



ST. JOHNS RIVER STATE COLLEGE

JOE H. PICKENS, J.D., PRESIDENT
5001 ST. JOHNS AVENUE | PALATKA, FL 32177-3807
(386) 312-4113 | JoePickens@SJRstate.edu

PALATKA CAMPUS 5001 ST. JOHNS AVENUE
PALATKA, FL 32177-3807 | (386) 312-4200

ST. AUGUSTINE CAMPUS 2990 COLLEGE DRIVE
ST. AUGUSTINE, FL 32084-1197 | (904) 808-7400

ORANGE PARK CAMPUS 283 COLLEGE DRIVE
ORANGE PARK, FL 32065-7639 | (904) 276-6800

SJRstate.edu

EQUAL OPPORTUNITY/EQUAL ACCESS COLLEGE

MEMORANDUM

TO: All Trustees

FROM: Joe H. Pickens, J.D.

DATE: January 14, 2025

RE: January Board Meeting

The St. Johns River State College District Board of Trustees Meeting will be held on **Wednesday, January 22, beginning at 3:00 p.m.** at the **St. Augustine Campus**. We will meet in the Viking Center Multipurpose Room V-112.

Please review the enclosed material and if you have any questions, do not hesitate to call me. If you are unable to attend, please call me before noon on that date.

Thank you.

JHP/sms

Enclosure



ST. JOHNS RIVER STATE COLLEGE DISTRICT BOARD OF TRUSTEES

Meeting, Wednesday, January 22, 2025,
3:00 p.m., **St. Augustine Campus**,
Viking Center Multipurpose Room V-112

MISSION STATEMENT

St. Johns River State College, an open-access, public institution of higher education in Northeast Florida, promotes excellence in teaching and learning to enrich the lives of its students and strengthen its community. The College offers certificates, associate and baccalaureate degrees, and provides high-quality education, training, and cultural opportunities to encourage scholarly achievement. St. Johns River State College delivers high-quality instruction through face-to-face and distance education modalities and creates a supportive learning environment that includes services and resources to enable all students to reach their educational goals.

**Note: At the discretion of the Chair or any other Board member, items may be taken out of order for action and/or discussion.*

- I. Call to Order – Welcome New Trustees
- II. Public Comment
- III. Old Business
- IV. Appointment of Board Vice-Chair for Remainder of 2024-2025 Action
- V. Consent Agenda – Chairperson Rich Komando Action
The items on the consent agenda are routine business and are not expected to require discussion before action. Items will be enacted by one motion. Any Trustee can request a topic to be removed from the consent agenda and discussed further for separate action.
 - A. Minutes
 1. Approval of Minutes of November 20, 2024, Board Meeting
 - B. Chief Operating Officer – Dr. Melanie Brown
 1. Approval of Personnel Matters
 - C. Vice President for Finance/CFO – VP Randy Peterson
 1. Facilities Usage Report – November & December 2024
 2. Approval of Write-Offs of Tangible Personal Property
 3. Budget Amendments
 - a. Operating Fund 1
 - b. Restricted Fund 2
 - c. Auxiliary Fund 3
 - d. Capital Outlay/Plant Fund 7
 4. Approval of Monthly Financial Report – December 2024

D. Vice President for Academic & Student Affairs – Dr. Ed Jordan

- | | |
|---|--------|
| 1. Approval of 2025-2026 Early College Articulation Agreements between the District Board of Trustees of St. Johns River State College and the following public school districts: | Action |
| a. The District School Board of Clay County | |
| b. The District School Board of St. Johns County | |
| c. The District School Board of Putnam County | |
| 2. Approval of New Continuing Workforce Education Course | Action |
| a. CWL ##### - Understanding and Investigating Terrorism | |

VI. New Business

A. Chief Operating Officer – Dr. Melanie Brown – Action Agenda Items

- | | |
|--|----------------|
| 1. Chief Operating Officer – Presented by Dr. Melanie Brown | |
| a. Public Hearing for New SJR State Board Rule 3.04(D) Naming Policy | Public Hearing |
| b. Action to Approve New SJR State Board Rule 3.04(D) Naming Policy | Action |
| c. Public Hearing for Amendment to SJR State Board Rule 6.07 (R2) Student Organizations and Clubs | Public Hearing |
| d. Action to Approve Amendment to SJR State Board Rule 6.07 (R2) Student Organizations and Clubs | Action |
| 2. Facilities Management & Planning – Presented by Terry Thomas, AVP of Facilities, Planning, and Capital Projects | |
| a. Action to Award RFQ-SJR-07-2024 for New Prequalified Contractor Status | Action |
| b. Action to Award RFQ-SJR-08-2024 for Renewal of Prequalified Contractor Status | Action |

B. VP/Chief Institutional Research Officer – Dr. Ros Humerick – Action/Information Agenda Items

- | | |
|---|-------------|
| 1. Action to Reaffirm the College Mission, Vision and Values for the 2022-2027 Strategic Plan | Action |
| 2. Action to Reaffirm the College Goals and Objectives for the 2022-2027 Strategic Plan | Action |
| 3. Information Only: | Information |
| • Strategic Plan Scorecards | |
| • Strategic Plan Performance Measures: 2023-2024 Update | |
| • Supplemental Data 2023-2024 Update | |

- | | |
|--|-------------|
| 4. Information Only: | Information |
| • Board Self-Evaluation Procedures | |
| 5. Information Only: | Information |
| • Update on Changing Institutional Accreditors | |

VII. President's Report

- | | |
|---|--------|
| A. Action to Approve Request to Cancel the Board of Trustees Meeting Scheduled on Wednesday, March 12, 2025 | Action |
|---|--------|

VIII. Trustees' Comments

IX. Adjournment



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MEMORANDUM

TO: All Trustees

FROM: Joe H. Pickens, J.D.

DATE: January 14, 2025

RE: January Board Meeting

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Please review the enclosed material and if you have any questions, do not hesitate to call me. If you are unable to attend, please call me before noon on that date.

Thank you.

JHP/sms

Enclosure

ST. JOHNS RIVER STATE COLLEGE
DISTRICT BOARD OF TRUSTEES

November 20, 2024

MEMBERS PRESENT:

Mr. Rich Komando, Chairperson
Mr. Jim Reid, Vice-Chairperson
Mr. Wendell Davis

MEMBERS ABSENT:

Mr. Jud Sapp

OTHERS PRESENT:

Joe H. Pickens, J.D., Executive Secretary
Jeremiah Blocker, Board Attorney

Chairperson Komando called the meeting to order at
3:00 pm.

Meeting Call to Order

There were no Public Comments.

Public Comment

There was no Old Business.

Old Business

Chairperson Komando requested approval of the
Consent Agenda Items IV.A-D:

Consent Agenda
Items

A.1 - Minutes of October 16, 2024, Board Meeting

B.1-2 - Chief Operating Officer – Dr. Melanie Brown:
Personnel Matters and SJR State’s Annual Information
Security Report

C.1-3 - Vice President for Finance/CFO – VP Randy
Peterson: Facilities Usage Report for October 2024;
Write-Offs of Tangible Personal Property; and Monthly
Financial Report – October 2024

D.1 - Vice President for Academic & Student Affairs –
Dr. Ed Jordan: Updates to the Board Certification of
the DFC Annual Institutional General Education Review
and 2024-2025 Articulation Agreement between the
District Board of Trustees of St. Johns River State
College and Peniel Baptist Academy.

Mr. Davis moved approval of Consent Agenda Items
IV.A-D. Mr. Reid seconded the motion. Motion carried
(Davis, Komando, Reid - Yes).

Approved Consent
Agenda Items IV.A-D

Dr. Melanie Brown reviewed for information only an Amendment to SJR State Board Rule 6.07 (R2) Student Organizations and Clubs

Chief Operating
Officer Item V.A.1.a

Dr. Brown reviewed and requested approval of revisions to the SJR State definition of public or “directory information” as specified on pages 55, 56, and 280 of SJR State 2024-2025 College Catalog/Student Handbook.

Mr. Reid moved, seconded by Mr. Davis, to approve Chief Operating Officer Item V.A.1.b as submitted (a detailed listing is contained in the material submitted by the Office of Chief Operating Officer). Motion carried (Davis, Komando, Reid - Yes).

Approved Chief
Operating Officer Item
V.A.1.b

Dr. Brown reviewed and requested approval of a maximum of 750 targeted SJR State Application Fee Waivers for the 2025 recruiting season.

Mr. Davis moved, seconded by Mr. Reid, to approve Chief Operating Officer Item V.A.1.c as submitted (a detailed listing is contained in the material submitted by the Office of Chief Operating Officer). Motion carried (Davis, Komando, Reid - Yes).

Approved Chief
Operating Officer Item
V.A.1.c

Discussion followed on the best way to handle application fee waivers in the future. The Board consented to moving forward with developing a Board Rule in regard to this matter.

AVP Michelle Sjogren reviewed for information only SJR State Strategic Communications Team’s work recognized by the Association of Florida Colleges. The College earned 11 awards. She introduced her team. Board members expressed congratulations.

Chief Operating
Officer Item V.A.1.d

Ms. Sjogren reviewed and requested approval of the 2023-24 St. Johns River State College Foundation Audit, Internal Revenue Service Return of Organization Exempt from Income Tax Form 990 (Taxable Year Ended March 31, 2024), and Internal Revenue Service Application for Recognition of Exemption Form 1023.

Mr. Reid moved, seconded by Mr. Davis, to approve Chief Operating Officer Item V.A.1.e.i as submitted (a detailed listing is contained in the material submitted by the Office of Chief Operating Officer). Motion carried (Davis, Komando, Reid - Yes).

Approved Chief
Operating Officer Item
V.A.1.e.i

Ms. Sjogren reviewed and requested approval of the Renewal of Designation and Certification of the St. Johns River State College Foundation, Inc., as a Direct Support Organization for the College.

Mr. Reid moved, seconded by Mr. Davis, to approve Chief Operating Officer Item V.A.1.e.ii as submitted (a detailed listing is contained in the material submitted by the Office of Chief Operating Officer). Motion carried (Davis, Komando, Reid - Yes).

Approved Chief
Operating Officer Item
V.A.1.e.ii

Ms. Sjogren reviewed and requested approval of the St. Johns River State College and St. Johns River State College Foundation Memorandum of Understanding.

Mr. Davis moved, seconded by Mr. Reid, to approve Chief Operating Officer Item V.A.1.e.iii as submitted (a detailed listing is contained in the material submitted by the Office of Chief Operating Officer). Motion carried (Davis, Komando, Reid - Yes).

Approved Chief
Operating Officer Item
V.A.1.e.iii

Ms. Sjogren presented the Annual Report and gave a Foundation Update. She introduced the Foundation team.

Chief Operating
Officer Item V.A.1.e.iv

AVP Terry Thomas reviewed and requested approval of a Temporary Construction Easement between Florida Gas Transmission Company, LLC, and the District Board of Trustees of St. Johns River State College. She specifically requested action to authorize the Board Chair to sign the Temporary Construction Easement for the Gas Transmission Pipeline Project with any changes recommended by counsel, the President and the Chair. She noted this request is due to the critical timing of the project and there not being another Board meeting until January. President Pickens expressed appreciation to Ms. Thomas for her work on this project.

Mr. Davis moved, seconded by Mr. Reid, to approve Chief Operating Officer Item V.A.2.a as submitted (a detailed listing is contained in the material submitted by the Office of Chief Operating Officer). Motion carried (Davis, Komando, Reid - Yes).

