These talks approach topics such as the artificial intelligence, online education, and even the relationship between Christian narratives and Christian practice. Importantly, these are discussions between students with the guiding voice of the faculty member or presenter. They are not closed-ended lectures, but open-ended discussions. They demonstrate the importance of open and honest dialogue, something which any college must actively promote. We look forward to many more opportunities to engage our students in these conversations throughout this semester.

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We are the community's College, and our connections to the community go beyond our enrollment. The arts is a place that demonstrates this. Our dance, and music, and theater programs are vibrant and engage the community at large. I think our next step will be for our academics to engage the community in a similar way. We have so many professional educators and intellectuals at the College whose knowledge can serve as the basis of open lectures for anyone in the community. The Senate will work hard to promote these conversations.

Of course the most important thing on everyone's mind, outside of teaching, is the SACSCOC visit this Fall. I think we will find great success. Our QEP is a perfect example of a long-term project many faculty and many committees have been engaged with for years. It shows the maturation of our processes and focus that we persist in developing ideas for online education and perfecting our educational praxis. Several faculty committees and Senate have worked to address "achievement gaps" in our online education. I think in many ways this is a capstone project to those endeavors and I look forward to seeing how the QEP will change how we go about teaching our online students.

That said, personally I am made most happy seeing all of the smiling faces in the face-to-face environment. Our conversations and collective educational journey is what makes it all worthwhile. I look forward to seeing our dynamic campus atmospheres return after the long COVID winter. And thanks to the work of everyone at the College, I think we are finally emerging from that long dark teatime of the soul (with apologies to Douglas Adams).

That concludes my report to the Board.

Respectfully,

A handwritten signature in blue ink, appearing to read "J. Woodward".

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 12, 2023

To: Florida State College at Jacksonville District Board of Trustees

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

Re: September 2023 Student Government Association Report

Chair Young 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 between August 2023 and September 2023. All of the Student Life and Leadership events held are led by students, for all students.

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

- From August 28 – August 31, we kicked off our Fall Semester with Welcome Week. Where our SGA members provided students with morning snacks and beverages and helped students find their classes.
- On September 5 and 6, Deerwood Center and Kent Campus respectively hosted their Club Rush, which provided students with information on the many different clubs offered and how to join. Representatives from non-profit agencies and student clubs were present to talk about their missions, volunteer positions, and resources.
- On September 6, Nassau Center as well as North Campus held their Student Mixer. Where our SGA members met with fellow students to answer questions or provide information. Music, games, and refreshments were provided.
- On September 7, Cecil Center had their own Student Mixer. Where our SGA members met with fellow students to answer questions or provide information. Music, games, and refreshments were provided.
- On September 7, FSCJ held an all-campus Madden 24 Tournament. This event united students and campuses together for some friendly competition.
- On September 11, Kent Campus began their Caffeine Kickoff which will continue every Monday of the Fall Semester. This event creates an environment for students to be able to engage with other students while providing snacks to start their morning in a positive way.
- On September 12, Kent Campus begins their Billiards Tournament which will be held every Tuesday of the Fall Semester. This event unites students together for some friendly competition.
- On September 12, South Campus will have had their Student Mixer. Where our SGA members met with fellow students to answer questions or provide information. Music, games, and refreshments were provided.
- On September 12, Deerwood Center begins their Coffee Station which will continue every Tuesday for the rest of the Fall Semester. This event creates an environment for students to be able to engage with other students while providing snacks to start their morning in a positive way.
- On September 13, North Campus will hold their Club Rush, which provides students with information on the many different clubs offered and how to join. Representatives from non-profit agencies and student clubs were present to talk about their missions, volunteer positions, and resources.
- On September 14, Downtown Campus followed by September 18 for all campuses will hold their Constitution Day Trivia. Students will be able to test their knowledge of the US Constitution by participating in Kahoot! Trivia and win prizes.
- During the dates of September 27 and 28, multiple campuses will be celebrating Hispanic Heritage Month. Students will be able to understand and learn about Hispanic culture. Games and refreshments will be provided.
- From October 23-26, FSCJ will be hosting Spirit Week. This event will allow students to know about our athletics achievements and games.

On behalf of the student body, we extend our deepest gratitude to 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,

Jazmyn L Arce R.T.(R)

FSCJ Collegewide Student Government Association President