Approved Chief
Operating Officer Item
V.A.2.a

Ms. Thomas reviewed and requested approval of Plans and Specifications for the Remodel and Addition to the FloArts Building Project, Palatka Campus.

Mr. Davis moved, seconded by Mr. Reid, to approve Chief Operating Officer Item V.A.2.b as submitted (a detailed listing is contained in the material submitted by the Office of Chief Operating Officer). Motion carried (Davis, Komando, Reid - Yes).

Approved Chief
Operating Officer Item
V.A.2.b

Ms. Thomas reviewed and requested approval of the Annual Comprehensive Safety Inspection Report Fiscal Year 2024-2025.

Mr. Reid moved, seconded by Mr. Davis, to approve Chief Operating Officer Item V.A.2.c as submitted (a detailed listing is contained in the material submitted by the Office of Chief Operating Officer). Motion carried (Davis, Komando, Reid - Yes).

Approved Chief
Operating Officer Item
V.A.2.c

VP Randy Peterson reviewed and requested approval of the College's Continuity of Operations Plan (COOP).
Note: this document is exempt from disclosure.

Mr. Davis moved, seconded by Mr. Reid, to approve Vice President for Finance/CFO Item V.B.1 as submitted (a detailed listing is contained in the material submitted by the Office of Vice President for Finance/CFO). Motion carried (Davis, Komando, Reid – Yes).

Approved Vice
President for
Finance/CFO Item
V.B.1

Dr. Ed Jordan reviewed and requested approval of Summer 2025 Study Abroad Proposal – The Republic of Ireland (LIT 2182, ENC 1102 and WHO 1022).

Mr. Reid moved, seconded by Mr. Davis, to approve Vice President for Academic and Student Affairs Item V.C.1 as submitted (a detailed listing is contained in the material submitted by the Office of Vice President for Academic and Student Affairs). Motion carried (Davis, Komando, Reid – Yes).

Approved VP for
Academic and
Student Affairs Item
V.C.1

President Pickens noted that former speaker Representative Paul Renner may attend the January meeting.

President's Report

President Pickens reported on the union recertification vote. Negotiations will begin in the spring for the compensation package.

President Pickens invited Board members to the ring ceremony for the national winning softball team, which will begin at noon on Saturday. All members from the team plan to attend.

President Pickens reported on the conclusion of the volleyball team's season. He noted that the softball and baseball seasons start in January.

President Pickens gave an update on the transition to the new State Group Health Insurance plan. He expressed appreciation to AVP Romer and his staff for a successful open enrollment.

President Pickens met with Representative Payne, who attended the swearing in of new members.

Representative Payne saw President Thrasher, who reconveyed his appreciation for the Gala event held in his honor at the Thrasher-Horne Center on October 18.

President Pickens stated that the College is in the best shape it has ever been, especially during his presidency, due to people being in the right positions. Enrollment is up and the machinations of the College operating everyday are done very well and smoothly.


Trustee comments were made.

Trustee Comments

Chairperson Komando adjourned the meeting at 3:55 p.m.

Adjournment

TO: Joe Pickens, J.D.
College President

FROM: Melanie Rosen Brown, Ph.D. 
Chief Operating Officer/Senior Vice President

DATE: January 14, 2025

RE: **CONSENT** Agenda Items
January 22, 2025, District Board of Trustees Meeting

The following item is submitted for the Board of Trustees' consideration at the January 22, 2025, meeting:

1. *Approval of Personnel Matters*

	DISTRICT BOARD OF TRUSTEES				
	PERSONNEL MATTERS				
	BOARD MEETING: January 22, 2025				
	NAME	JOB CLASSIFICATION	TYPE OF PAY OR ACTION	PAY SCALE OR RATE	DATES
	Jo Lynn Carter	FT - Administrator	Hire	AD - Grade 125	1/13/2025
	NAME	JOB CLASSIFICATION	TYPE OF PAY OR ACTION	PAY SCALE OR RATE	DATES
	Maribel Blauvelt	FT- Faculty	Hire	10 Month - Masters	1/13/2025
	Keyshmarie Boshell	FT- Faculty	Hire	12 Month - Associates	1/6/2025
	Victoria Nemecek	FT- Faculty	Hire	12 Month - Masters	1/7/2025
	Kristin Price	FT- Faculty	Resignation	N/A	1/17/2025
	NAME	JOB CLASSIFICATION	TYPE OF PAY OR ACTION	PAY SCALE OR RATE	DATES
	William Bonham	FT - Professional Support	Resignation	N/A	12/31/2024
	NAME	JOB CLASSIFICATION	TYPE OF PAY OR ACTION	PAY SCALE OR RATE	DATES
	Margaret Loya	FT - Para-professional	Resignation	N/A	1/24/2025
	Kenya Thomas	FT - Para-professional	Hire	PP - Grade 115	1/6/2025
	NAME	JOB CLASSIFICATION	TYPE OF PAY OR ACTION	PAY SCALE OR RATE	DATES
	Taylor Lamb	FT - Career Service	Resignation	N/A	1/6/2025
	Trulie Towne	FT - Career Service	Hire	CS - Grade 106	1/6/2025



ST. JOHNS RIVER

S T A T E C O L L E G E

Memorandum

TO: Joe Pickens, J.D.
President

FROM: Randy Peterson
Vice President/CFO

DATE: January 13, 2025

RE: Consent Agenda Items: January 22, 2025, District Board of Trustees Meeting

The following Consent items are submitted for the Board of Trustees' consideration at the January 22, 2025, meeting:

CONSENT AGENDA ITEMS:

1. Facilities Usage Report – November 2024 and December 2024
2. Approval of Write-offs of Tangible Personal Property
3. Budget Amendments
 - a. Operating Fund 1
 - b. Restricted Fund 2
 - c. Auxiliary Fund 3
 - d. Capital Outlay/Plant Fund 7
4. Approval of Monthly Financial Report – December 2024




ST. JOHNS RIVER

S T A T E C O L L E G E

MEMORANDUM

To: Mr. Randy Peterson
VP for Finance

From: Amy Tincher 
Senior Accountant

Date: January 13, 2025

Subject: Report on Facilities Use for November and December 2024

For the month of November 2024:

Putnam Republican Club	Palatka
Daytona State College – DCF exams	Palatka
CC's Motorcycle Training	Palatka
Fellowship of Christian Athletes	Palatka
Putnam County Supervisor of Elections	Palatka
Ross Jones Baseball Academy	Palatka
L & E Financial	Orange Park
Mission Trace HOA	St. Augustine

For the month of December 2024:

Daytona State College – DCF exams	Palatka
CC's Motorcycle Training	Palatka
Fellowship of Christian Athletes	Palatka
Bertha Passmore	Palatka
Putnam Co. Economic Development Council	Palatka
Palatka Christian Service Center	Palatka
Council of Financial Educators	St. Augustine




ST. JOHNS RIVER

STATE COLLEGE

MEMORANDUM

To: Mr. Randy Peterson
VP for Finance

From: Cindy Reed 
Assistant Controller

Date: January 13, 2025

Subject: Action on Write-Off of Tangible Personal Property

The write-off of tangible personal property must be approved by the Board of Trustees at the January 22, 2025, Board Meeting. I recommend write-off approval for the listed tangible personal property items from the college's property system. Please let me know if you have any questions on these items.

<u>Property #</u>	<u>Description</u>	<u>Reason for Write-Off</u>	<u>Acquisition Date</u>
29440	Scantron ES2010 Machine	Item Obsolete	10/12/2007
28970	2006 Chevy Express Van	Item Obsolete	11/9/2005
32230	Star Leaf Codec	Item Obsolete	3/8/2019



Budget Amendments

Fiscal Year 2024-2025

St. Johns River State College
Budget Amendment Request

Fiscal Year 2024-25
Month December

Reason for Amendment

Amendment Number: 2 Fund Balance not Above 5% _____
Transfer from Fund 1 _____
Other (SBOE approval not required) x

Be it resolved that the District Board of Trustees, St. Johns River State College, in meeting assembled pursuant to Section 1011.30, Florida Statutes and Rule 6A-14.0716(3), Florida Administrative Code, hereby approves this amendment to the college budget for the fiscal year as follows:

Fund Name: General Fund Fund Number: 1

Category	Original Budget	Increase	Decrease	Amended Budget
Begin Fund Balance	19,235,205			19,235,205
Revenues	53,599,583			53,599,583
Total Available	72,834,788			72,834,788
Personnel	35,508,619	24,000		35,532,619
Expenses	12,141,077	43,433		12,184,510
Equipment	2,195,419		54,232	2,141,187
End Fund Balance	22,989,673			22,976,472
Total Accountable	72,834,788			72,834,788

Justification: Increase personnel budget for November supplements and categorical reclassification for Pipeline fund, and category changes as requested by departments for general operations.

Certified:  **Date:** 1-9-25
Vice President for Finance

St. Johns River State College
Budget Amendment Activity
Fund 2: Restricted Funds

Fiscal Year 2024-25
Month December

Amendment Number: 2


Be it resolved that the District Board of Trustees, St. Johns River State College, in meeting assembled pursuant to Section 1011.30, Florida Statutes and Rule 6A-14.0716(3), Florida Administrative Code, hereby approves this amendment to the college budget for the fiscal year as follows:

Fund Name: Restricted Fund

Category	Estimated Budget	Increase	Decrease	Amended Budget
Beginning Fund Balance	\$ 369,694			\$ 369,694
Revenues				
Student Fees	719,652			719,652
Federal Support	694,043			694,043
State Support	111,407			111,407
Other Sources	-			-
Total Revenue Budget	1,525,102	-	-	1,525,102
Expenditures:				
Salaries and Benefits	945,156			945,156
Current Expenses	627,287		738	626,549
Capital Outlay	3,727	738		4,465
Total Expenditure Budget	1,576,170	738	738	1,576,170
Increase(Decrease) in Fund Balance	(51,068)	(738)	(738)	(51,068)
Estimated Ending Fund Balance	<u>\$ 318,626</u>			<u>\$ 318,626</u>

Justification: Category changes allowed by grantor.

Certified:



Vice President for Finance

Date: 1-8-25

**ST. JOHNS RIVER STATE COLLEGE
2024-25 RESTRICTED FUNDS
BUDGET ADMENDMENTS AS OF DECEMBER 31, 2024**

	2024-25 ESTIMATED BUDGET	BUDGET AMENDMENTS	CURRENT ADJUSTED BUDGET	
<u>Revenue Budget</u>				
Carl Perkins PSAV	289,419		289,419	
Adult Education Family Literacy	324,585		324,585	
Federal Work Study Program	80,039		80,039	694,043
Criminal Justice Trust Fund	103,840		103,840	
Open Door Grant	1,067		1,067	
Wellness Program	6,500		6,500	111,407
Criminal Justice Selection Center	7,250		7,250	
Student Activities	712,402		712,402	719,652
Total Revenue	1,525,102	-	1,525,102	

	2024-25 CURRENT BUDGET	PERSONNEL EXPENSES	CURRENT EXPENSES	CAPITAL OUTLAY	CURRENT ADJUSTED BUDGET
<u>Expenditure Budget</u>					
Carl Perkins	297,152				297,152
Adult Education Family Literacy	316,852				316,852
Federal Work Study Program	80,039				80,039
Criminal Justice Trust Fund	108,027				108,027
Open Door 2022-23	1,067				1,067
Criminal Justice Selection Center	18,641				18,641
Wellness Program	29,307				29,307
Student Activities	725,085		(738)	738	725,085
Total Expenditures	1,576,170	-	(738)	738	1,576,170

St. Johns River State College
Budget Amendment Request
Fund 3: Auxiliary Fund

Fiscal Year 2024-2025
Month December

Amendment Number: 2

Be it resolved that the District Board of Trustees, St. Johns River State College, in meeting assembled pursuant to Section 1011.30, Florida Statutes and Rule 6A-14.0716(3), Florida Administrative Code, hereby approves this amendment to the college budget for the fiscal year as follows:

Fund Name: Auxiliary Fund Fund Number 3

Category	Current Budget	Increase	Decrease	Amended Budget
Est. Begin Fund Balance	\$ 7,170,250			7,170,250
Revenues	4,789,650	95,000		4,884,650
Total Available	11,959,900	95,000	-	12,054,900
Personnel	1,060,082			1,060,082
Current Expenses	4,031,256	85,000		4,116,256
Equipment/Leases	11,539			11,539
Total Expenditures	5,102,877	85,000		5,187,877
Total Budgeted Reserves	\$ 6,857,023	\$ 10,000	\$ -	\$ 6,867,023

Justification: Increase revenues and expenditures budget to purchase new books for resale

Certified:


Vice President for Finance

FUND 3: AUXILIARY FUND BUDGET DETAILS
12/31/2024

	31100 Bookstore	31130 Food/Vending	31140 TH Cultural Art	31150 TH Rentals	TOTAL
1 Begin Fund Balance	4,793,402	186,257	1,686,573	504,017	7,170,250
2 Budgeted Revenue-Beginning	1,647,350	19,000	2,911,850	211,450	4,789,650
3 Additional Revenue from Book Sales	95,000				95,000
4 Total Budgeted Revenue	1,742,350	19,000	2,911,850	211,450	4,884,650
5 Budgeted Expenses					
6 Personnel	400,101	-	504,480	155,500	1,060,082
7 Total Personnel	400,101	-	504,480	155,500	1,060,082
8 Operating	1,630,121	10,000	2,343,337	47,798	4,031,256
9 Purchase Books	85,000				85,000
10 Total Operating	1,715,121	10,000	2,343,337	47,798	4,116,256
11 Equipment	-	-	7,206	4,333	11,539
12 Total Equipment	-	-	7,206	4,333	11,539
13 Total Budgeted Expenses	2,115,222	10,000	2,855,023	207,631	5,187,877
14 Increase(Decrease) in Fund Balance	(372,872)	9,000	56,827	3,819	(303,227)
15 Estimated Ending Fund Balance	4,420,531	195,257	1,743,400	507,836	6,867,023

St. Johns River State College
Budget Amendment Request
Fund 7: Capital Outlay/Plant Fund

Fiscal Year 2024-25
Month December

Amendment Number: 2

Be it resolved that the District Board of Trustees, St. Johns River State College, in meeting assembled pursuant to Section 1011.30, Florida Statutes and Rule 6A-14.0716(3), Florida Administrative Code, hereby approves this amendment to the college budget for the fiscal year as follows:

Fund Name: Plant Fund Number: 7

Category	Approved Budget	Increase	Decrease	Amended Budget
Beginning Fund Balance	\$ 17,737,336			\$ 17,737,336
Revenues	\$ 26,631,840			\$ 26,631,840
Expenditures:				
Capital Improvement Fee	\$ 3,199,155	\$ -	\$ -	\$ 3,199,155
Sale of Assets	43,537			43,537
Local Transfers	7,226,524			7,226,524
Capital Outlay & Debt Service (CO&DS)	616,685			616,685
Renovation/Remodel (PECO)	248,859			248,859
24/25 Reno Clasrm Bldg Wkfrs Ctr Add	10,000,000			10,000,000
State Deferred Maintenance	5,297,080	-	-	5,297,080
Total Expenditure Budget	\$ 26,631,840	\$ -	\$ -	\$ 26,631,840
Estimated Ending Fund Balance	<u>\$ 17,737,336</u>			<u>\$ 17,737,336</u>

Justification: Adjust budgets for scope of work changes (from and to Fund Contingency and Project).

Certified:


Vice President for Finance

Date:

1-13-25

**ST. JOHNS RIVER STATE COLLEGE
2024-25 CAPITAL OUTLAY BUDGET
BUDGET AMENDMENT TWO**

	2024-25 APPROVED BUDGET	BUDGET AMENDMENT TWO	2024-25 AMENDED BUDGET
<u>REVENUE BUDGET</u>			
Capital Improvement Fee	\$ 3,199,155	\$ -	\$ 3,199,155
21/22 Rem/Ren/Add Instructional & Support-Orange Park Campus	248,859		248,859
Capital Outlay &Debt Service (CO&DS)	616,686		616,686
State Deferred Maintenance	5,297,080		5,297,080
24/25 Reno Classroom Building Workforce Center Addition	10,000,000		10,000,000
Other Income	43,537		43,537
College Funds	7,226,523	-	7,226,523
2024-25 Capital Outlay Revenue Budget	\$ 26,631,840	\$ -	\$ 26,631,840
<u>EXPENDITURE BUDGET</u>			
<u>Capital Improvement Fee</u>			
Student Safety Improvements	177,725	\$ -	177,725
SAC Building V (Viking Center) Furnishings & Equipment	23,780		23,780
Classroom Eq-Learning Resources	20,097		20,097
Academic Departmental Capital Equipment Needs	17,355		17,355
Technology Refresh 2022-23	219,783		219,783
Technology Refresh 2023-24	503,989		503,989
Technology Refresh 2024-25	600,000		600,000
C/W Carpet Replacement	15,192		15,192
PAC FloArts Black Box Renovation	16,193		16,193
Student Related Capital Purchases - Expenses	17,010		17,010
Cisco Phone Upgrade	12,134		12,134
Remodel/Addition to FloArts Building	275,000		275,000
Unallocated Funding	1,259,698	-	1,259,698
	\$ 3,157,956	\$ -	\$ 3,157,956
<u>Capital Improvement Fee - PSAV</u>			
Unallocated Funding	\$ 41,199	\$ -	\$ 41,199
	\$ 41,199	\$ -	\$ 41,199
<u>Sales of Assets</u>			
Miscellaneous Projects	\$ 11,497	\$ -	\$ 11,497
Sale of Assets Expenses	4,575		4,575
Unallocated Funding	27,465	-	27,465
	\$ 43,536	\$ -	\$ 43,536
<u>Local-Transfer</u>			
PAC Building A (Admin.) Renovation	\$ 2,250	\$ -	\$ 2,250
Tree Campus	4,046		4,046
SAC Building V (Viking Center) Addition/Renovation	25,769		25,769
Security Updates	61,861		61,861
Facilities Planning	-		-
PAC Softball Batting Cage	778		778
Remodel/Addition to FloArts Building	910,759		910,759
Unallocated Funding	1,742	-	1,742
	\$ 1,007,204	\$ -	\$ 1,007,204

**ST. JOHNS RIVER STATE COLLEGE
2024-25 CAPITAL OUTLAY BUDGET
BUDGET AMENDMENT TWO**

Local-Deferred Maintenance

C/W Sidewalk Repairs	\$ 4,573	\$ -	\$ 4,573
PAC Covered Walkway	1,542		1,542
C/W Roof Repairs/Diagnostic Scans	-		-
C/W Miscellaneous Maintenance Projects	2,374,696		2,374,696
PAC Miscellaneous Deferred Maintenance (Beautification)	945,894		945,894
C/W Elevator Upgrades	88,655		88,655
PAC Site Improvements Project	2,493,550		2,493,550
Unallocated Funding	337	-	337
	<u>\$ 5,909,247</u>	<u>\$ -</u>	<u>\$ 5,909,247</u>

Local-Capital Projects

SAC Chiller/Cooling Tower Replacement	\$ -	\$ -	\$ -
PAC Sewer Lift Station Replacement	150,000	37,994	187,994
PAC Sewer Line & Manhole Replacement Phase 1	122,080		122,080
Unallocated Funding	37,994	(37,994)	-
	<u>\$ 310,074</u>	<u>\$ -</u>	<u>\$ 310,074</u>

Capital Outlay & Debt Service

Furniture Replacement	\$ 7,619	\$ -	\$ 7,619
C/W Roof Repair	-		-
Infrastructure & Site Improvements	234,958		234,958
PAC Storm Water Master Plan	50,000		50,000
Civil Rights Assessment - ADA Compliance	5,483		5,483
Library, Gender Neutral Restroom, PAC	6,500		6,500
Unallocated Funding	312,125	-	312,125
	<u>\$ 616,685</u>	<u>\$ -</u>	<u>\$ 616,685</u>

21/22 OPC Ren/Rem (PECO)

Unallocated Funding	<u>\$ 248,859</u>	<u>\$ -</u>	<u>\$ 248,859</u>
	<u>\$ 248,859</u>	<u>\$ -</u>	<u>\$ 248,859</u>

State Deferred Maintenance

PAC Building V Roof Replacement	\$ -	\$ -	\$ -
PAC Library Restroom/Window Wall System, ADA/Life Safety	1,629,745		1,629,745
SAC Chiller Replacement	1,314,205		1,314,205
OPC Chiller and Cooling Tower Replacement	1,230,350		1,230,350
PAC Sewer Piping Repair/Replacement	1,122,780	-	1,122,780
	<u>\$ 5,297,080</u>	<u>\$ -</u>	<u>\$ 5,297,080</u>

24/25 PAC Ren/Add (PECO)

PAC Ren/Add Classroom Building and Workforce Addition	<u>\$ 10,000,000</u>	<u>\$ -</u>	<u>\$ 10,000,000</u>
	<u>\$ 10,000,000</u>	<u>\$ -</u>	<u>\$ 10,000,000</u>

2024-25 Capital Outlay Expenditure Budget	\$ 26,631,840	\$ -	\$ 26,631,840
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Monthly Financial Report

December 2024

ST. JOHNS RIVER STATE COLLEGE
BALANCE SHEET
As of December 31, 2024

			FUND TYPE					
TOTAL			GENERAL CURRENT	RESTRICTED CURRENT	AUXILIARY	SCHOLARSHIP	AGENCY	UNEXPENDED PLANT
Assets								
1	Cash	\$ 21,724,182	\$ 520,200	\$ 460,536	\$ 7,093,426	\$ 989,666	\$ 2,000,043	\$ 10,660,311
2	Cash Equivalents	539	539	-	-	-	-	-
3	Certificates of Deposit	20,000,000	20,000,000	-	-	-	-	-
4	Accounts Receivable	3,359,140	2,901,416	136,567	42,392	66,224	-	212,541
5	Inventories	215,983	-	-	215,983	-	-	-
6	Due From Component Unit	-	-	-	-	-	-	-
7	Prepaid Assets	-	-	-	-	-	-	-
8	Other Assets	2,600	2,600	-	-	-	-	-
9	Due from State	15,429,740	-	-	-	-	-	15,429,740
10	Total Assets	60,732,185	23,424,755	597,103	7,351,802	1,055,890	2,000,043	26,302,592
11	Deferred Outflow of Resources	7,213,565	7,213,565	-	-	-	-	-
Liabilities								
12	Net Pension Liability	23,894,223	23,894,223	-	-	-	-	-
13	Compensated Absences Payable	2,681,975	2,681,975	-	-	-	-	-
14	Other Post Employment Benefit Payable	1,653,783	1,653,783	-	-	-	-	-
15	Deferred Revenue	1,807	-	-	1,254	-	-	552
16	Payables	2,053,470	20,647	11	34,696	(1,928)	2,000,043	-
17	Due to Other Funds	8,042	8,042	-	-	-	-	-
18	Total Liabilities	30,293,301	28,258,671	11	35,951	(1,928)	2,000,043	552
19	Deferred Inflow of Resources	3,567,390	3,567,390	-	-	-	-	-
20	Fund Balance	34,085,059	(1,187,741)	597,091	7,315,851	1,057,817	0	26,302,040
21	Amount Expected to be Financed in Future Years	24,583,806	24,583,806	-	-	-	-	-
22	Adjusted Fund Balance	58,668,865	23,396,066	597,091	7,315,851	1,057,817	0	26,302,040


ST. JOHNS RIVER STATE COLLEGE
SUMMARY OF INCOME AND EXPENDITURES
UNRESTRICTED CURRENT FUND
For the Month Ended December 31, 2024

CURRENT YEAR 2024-2025				FY % 50.0%	PRIOR YEAR 2023-2024
	Current Budget	Year to Date Activity	Unobligated Balance	Act %	Year to Date Activity
Revenue:					
1 Tuition and Fees	\$ 10,019,491	\$ 8,575,750	\$ 1,443,741	85.6%	\$ 7,582,600
2 State Support	40,189,092	17,820,051	22,369,041	44.3%	16,218,796
3 Local Support	1,900,000	1,327,686	572,314	69.9%	1,215,463
4 Other Sources	1,491,000	1,074,252	416,748	72.0%	783,762
5 Total Revenue	53,599,583	28,797,739	24,801,844	53.7%	25,800,621
Expenditures:					
6 Salaries	26,600,729	13,515,762	13,084,967	50.8%	12,338,611
7 Benefits	8,931,890	4,490,712	4,441,178	50.3%	4,236,018
8 Total Salaries & Benefits	35,532,619	18,006,474	17,526,145	50.7%	16,574,629
9 Materials and Supplies	2,492,745	1,300,736	1,192,009	52.2%	1,298,156
10 Contracted Non Instructional	1,726,232	715,398	1,010,834	41.4%	754,171
11 Utilities	1,363,086	522,148	840,938	38.3%	522,468
12 Repairs and Maintenance	1,467,572	771,291	696,280	52.6%	641,873
13 Professional Fees	286,677	117,744	168,933	41.1%	71,700
14 Insurance	1,129,200	594,026	535,174	52.6%	608,927
15 Technology Services	207,781	108,640	99,141	52.3%	83,560
16 Travel	455,601	97,923	357,679	21.5%	104,389
17 Advertising	121,053	41,446	79,607	34.2%	58,323
18 Other Services	883,788	411,614	472,174	46.6%	331,022
19 Other Current Charges	1,050,774	604,056	446,718	57.5%	602,387
20 Total Current Expenses	11,184,510	5,285,022	5,899,488	47.3%	5,076,975
21 Capital Outlay	2,141,186	386,930	1,754,256	18.1%	602,189
22 Transfers	1,000,000	1,000,000	-	100.0%	-
23 Total Expenditures	49,858,316	24,678,427	25,179,889	49.5%	22,253,793
24 Net Revenues and Expenditures	\$ 3,741,267	\$ 4,119,312			\$ 3,546,828
25 Budgeted Ending Adjusted Fund Balance *	\$ 22,976,472				
* excludes Amount to be Financed in Future Years of \$24,583,806					

ST. JOHNS RIVER STATE COLLEGE
SUMMARY OF INCOME AND EXPENDITURES
RESTRICTED CURRENT FUND
For the Month Ended December 31, 2024

CURRENT YEAR 2024-2025					FY % 50.0%	PRIOR YEAR 2023-2024
	Current Budget	Year to Date Activity	Unobligated Balance	Act %		Year to Date Activity
Revenue:						
1 Federal Support	\$ 694,043	\$ 281,489	\$ 412,554	40.6%	\$	279,928
2 Student Fees	719,652	614,440	105,213	85.4%		542,085
3 State Support	111,407	47,733	63,674	42.8%		47,748
4 Other Sources	-	-	-	0.0%		-
5 Total Revenue	1,525,102	943,662	581,441	61.9%		869,762
Expenditures:						
6 Salaries	685,799	330,046	355,752	48.1%		296,760
7 Benefits	259,357	98,621	160,736	38.0%		86,028
8 Total Salaries & Benefits	945,156	428,667	516,489	45.4%		382,787
9 Materials and Supplies	288,258	154,396	133,862	53.6%		105,104
10 Contracted Non Instructional	41,820	23,110	18,710	55.3%		-
11 Repairs and Maintenance	2,691	2,691	-	0.0%		3,264
12 Professional Fees	25,735	6,875	18,860	26.7%		11,625
13 Technology Services	15,500	-	15,500	0.0%		18,470
14 Travel	122,668	37,909	84,759	30.9%		44,834
15 Advertising	500	500	-	0.0%		-
16 Other Services	128,309	57,650	70,659	44.9%		55,941
17 Other Current Charges	1,067	-	1,067	0.0%		10,365
18 Total Current Expenses	626,549	283,131	343,417	45.2%		249,603
19 Capital Outlay	4,465	4,465	-	0.0%		1,357
20 Total Expenditures	1,576,170	716,264	859,906	45.4%		633,747
21 Net Revenues and Expenditures	\$ (51,068)	\$ 227,398			\$	236,015

TO: Joe Pickens, J.D.
College President

FROM: Edward P. Jordan, Ph.D. 
Vice President for Academic and Student Affairs

DATE: January 10, 2025

RE: Agenda Items: January 22, 2025, District Board of Trustees Meeting

The following items are submitted for the Board of Trustees' consideration at the January 22, 2025, meeting:

Consent Agenda Items:

1. **Approval of the 2025-2026 Early College Articulation Agreements Between the District Board of Trustees of St. Johns River State College and the following public school districts:**
 - A. The District School Board of Clay County
 - B. The District School Board of St. Johns County
 - C. The District School Board of Putnam County

**Please Note: As requested by the Board in previous years, the full agreement is included for The District School Board of Clay County and the remaining public school districts' signature pages only are included in the Board Packet as all public school agreements are identical.*

2. **Approval of new Continuing Workforce Education course**
 - A. CWL ##### - Understanding and Investigating Terrorism



**2025-2026 Early College Program Contract Between
The School Board of Clay County and
District Board of Trustees of St. Johns River State College**

Section 1007.273, Florida Statutes, specifies the development of a contract between the state college presidents and the superintendents of schools within their respective state college districts for the purpose of establishing an Early College Program. The purpose of the contract is to provide a primary framework within which all future Early College Program objectives and activities shall be described. The School Board of Clay County, Florida hereinafter referred to as the School District, and the District Board of Trustees of St. Johns River State College, hereinafter referred to as SJR State, desire to implement the above statute.

1. Parent and student notification process about student participation in the Early College Program:

The School District and SJR State will work collaboratively to notify eligible students and their parents of all Dual Enrollment acceleration mechanisms. The School District shall inform all eligible secondary students and their parents of Dual Enrollment as an educational option and mechanism for acceleration, including eligibility criteria, and the process by which students exercise their option to participate in Dual Enrollment. This information shall be included annually in each high school's curriculum guide, programs of study, student progression plan, and/or course catalog. SJR State shall work with each high school to provide information for their curriculum guides/progression plans/course catalogs, will coordinate inquiries to SJR State from parents and students with high school guidance staff, and will communicate directly with parents and students about Dual Enrollment options as appropriate. Additionally, SJR State's Director of Dual Enrollment will host annual Information Sessions for potential Dual Enrollment students on each of SJR State's campuses. The Director of Dual Enrollment will also host Information Sessions at the high school sites by request.

2. Programs and courses available to students eligible for Dual Enrollment:

A. *Program Description:* The Early College Program is an option for public high school seniors to earn CAPE industry certifications (Section 1008.44) and to successfully complete a minimum of 30 college credit hours through the dual enrollment program. Section 1007.271, Florida Statutes, establishes that "the Dual Enrollment program is the enrollment of an eligible secondary student in a postsecondary course creditable toward high school completion and a career certificate or an associate or baccalaureate degree."

St. Johns River State College has an Early College Program at the following schools: Orange Park High School, Middleburg High School, Palatka High School, Interlachen High School, Pedro Menendez High School, and Tocol Creek High School. SJR State's Early College Programs allow admitted students to complete a full 60-credit hours of dual enrollment coursework, culminating in earning both a standard high school diploma as well as an Associate in Arts (AA) Degree upon completing four years of high school. Students begin the program in the ninth grade, and in grades ninth-eleventh they take both college-level and high school coursework at their high school site, and in the twelfth grade, all coursework is completed on one of St. Johns River State College's campuses (Orange Park, Palatka, St. Augustine, or online).

B. *Early College Program Dual Enrollment Course Offerings:* Dual Enrollment college credit courses are recommended to the State Board of Education by the State Articulation Coordinating Committee as meeting high school graduation requirements. The *Dual Enrollment Course -- High School Subject Area Equivalency List* states the relationship between high school and college course subject areas and dictates the awarding of credit for said classes (available online at <http://www.fldoe.org/articulation/pdf/DEList.pdf>). All courses in the

Statewide Course Numbering System, except for remedial courses and physical education skills courses, can be used for Early College Program/Dual Enrollment credit and count towards high school graduation, including electives. These courses may include but are not limited to communications, humanities, mathematics, science, social sciences, foreign languages, and workforce education courses. Physical education, college preparatory, and non-credit courses in addition to courses within selected limited access programs are excluded from this agreement, as are courses with activities that presume an adult-level of maturity and personal responsibility such as study abroad. Neither traditional high school nor dual enrolled high school students may be permitted to pay to take any college courses, including physical education or college preparatory classes. Dual Enrollment students must be A.A. degree, A.S. degree, or Career and Technical Certificate seeking students.

C. Online Course Availability: Early College Program students may take online dual enrollment courses assuming seating availability exists.

D. Delineation of the high school credit earned for the passage of each Dual Enrollment course: Students enrolled in Dual Enrollment courses shall earn both high school credit from the School District and college credit from SJR State if they meet the minimum requirements for satisfactory completion of such courses. Students who complete a three (3), or four (4) credit hour Dual Enrollment course at SJR State with a passing grade will earn at least one-half (1/2) elective credit towards the high school diploma and/or designated subject credit assigned by the *Dual Enrollment Course – High School Subject Area Equivalency List*.

3. Student eligibility requirements for participation in the Early College Program:

A. Initial Eligibility Criteria for Student Participation: Students can begin the Early College Program in the ninth grade. Students eligible to apply for the lottery to participate in one of the Early College Programs must have a cumulative unweighted GPA of 3.0 in all academic coursework. Students must have a cumulative unweighted GPA of 3.0 in at least one academic high school course taken as an 8th grader. Early College Program students will be required to complete the P.E.R.T., PreACT, ACT, PSAT and/or SAT (or other alternative methods) to demonstrate readiness for college coursework. No student shall be enrolled in a college credit mathematics or English dual enrollment course unless the student has demonstrated adequate precollegiate preparation on the appropriate sections of the P.E.R.T., PreACT, ACT, PSAT or SAT (a placement test score chart is available online on the College's website at <http://www.sjrstate.edu/catalog/placementtest.pdf>).

B. Continued Eligibility Criteria for Student Participation: Early College Program students who earn below a "C" (including a "W" grade) in any Dual Enrollment course will be subject to dismissal from the Early College Program and Dual Enrollment programs. All Dual Enrollment students must maintain an unweighted cumulative high school GPA of 3.0 or higher and a college GPA of 2.0 or higher to continue in the Dual Enrollment program. Students who do not meet these minimum standards to continue in Dual Enrollment may contact the Dual Enrollment Office to learn about the petition process. Students not maintaining this standard are subject to dismissal from the Early College Program and Dual Enrollment programs and will not be eligible for admission if this standard was not met at a previous college or university. Students who do not maintain satisfactory progress at the college will be placed on academic probation. Regardless of meeting student eligibility requirements for continued enrollment, a student may lose the opportunity to participate in a Dual Enrollment course if the student is disruptive to the learning process such that the progress of other students or the efficient administration of the course is hindered.

C. Graduating seniors: Students who graduate prior to completion of the postsecondary course may not register for the course through the Early College Program/Dual Enrollment Program. Graduating seniors who successfully participated in dual enrollment while in high school may be approved to register as traditional, fee-paying students in summer courses that begin prior to the award of their high school diploma after completion

of a waiver process that originates in the Office of Student Affairs; however, financial aid will not be available to students until after their high school diploma has been conferred.

4. Process for students and their parents to elect to participate in the Early College Program:

A. *Application Procedure:* To participate in the Early College Program at SJR State, eligible rising 8th grade students are required to attend one of SJR State's Early College Program Information Sessions. The completed lottery application must be submitted, with all necessary signatures, by the posted deadline. The School District will confirm that the student is eligible to participate in the Early College Program. All application deadlines will be published by the respective School District and posted on SJR State's website each spring <https://www.sjirstate.edu/dual.html>.

B. *Registration (Enrollment) Process:* The Early College Program registration policies will follow the same registration policies for the Dual Enrollment courses that are addressed in the SJR State and the School District's Dual Enrollment articulation agreement. Parties involved with the Early College Program will need to refer to the SJR State and the School District's Dual Enrollment articulation agreement for the following areas: Acknowledgement of Principles of Participation, Registration Process, Disabilities Accommodation, Schedule Changes, Withdrawing from a course, Weighting of DE course, College Academic Calendar, and Grade Forgiveness.

5. Identification of instructional methods and instructors for all courses, Early College Program/Dual Enrollment Instructors:

Teachers of Dual Enrollment/Early College Program courses will have college teaching credentials established by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). Appropriate School District and SJR State staff shall meet and confer to recommend qualified faculty for Dual Enrollment classes taught on the high school site. Preference will be given to qualified high school teachers in the selection process. All instructors will meet or exceed the academic and professional preparation requirements for teaching at SJR State. All Dual Enrollment faculty will have completed at least eighteen (18) graduate semester hours in the teaching discipline and hold at least a master's degree. SJR State shall appoint all instructors.

6. Identification of student advising and progress monitoring mechanisms:

A. *High School Guidance Services:* The School District's guidance staff will maintain oversight and monitoring responsibility to ensure the meeting of high school graduation requirements remains the priority. In addition, each high school's Dual Enrollment contact will check the unweighted GPA of Early College Program students to confirm GPA qualifications are met. To ensure seamless articulation and coordination, high school guidance counselors will meet at least once per year with SJR State's college advisors.

B. *College Guidance Services:* Prior to the beginning of the fall term, SJR State's Dual Enrollment Office will host Dual Enrollment Orientation Sessions on the College campus/or high school sites for new and returning Dual Enrollment students. The purpose of the Dual Enrollment Orientation Sessions will be to introduce the Dual Enrollment students to the College campus; highlight the SJR State guidance, career, library, and college planning services available; and clarify College policies and procedures. A key advising point that will be shared with parents and students is that Dual Enrollment grades are calculated and recorded in the student's college GPA and transcript, creating a permanent record that can impact future university admission decisions. At this time, all high school Dual Enrollment students will be assigned a MySJRState account. Through this online portal, the College will send the student communications about educational and career development activities. Additionally, Dual Enrollment students will work with the staff of SJR State's Dual Enrollment Office regularly throughout the process of planning and scheduling Dual Enrollment courses. Dual Enrollment and early admission students are encouraged to meet regularly with college counselors and to develop a post-secondary

plan and major during information and orientation sessions. Dual Enrollment/Early College/Early Admission students will be required to meet with a college advisor after completion of 20 college credits.

- C. **Progress Monitoring Mechanism:** Parties involved with the Early College Program will need to refer to the SJR State and the School District's Dual Enrollment articulation agreement for the following areas: Responsibility for Student Screening and Student Policies, Procedures, and Behavioral Expectations.

7. **Program Management and Quality Assurance:**

Early College Program/Dual Enrollment courses are college courses with the identical content and learning outcomes expected of all other college courses identified with the same statewide course prefixes and numbers. To ensure that the Dual Enrollment program demonstrates the level of academic rigor expected of all college courses and programs, the School District and SJR State's Dual Enrollment Program will adhere to the rules dictated in the *Statement of Standards of Dual Enrollment /Early College Programs in the Florida State College System* (available online at <http://www.fldoe.org/articulation/pdf/DualEnrollmentStatementStandards.pdf>) that was codified in State Board of Education Rule 6A-14.064, FAC.

8. **Student Grades and Records:**

- A. **Student Grades:** Grades assigned by the post-secondary institution for Dual Enrollment courses, including the "W," are to be accepted at face value by the School District and are not to be changed on the student's high school academic record (SBE Rule 6A-1.09941, F.A.C.).
- B. **Student Records:** The School District and SJR State may provide personally identifiable student records to each other in the performance of this agreement. Such records are provided pursuant to Section 1002.22(3)(d), Florida Statutes, and 20 U.S.C.A. 1232g. Each party further agrees to comply with Section 1002.22, Florida Statutes, and 20 U.S.C.A. 1232g, including but not limited to provisions related to confidentiality, access, consent, length of retention and security of student records.

9. **Responsibility for Costs:**

For dual enrollment courses offered on the College campus and online, the School District shall pay the standard tuition rate per credit hour from the Florida Education Finance Program (FEFP). For dual enrollment courses offered on the high school campus by a qualified high school teacher, by an SJR State adjunct, or by an SJR State full-time instructor, the school district shall be responsible for the college's actual costs associated with dual enrollment. For 2025-2026, the following per credit hour rates will apply:

- Course taught on SJR State Campus: \$71.98/credit hour
- Course taught online: \$71.98/credit hour
- Course taught on the high school campus by a qualified instructor paid by the district: No fee due to SJR State
- Course taught on the high school campus by an SJR State adjunct or full-time instructor teaching as an overload: \$700.00 per credit hour

Parties involved with the Early College Program will need to refer to the SJR State and the School District's Dual Enrollment articulation agreement for the following areas: Add/Drop and Withdrawal Policy, Student Fees, Instructional Materials, Instructor Fees, Facility and Laboratory Fees, Disability Services, and Student Transportation.

9. **Cost Savings to Students:**

Based on SJR State's 2025-2026 in-state tuition rate for Florida residents of \$110 per credit hour, for 30 credit

hours, the tuition cost savings to students would be \$3,300, and the estimated textbook cost savings to students would be \$1,420, for a total cash savings of \$4,720. For students who complete the full SJR State Early College Program, completing 60 college credits and earning the Associate in Arts degree, the tuition cost savings to students would be \$6,600, and the estimated textbook cost savings to students would be \$2,840, for a total cash savings of \$9,440.



**2026 Early College Program Contract Execution Between
The School Board of Clay County and St. Johns River State College**

This Contract is subject to all pertinent state and federal laws and regulations of the Department of Education, State of Florida, Title VI and VII of the Civil Rights Act of 1964, and all regulations, rules, and guidelines promulgated thereunder. The parties expressly agree to maintain records in compliance with the Florida Public Records Act subject only to the privacy rights guaranteed by applicable state and federal laws and regulations. The violation of any federal or state law or regulation in the conduct of this Agreement may constitute a breach of this Agreement. Under determination of such violation, this Agreement may be terminated. It is expressly understood by both parties that neither party has authority or control over the other party's employees, officers, or agents.

This agreement is made between the District Board of Trustees of St. Johns River State College and The School Board of Clay County.

Signed on this _____ day of _____ 202__

for the District Board of Trustees of St. Johns River State College:

Chairman, St. Johns River State College

President, St. Johns River State College

Signed on this 19th day of December 2024

for School Board of Clay County, Florida:



Chairman, The School Board of Clay County



Superintendent, The School Board of Clay County

**2026 Early College Program Contract Execution Between
St. Johns County School District and St. Johns River State College**

This Contract is subject to all pertinent state and federal laws and regulations of the Department of Education, State of Florida, Title VI and VII of the Civil Rights Act of 1964, and all regulations, rules, and guidelines promulgated thereunder. The parties expressly agree to maintain records in compliance with the Florida Public Records Act subject only to the privacy rights guaranteed by applicable state and federal laws and regulations. The violation of any federal or state law or regulation in the conduct of this Agreement may constitute a breach of this Agreement. Under determination of such violation, this Agreement may be terminated. It is expressly understood by both parties that neither party has authority or control over the other party's employees, officers, or agents.

This agreement is made between the District Board of Trustees of St. Johns River State College and St. Johns County School District.

Signed on this _____ day of _____ 2025

for the District Board of Trustees of St. Johns River State College:

Chairman, St. Johns River State College

President, St. Johns River State College

Signed on this 10th day of December 2025.

for School Board of St. Johns County, Florida:



Chairman, St. Johns County School District



Superintendent, St. Johns County School District





DUAL ENROLLMENT & EARLY COLLEGE PROGRAM

**2025-2026 Early College Program Contract Execution Between
Putnam County School District and St. Johns River State College**

This Contract is subject to all pertinent state and federal laws and regulations of the Department of Education, State of Florida, Title VI and VII of the Civil Rights Act of 1964, and all regulations, rules, and guidelines promulgated thereunder. The parties expressly agree to maintain records in compliance with the Florida Public Records Act subject only to the privacy rights guaranteed by applicable state and federal laws and regulations. The violation of any federal or state law or regulation in the conduct of this Agreement may constitute a breach of this Agreement. Under determination of such violation, this Agreement may be terminated. It is expressly understood by both parties that neither party has authority or control over the other party's employees, officers, or agents.

This agreement is made between the District Board of Trustees of St. Johns River State College and Putnam County School District.

Signed on this _____ day of _____ 202__

for the District Board of Trustees of St. Johns River State College:

Chairman, St. Johns River State College

President, St. Johns River State College

Signed on this 14th day of January 2025

for School Board of Putnam County, Florida:

Philip Remy
Chairman, Putnam County School District

Robert Ammerman
Superintendent, Putnam County School District

St. Johns River State College

Course Outline

I. Course Prefix, Number, and Title

Understanding and Investigating Terrorism.

II. Number of Credit Hours, Contact Hours, and/or Clock Hours

The course will consist of twenty-four (24) contact hours of classroom instruction.

III. Course Description

The Understanding and Investigating Terrorism course is designed to assist law enforcement officers, intelligence analysts, and related law enforcement personnel in developing a broader understanding of terrorism investigations, as well as introduce students to investigative techniques for such investigations, including the collection and analysis of intelligence.

IV. Prerequisites and/or Co-requisites

Prospective students should be Florida Certified Law Enforcement Officers. Other students may attend if seats are available and attendance is permitted pursuant to the restrictions set forth in Rule 11B-18.0053, F.A.C., and other applicable rules and regulations.

V. General Education Course

This course cannot be used to satisfy the general education requirements for the A.A. degree.

VI. Program Mission Statement

The Department of Criminal Justice Training at St. Johns River State College is committed, through the delivery of quality effective training in an academically sound environment, to providing Criminal Justice agencies and the community with professional and disciplined law enforcement and correctional officers who will possess the essential knowledge and skills to effectively serve as public safety professionals.

VII. Program Outcomes

Students who complete courses in the Criminal Justice Advanced & Specialized program will:

- 1) Be more effective in the performance of their duties in law enforcement and corrections;
- 2) Be better prepared for advancement within their respective agencies; and
- 3) Possess the skills and knowledge necessary to provide a higher level of service to the community.

VIII. Course/Student Learning Outcomes and Specialized Goals and Objectives¹

Category: Investigations
Topic: Terrorism Investigations

Learning Objective 1: Discuss the basic elements of terrorist ideology and a general history of terrorist activity.

Goal 1: Define terrorism.

Goal 2: List the types of terrorism.

Goal 3: Describe historical terrorist activities and significant terrorist events.

Goal 4: Describe current trends in terrorist activity.

Learning Objective 2: List specific techniques to be employed in the investigation of terrorist activity.

Goal 1: Describe the type and use of proactive investigative techniques to prevent terrorist attacks.

Goal 2: Describe the type and use of reactive investigative techniques to prosecute persons involved in terrorist activities.

Learning Objective 3: Describe the intelligence process and analysis of intelligence related to terrorist activity.

Goal 1: Describe strategic intelligence.

Goal 2: Describe tactical intelligence.

Goal 3: Describe legal restrictions related to the collection, analysis, and dissemination of intelligence in terrorism matters.

IX. Course Content

- *Defining Terrorism*
- *Preventing Terrorism*
- *Investigating Terrorism*

X. Special Course Requirements

There are no special course requirements.

¹ Specialized Goals and Objectives are required pursuant to Rule 11B-35.007(1)(a), F.A.C. The objectives also cover the course and student learning outcomes. The course was developed pursuant to the guidelines set forth in the Florida Department of Law Enforcement Specialized Goals and Objectives Manual.

XI. Course Support Materials

- TBD in coordination with the instructor.

XII. Criteria for Student Evaluation

- Students must receive a minimum of 80% on the end of course written examination which covers topics identified in the Learning Outcomes.

XIII. Course Assessment Methods

- A multiple-choice written examination.

XIV. Faculty Review/Revision

Dean Adams, 1/10/25

XV. Administrator Review/Revision

Dean Adams, 1/10/25

Understanding and Investigating Terrorism Lesson Plan

Updated 1/2025

Summary

Topic: Understanding and Investigating Terrorism (24 Hour Course)

Developed By: Tim Adams, Brian Harrington (January 2025)

Standards & Purpose

Standard(s): Specialized Goals and Objectives are required pursuant to Rule 11B-35.007(1)(a), F.A.C.

Learning Outcome(s):

Learning Objective 1: Discuss the basic elements of terrorist ideology and a general history of terrorist activity.

Goal 1: Define terrorism.

Goal 2: List the types of terrorism.

Goal 3: Describe historical terrorist activities and significant terrorist events.

Goal 4: Describe current trends in terrorist activity.

Learning Objective 2: List specific techniques to be employed in the investigation of terrorist activity.

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Goal 2: Describe the type and use of reactive investigative techniques to prosecute persons involved in terrorist activities.

Learning Objective 3: Describe the intelligence process and analysis of intelligence related to terrorist activity.

Goal 1: Describe strategic intelligence.

Goal 2: Describe tactical intelligence.

Goal 3: Describe legal restrictions related to the collection, analysis, and dissemination of intelligence in terrorism matters.

Materials/Resources:

1. *To be determined in coordination with the instructor.*

Instructional Process

The course will consist of twenty-four (24) hours of classroom instruction.


Assessments

Students must receive a minimum of 80% on the end of course written examination on the topics identified in the Learning Outcomes.

Students must successfully demonstrate proficiencies in advanced tactical driving courses involving challenging multi-surface and other challenging environments commonly encountered in law enforcement operations.

The reference copy of the written examination and the students' completed written examinations will be maintained in the course file.

TO: Joe Pickens, J.D.
College President

FROM: Melanie Rosen Brown, Ph.D. 
Chief Operating Officer/Senior Vice President

DATE: January 14, 2025

RE: ***ACTION*** Agenda Items
January 22, 2025, District Board of Trustees Meeting

The following items are submitted for the Board of Trustees' consideration at the January 22, 2025, meeting:

1. Chief Operating Officer, Dr. Melanie Brown

- a. Public Hearing for New SJR State Board Rule 3.04(D) Naming Policy
- b. Action to Approve New SJR State Board Rule 3.04(D) Naming Policy
- c. Public Hearing for Amendment to SJR State Board Rule 6.07 (R2) Student Organizations and Clubs
- d. Action to Approve Amendment to SJR State Board Rule 6.07 (R2) Student Organizations and Clubs

2. Facilities Management & Planning: AVP Terry Thomas

- a. Action to Award RFQ-SJR-07-2024 for New Prequalified Contractor Status
- b. Action to Award RFQ-SJR-08-2024 for Renewal of Prequalified Contractor Status

SJR 3.04 (D) Naming Policy

(New Rule Promulgated 10/01/24)

Approved 1/22/25

St. Johns River State College will afford donors with appropriate named giving opportunities within specialized projects, annual campaigns and capital campaigns. Upon the recommendation of the College President, the District Board of Trustees shall have the authority to approve the naming of any College facility. Anyone proposing a special project that will include named giving plans must coordinate efforts with the President and the St. Johns River State College Foundation. The provisions, rights and responsibilities, procedures, etc., will be published in the College's Operating Guidelines and Procedures.

SJR 6.07 (R23) Student Organizations and Clubs

(Technical and Grammatical Corrections, Specific Authorities Updated 6/01/05)

Approved unknown; Revised 9/15/10; Amended 12/09/15; Amended 1/22/25

Specific Authorities: FS 1001.65(15), FS 1001.64(8)(e), FS 1001.64(4)(b)

Students are encouraged to organize and/or join associations or clubs which promote a free society, pursue scholarly interests, and/or promote the interests of St. Johns River State College. All student associations or clubs must be approved by the President, must include an anti-hazing policy in its bylaws, and must be democratically operated. The procedures for establishing a new association or club are available from the Office of Student Affairs and are printed in the Student Handbook. Memberships in any organizations or clubs shall be open to all students without respect to race, ethnicity, color, national origin, marital status, religion, age, gender, sex, pregnancy, sexual orientation, gender identity, genetic information, disability, veteran status or any other characteristic protected by law.

Clubs and organizations at the College are student-led, with faculty and staff advisor guidance. Funding for clubs and organizations comes from student activity fees, which are paid by the students. Although students make decisions on how funds are spent, all requisitions and expenditures must follow established College guidelines and procedures.

SJR 6.07 (R3) Student Organizations and Clubs

(Technical and Grammatical Corrections, Specific Authorities Updated 6/01/05)

Approved unknown; Revised 9/15/10; Amended 12/09/15; Amended 1/22/25

Specific Authorities: FS 1001.65(15), FS 1001.64(8)(e), FS 1001.64(4)(b)

Students are encouraged to organize and/or join associations or clubs which promote a free society, pursue scholarly interests, and/or promote the interests of St. Johns River State College. All student associations or clubs must be approved by the President, must include an anti-hazing policy in its bylaws, and must be democratically operated. The procedures for establishing a new association or club are available from the Office of Student Affairs and are printed in the Student Handbook. Memberships in any organizations or clubs shall be open to all students without respect to race, ethnicity, color, national origin, marital status, religion, age, gender, sex, pregnancy, sexual orientation, gender identity, genetic information, disability, veteran status or any other characteristic protected by law.

Clubs and organizations at the College are student-led, with faculty and staff advisor guidance. Funding for clubs and organizations comes from student activity fees, which are paid by the students. Although students make decisions on how funds are spent, all requisitions and expenditures must follow established College guidelines and procedures.




ST. JOHNS RIVER

S T A T E C O L L E G E

MEMORANDUM

To: Dr. Melanie Brown
Chief Operating Officer and Senior Vice President

From: Terry Thomas 
Assistant Vice President of Facilities, Planning and Capital Projects

Date: January 14, 2025

Subject: Action Item: To Award RFQ-SJR-07-2024 for New Pre-Qualified Contractor Status

In addition to inviting our current pool of pre-qualified contractors to renew their certificates, the College invited construction-related contractors, not currently pre-qualified, to apply for pre-qualification for the 2025 Calendar Year. For this purpose, RFQ-SJR-07-2024 was issued and advertised in conjunction with SREF (State Requirements for Educational Facilities) requirements. The advertisements appeared in the newspapers of each county of the College's service district for three consecutive weeks and on the College's procurement web page.

Responses were received from 10 contractors. A committee of facilities and business office personnel evaluated the responses in a public meeting held on January 13, 2025. The committee recommendation for each contractor is attached. Nine of the ten contractors met requirements and are recommended for new certificates of pre-qualification for the 2025 annual period. Category chart requirements are the same for both new and renewal pre-qualification candidates. A Category Chart for Calendar Year 2025 is attached for ease of reference.

Contractors are listed by Type: General, Building, Civil, Roofing and/or Mechanical. Also, listed is the Category for which each contractor met requirements. Categories are based on the bonding capacity attainable. In order to qualify in a particular category, a contractor must be able to bond a single project at the highest threshold of that category. As required by SREF, the top threshold of the category listed specifies the maximum dollar value of any individual project a contractor may have under contract with the College, and this amount is also the total dollar volume of work a contractor is permitted to have under contract at any one time with the College.

Please request action by the Board at the January meeting to award this RFQ for pre-qualification of the recommended contractors.

I will be happy to answer any questions regarding this matter.

Attachments (2)

Pre-qualification Categories for Calendar Year 2025

Pre-qualification Categories indicate the total dollar volume of work the contractor is permitted to have under contract with SJR State at any one time (subject to bonding capacity) and the maximum dollar value of any individual project under contract (subject to bonding capacity) with SJR State at one time.

Pre-Qualification Categories	Category Thresholds (Must be able to bond a single project at the top threshold number to qualify in the category.)
Category 1	\$0 - \$200,000 Zero dollars to two-hundred thousand dollars
Category 1A	\$0 - \$1,000,000 Zero dollars to one million dollars
Category 2	\$0 - \$2,000,000 Zero to two million dollars
Category 3A	\$0 - \$4,000,000 Zero to four million dollars
Category 3B	\$0 - \$6,000,000 Zero to six million dollars
Category 4	\$0 - \$10,000,000 Zero to ten million dollars
Category 5	\$0 - \$12,000,000 Zero to twelve million dollars
Category 6	\$0 - \$16,000,000 Zero to sixteen million dollars
Category 7	\$0 to \$20,000,000 Zero to twenty million dollars
Category 8	\$0 to \$30,000,000 Zero to thirty million dollars



St. Johns River State College
RFQ-SJR-07-2024
REQUEST FOR QUALIFICATIONS (RFQ) FOR
PRE-QUALIFIED CONTRACTOR CERTIFICATES-NEW

RECOMMENDATION FOR AWARD

The contractors successfully meeting pre-qualification requirements are recommended for award of
Pre-Qualified Contractor status for Calendar Year 2025.

Evaluation Committee Recommendations for Pre-Qualified Contractor New Certificates for Calendar Year 2025

Respondent	<u>Contractor Type</u>					Category Requested	Pre-Qualification Requirements Met	Category Recommended
	GC	BC	Civil	Roofing	Mech.			
Acme Roofing & Sheet Metal Co. 37 Banner Street Dothan, AL 36301				X		4	Met	4
Ajax Building Company, LLC 1080 Commerce Blvd. Midway, FL 32343	X					8	Met	8
Allstate Construction, Inc. 8640 Philips Highway, #6 Jacksonville, FL 32256	X					8	Met	8
Charles Perry Partners, Inc. 12926 Gran Bay Parkway West, Ste 205 Jacksonville, FL 32258	X					8	Met	8
Mechanical Services of Central Florida dba Certified Air Contractors, wholly owned subsidiary of EMCOR Group, Inc 9820 Satellite Boulevard Orlando, FL 32837					X	8	Met	8
The Lachlan Group DBA McLauchlin & Company 3019 SW 27 th Avenue, Suite 102 Ocala, FL 34471	X					5	Met	5
Next Dimension Construction Inc 13624 S US Highway 441 Summerfield, FL 34491				X		2	Met	2

Respondent	<u>Contractor Type</u>					Category Requested	Pre-Qualification Requirements Met	Category Recommended
	GC	BC	Civil	Roofing	Mech.			
Parrish McCall Constructors 3345 SW 2 nd Avenue Gainesville, FL 32608	X					8	Met	8
Register Roofing & Sheet Metal 4632 Sub Chaser Court Jacksonville, FL 32244				X		3A	Met	3A

Note: As used above, GC = General Contractor/BC = Building Contractor/Mech. = Mechanical




ST. JOHNS RIVER

STATE COLLEGE

MEMORANDUM

To: Dr. Melanie Brown
Chief Operating Officer and Senior Vice President

From: Terry Thomas 
Assistant Vice President of Facilities, Planning and Capital Projects

Date: January 14, 2025

Subject: Action Item: To Award RFQ-SJR-08-2024 for Renewal of Pre-Qualified Contractor Status

Please request action by the Board at the January meeting to award RFQ-SJR-08-2024 to renew pre-qualified contractor status for the recommended contractors for the calendar year 2025.

The State Requirements for Educational Facilities (SREF) issued by the Florida Department of Education requires Colleges to pre-qualify contractors in order for them to be eligible to respond to construction related (new construction, renovation, and remodeling) competitive solicitations (bid) during the pre-qualification period. The Colleges pre-qualifies contractors on an annual calendar year basis.

RFQ-SJR-08-2024 was issued and advertised to invite our currently pre-qualified contractors to renew their certificates of pre-qualification with SJR State for the 2025 calendar year. Fourteen contractors responded to the request for renewal of their pre-qualified contractor status. The responses were evaluated by a committee of facilities and business office personnel in a public meeting on January 13. All fourteen contractors met requirements for renewal certificates in their current categories and are recommended for pre-qualification for the 2025 annual period. As provided by SREF, contractors may request an increase or decrease in category if they choose to do so.

The list of contractors recommended for renewal is attached. Contractors are listed by Type: General, Building, Civil, Roofing and/or Mechanical. Also, listed is the Category for which each contractor met requirements. Categories are based on the bonding capacity attainable. In order to qualify in a particular category, a contractor must be able to bond a single project at the highest threshold of that category. As required by SREF, the top threshold of the category listed specifies the maximum dollar value of any individual project a contractor may have under contract with the College, and this amount is also the total dollar volume of work a contractor is permitted to have under contract at any one time with the College. A Category Chart for Calendar Year 2025 is attached.

Please request action by the Board at the December meeting to award this RFQ for pre-qualification of the recommended contractors.

I will be happy to answer any questions regarding this matter.

Attachments (2)

Pre-qualification Categories for Calendar Year 2025

Pre-qualification Categories indicate the total dollar volume of work the contractor is permitted to have under contract with SJR State at any one time (subject to bonding capacity) and the maximum dollar value of any individual project under contract (subject to bonding capacity) with SJR State at one time.

Pre-Qualification Categories	Category Thresholds (Must be able to bond a single project at the top threshold number to qualify in the category.)
Category 1	\$0 - \$200,000 Zero dollars to two-hundred thousand dollars
Category 1A	\$0 - \$1,000,000 Zero dollars to one million dollars
Category 2	\$0 - \$2,000,000 Zero to two million dollars
Category 3A	\$0 - \$4,000,000 Zero to four million dollars
Category 3B	\$0 - \$6,000,000 Zero to six million dollars
Category 4	\$0 - \$10,000,000 Zero to ten million dollars
Category 5	\$0 - \$12,000,000 Zero to twelve million dollars
Category 6	\$0 - \$16,000,000 Zero to sixteen million dollars
Category 7	\$0 to \$20,000,000 Zero to twenty million dollars
Category 8	\$0 to \$30,000,000 Zero to thirty million dollars



St. Johns River State College

RFQ-SJR-08-2024 REQUEST FOR QUALIFICATIONS FOR PRE-QUALIFIED CONTRACTOR CERTIFICATE RENEWALS

RECOMMENDATION FOR AWARD

The contractors successfully meeting pre-qualification renewal requirements are recommended for award of Pre-Qualified Contractor status for Calendar Year 2025.

Evaluation Committee Recommendations for Pre-Qualified Contractor Certificate Renewals for Calendar Year 2025.

Respondent	Contractor Type					Category Requested	Pre-Qualification Requirements Met	Category Recommended
	GC	BC	Civil	Roofing	Mech.			
ABBA Construction, Inc. 6963-1 Business Park Blvd. N. Jacksonville, Florida 32256	X					3B	Met	3B
ACON Construction Co., Inc. 3653 Regent Blvd., Suite 401 Jacksonville, Florida 32224	X					3B	Met	3B
Advanced Roofing 200 Northstar Court Sanford, Florida 32771	X			X		8	Met	8
Besch & Smith Civil Group 345 Cumberland Industrial Ct. St. Augustine, Florida 32095			X			4	Met	4

NOTICE OF INTENT TO AWARD RFQ - Continued

Respondent	Contractor Type					Category Requested	Pre-Qualification Requirements Met	Category Recommended
	GC	BC	Civil	Roofing	Mech.			
CGC Inc. 7036 12 th Street W. Jacksonville, Florida 32220	X		X			7	Met	7
Coker Industrial Contractors, Inc. 850369 US Hwy. 17 Yulee, Florida 32097	X				X	2	Met	2
D E Scorpio Corporation D/B/A Scorpio 3911 W Newberry Road Gainesville, Florida 32607	X					8	Met	8
DiMare Construction 3545 U S 1 South St. Augustine, Florida 32086	X					5	Met	5
E Vaughan Rivers, Inc. 1882 Bellair Boulevard Orange Park, Florida 32073	X					7	Met	7
Foresight Construction Group 3491 Pall Mall Drive, Suite 204 Jacksonville, FL 32257	X					5	Met	5
Jenkins Roofing Inc. 5343 Gateway Drive Tallahassee, FL 32303		X		X		6	Met	6
Perry-McCall Construction, Inc. 6104 S. Gazebo Park Place Jacksonville, Florida 32257	X					8	Met	8
Scherer Construction 2504 NW 71 st Place Gainesville, Florida 32653	X					8	Met	8
Thomas May Construction Company 310 College Drive Orange Park, Florida 32065	X		X	X		7	Met	7

Note: As used above, GC = General Contractor/BC = Building Contractor/Mech. = Mechanical



PALATKA CAMPUS 5001 ST. JOHNS AVENUE
PALATKA, FL 32177-3807 | (386) 312-4200

ST. AUGUSTINE CAMPUS 2990 COLLEGE DRIVE
ST. AUGUSTINE, FL 32084-1197 | (904) 808-7400

ORANGE PARK CAMPUS 283 COLLEGE DRIVE
ORANGE PARK, FL 32065-7639 | (904) 276-6800

SJRstate.edu

EQUAL OPPORTUNITY/EQUAL ACCESS COLLEGE

TO: Joe Pickens, J.D.
College President

FROM: Rosalind Humerick, Ph.D. *R. Humerick*
VP/Chief Institutional Research Officer

DATE: January 14, 2025

RE: Action/Informational Agenda Items
January 22, 2025, District Board of Trustees Meeting

The following items are submitted for the District Board of Trustees' consideration at the January 22, 2025, meeting:

ACTION/INFORMATIONAL AGENDA ITEMS:

1. Action to Reaffirm the College Mission, Vision and Values for the 2022-2027 Strategic Plan
2. Action to Reaffirm the College Goals and Objectives for the 2022-2027 Strategic Plan
3. Information Only:
 - Strategic Plan Scorecards
 - Strategic Plan Performance Measures: 2023-2024 Update
 - Supplemental Data: 2023-2024 Update
4. Information Only:
 - Board Self-Evaluation Procedures
5. Information Only:
 - Update on Changing Institutional Accreditors

St. Johns River State College Mission Statement

St. Johns River State College, an open-access, public institution of higher education in Northeast Florida, promotes excellence in teaching and learning to enrich the lives of its students and strengthen its community. The College offers certificates and associate and baccalaureate degrees, and it provides high-quality education, training, and cultural opportunities to encourage scholarly achievement. St. Johns River State College delivers high-quality instruction through face-to-face and distance education modalities and creates a supportive learning environment that includes services and resources to enable all students to reach their educational goals.

The College fulfills its mission through offering:

1. Transferable freshman and sophomore courses in the arts and sciences, as well as other disciplines, leading to the Associate in Arts degree.
2. Career and technical programs leading to an Associate in Science degree, college credit certificate, or career certificate.
3. Upper-level courses leading to baccalaureate degrees as authorized by the Florida State Board of Education.
4. Delivery of high-quality instruction through face-to-face and distance education modalities.
5. Delivery of academic and student services to support student success across all locations and delivery modes.

Approved by District Board of Trustees, February 2022

St. Johns River State College Vision

To be a leader in student-centered education that inspires and transforms lives and communities.

St. Johns River State College Values

St. Johns River State College is committed to following shared values in fulfilling our mission and vision:

- **Academic Excellence**—The College promotes academic rigor and exceptional performance through an engaged learning environment; high expectations for students, faculty, and staff; and a focus on continuous improvement and achievement.
- **Student-focused**—Students are at the core of the College's mission as an educational institution. The College aligns its decisions, resources, and environment to promote student learning, growth, and independence and empowers students to reach their educational goals.
- **Integrity**—The College promotes a culture of honesty, fairness, mutual respect, and ethical conduct.
- **Accountability**—The College promotes a culture of personal and shared responsibility that allows for ownership, growth and leadership in the classroom, workplace and community.
- **Diversity**—The College fosters an inclusive learning community, which recognizes and respects the experience, values, and learning styles of all members of the College community.

Approved by District Board of Trustees, January 2022

St. Johns River State College's Goals and Objectives for 2022-2027

St. Johns River State College (SJR State) meets its mission through the following goals:

Goal 1: Strengthen the Student Experience in Intake and Onboarding

Strengthen functional units and create streamlined, student-friendly policies and procedures to facilitate intake and onboarding for new and returning students.

Objectives:

- 1-1** Increase the quality of intake and onboarding processes, services and systems.
- 1-2** Increase enrollment of all students with attention to key sub-populations.

Goal 2: Increase Student Achievement and Success

Implement high-quality academic and career educational programs and student services to enable students to meet their educational and career goals and the area's workforce needs.

Objectives:

- 2-1** Increase course success rates, retention/persistence and completion rates with attention to key sub-populations.
- 2-2** Sustain transfer performance to the State University System and job placement rates above the means for the Florida College System.
- 2-3** Continuously improve academic programs and student services.

Goal 3: Contribute to Community Enrichment and Economic Development

Contribute to community enrichment and economic development by providing cultural opportunities and continuing education courses as well as training opportunities to meet the needs of local businesses.

Objectives:

- 3-1** Provide cultural and continuing education activities that contribute to the vitality of our service district.
- 3-2** Provide non-credit training opportunities to meet the needs of local businesses.











Goal 4: Invest in effective college-wide operations

Strengthen operational systems and processes to enhance the student experience and institutional effectiveness.

Objectives:

- 4-1** Recruit, retain and develop excellent faculty and staff.
- 4-2** Increase effectiveness of instructional and administrative operations.

Approved by District Board of Trustees, January 2022

Goal 1: Strengthen the Student Experience in Intake and Onboarding	Performance Measures				
	Prior Year	Current Year	Year over Year trend	Target*	Target Met?
1-1 Increase the quality of intake and onboarding processes, services and systems					
1-1.a. New students will recommend SJR State to friend or family member	93%	97%	↑	≥ 93 %	Over 
1-1 b. Average student satisfaction with intake and onboarding	4.13	4.28	↑	4.0	Over 
1-1 c. New Application Yield	54.9%	53.7%	↓	58%	Under 
1-2 Increase enrollment of all students with attention to key sub-populations					
1-2 a. Overall Annual FTE	3932.5	4325.0	↑	Inc. 10%	Under 
1-2 b. Total Fall Headcount	6578	7111	↑	Inc. 5%	Over 
1-2 c. Percentage Minority Enrollment (headcount)	32.6%	35.5%	↑	Inc. 5% ^Δ	Over 
1-2 d. Percentage First-time-in-College (FTIC) Enrollment (headcount)	14.5%	14.8%	↔	Inc. 5% ^Δ	Over 
1-2 e. Percentage Dual Enrolled (headcount)	41.3%	43.2%	↑	Inc. 5% ^Δ	Over 
1-2 f. Percentage CTE Enrollment (headcount)	13.8%	13.4%	↔	Inc. 5% ^Δ	Under 
	Credit CTE 12.8%	12.1%			
	Clock CTE 0.9%	1.3%			
1-2 g. Percentage Baccalaureate Enrollment (headcount)	5.7%	5.2%	↔	Inc 5% ^Δ	Under 






*Taken from the 2022-2027 Strategic Plan; ^ΔRefers to relative percentage change from baseline value

↔ Change is < 1.0% or 0.1 for survey ratings

Goal 2: Increase Student Achievement and Success	Performance Measures				
	Prior Year	Current Year	Year over Year trend	Target*	Target Met?
2-1 Increase course success rates, retention/persistence and completion rates with attention to key-sub populations					
2-1 a. Fall-to-fall persistence rate for credit credential seeking students	53.7%	56.3%	↑	Inc 10%	Under ●
2-1 b. Fall-to-fall persistence for FTIC students	56.7%	62.4%	↑	≥ 2-1 a.	Over ●
2-1 c. Fall-to-fall persistence for credit career and technical education (CTE) students	53.8%	56.5%	↑	≥ 2-1 a.	Over ●
2-1 d. Fall-to-fall persistence for bachelor's students	65.7%	72.4%	↑	≥ 2-1 a.	Over ●
2-1 e. Fall-to-fall persistence for minority students	50.9%	58.0%	↑	≥ 2-1 a.	Over ●
2-1 f. Total number of graduates/completers	1263	1239	↓	Inc. 5%	Under ●
2-1 g. Number of Minority Completers	373	332	↓	Inc. 5%	Under ●
2-1 h. Number of CTE Completers	456	393	↓	Inc. 5%	Under ●
	Credit CTE 363 Clock CTE 93	277 116			
2-1 i. Number of Bachelor's Completers	122	144	↑	Inc. 5%	Over ●
2-1 j. Number Dual Enrollment Completers	134	190	↑	Inc. 5%	Over ●
2-3 Continuously improve academic programs and services					
2-3 a. Satisfaction with instruction in the academic major	4.19	4.16	↔	4.0	Over ●
2-3 b. Satisfaction with learning support services	4.36	4.30	↔	4.0	Over ●
2-3 c. Annual IE outcome % focused on improving academic programs and services	69.1%	67.9%	↓	≥ 70%	Under ●









*Taken from the 2022-2027 Strategic Plan

↔ Change is < 1.0% or 0.1 for survey ratings

Goal 3: Contribute to Community Enrichment and Economic Development	Performance Measures				
	Prior Year	Current Year	Year over Year trend	Target*	Target Met?
3-1 Provide cultural and continuing education activities that contribute to the vitality of our service district					
3-1 a. Number of Adult Basic Education student served	234	269	↑	Offer program	Yes 
3-1 b. Attendance at Thrasher-Horne Center	71,642	91,453	↑	Pre-pandemic	Yes 
3-1 c. Provide cultural events for the community	Yes	Yes	↔	Offer events	Yes 
3-2 Provide non-credit training opportunities to meet the needs of local businesses					
3-2 a. Criminal Justice Training Course Enrollments	836	592	↓	Offer program	Yes 
3.2 b. Other Corporate Training Course Enrollments	113	133	↑	Offer program	Yes 

*Taken from the 2022-2027 Strategic Plan

↔ Change is < 1.0% or 0.1 for survey ratings

Goal 4: Invest in Effective College wide Operations	Performance Measures				
	Prior Year	Current Year	Year over Year trend	Target*	Target Met?
4-1 Recruit, retain and develop excellent faculty and staff					
4-1 a. Departure rate for employees	11.1%	5.4%	↑	≤ NCCBP	Over 
4-1 b. Satisfaction with employee selection process	N/A	4.82		4.0	Over 
4-1 c. Satisfaction with employee orientation process	N/A	4.52		4.0	Over 
4-2 Increase effectiveness of instructional and administrative operations					
4-2 a. Satisfaction with overall instruction	4.29	4.20	↔	4.0	Over 
4-2 b. Satisfaction with building and grounds	4.30	4.26	↔	4.0	Over 
4-2 c. Satisfaction with safety and security	4.29	4.29	↔	4.0	Over 
4-2 d. Satisfaction with classroom technology	4.07	4.14	↔	4.0	Over 
4-2 e. Satisfaction with online payment services	4.24	4.19	↔	4.0	Over 

*Taken from the 2022-2027 Strategic Plan

↔ Change is < 1.0% or 0.1 for survey ratings



**ST. JOHNS
RIVER**
STATE COLLEGE

2022-2027 Strategic Plan

2023-2024 Performance Measures Update

Research & Institutional Effectiveness

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2023-2024 STRATEGIC PLAN PERFORMANCE MEASURES UPDATE

EXECUTIVE SUMMARY

This is the second update report associated with the 2022-2027 Strategic Plan. The Strategic Plan defines a single set of goals for St. Johns River State College for the five-year period. The update report provides information on the high-level benchmarks (key performance indicators; KPIs) for each goal. The associated score cards and supplemental data (updated as separate documents) provide an at a glance view of key indicators and additional performance indicators, respectively. The update report as well as the associated scorecards and supplemental data are used as planning tools by college units as they develop their individual unit annual initiatives.

College Goals

The College has four College Goals for the 2022-2027 Strategic Plan. Objectives and key performance indicators are associated with each goal. Baseline data are provided for each key performance indicator along with a five-year target.

St. Johns River State College (SJR State) meets its mission through the following goals:

Goal 1: Strengthen the Student Experience in Intake and Onboarding

Strengthen functional units and create streamlined, student-friendly policies and procedures to facilitate intake and onboarding for new and returning students.

Objectives:

- 1-1** Increase the quality of intake and onboarding processes, services, and systems.
- 1-2** Increase enrollment of all students with attention to key sub-populations.

Goal 2: Increase Student Achievement and Success

Implement high-quality academic and career educational programs and student services to enable students to meet their educational and career goals and the area's workforce needs.

Objectives:

- 2-1** Increase course success rates, retention/persistence and completion rates with attention to key sub-populations.
- 2-2** Sustain transfer performance to the State University System and job placement rates above the means for the Florida College System.
- 2-3** Continuously improve academic programs and student services.

Goal 3: Contribute to Community Enrichment and Economic Development

Contribute to community enrichment and economic development by providing cultural opportunities and continuing education courses as well as training opportunities to meet the needs of local businesses.

Objectives:

- 3-1** Provide cultural and continuing education activities that contribute to the vitality of our service district.
- 3-2** Provide non-credit training opportunities to meet the needs of local businesses.

Goal 4: Invest in effective college-wide operations

Strengthen operational systems and processes to enhance the student experience and institutional effectiveness.

Objectives:

4-1 Recruit, retain and develop excellent faculty and staff.

4-2 Increase effectiveness of instructional and administrative operations.

Summary of 2023-2024 Performance Measures by College Goal

Below are summaries of 2023-2024 key performance measures organized by college goal. Overall, most indicators are positive although there are some areas where improvement is needed. The College will use these data to develop strategies for improvement where appropriate.

Goal 1: Strengthen the Student Experience in Intake and Onboarding

St. Johns River State College (SJRC) has set ambitious five-year targets for itself in this area. Below are “highlights” from current benchmark data in terms of accomplishments and priorities for improvement.

In 2023-24, student satisfaction with intake and onboarding processes, as measured by the New Student Survey administered each fall, met the College-wide target of 4.0 (out of 5.0) and increased over the prior year (4.28 vs. 4.13). Additionally, the percentage of new students surveyed who would recommend SJRC to a friend or family member increased by four percentage points (97% in 2023-24 vs. 93% in 2022-23). However, the application yield (number of new students who complete a college application for fall and enroll) declined from the prior year even though the absolute number of applications increased by 16%. These results are encouraging suggesting improvements with intake and onboarding processes as well as marketing and recruitment efforts. This is after considerable departmental restructuring in 2022-23 and a focus on the implementation of key process improvements for intake and onboarding.

Enrollment performance objectives, whether measured in terms of unduplicated headcount or full-time equivalent (FTE), improved for 2023-24. FTE increased by 10% over the prior year, while fall headcount increased by 8%. A breakdown of fall headcount by subpopulations indicates that the percentage of first-time-in-college (FTIC) grew for the second year in a row. Minority students and dual enrollment students also increased as a percentage of total enrollment in fall 2023. Conversely, students in the bachelors and workforce program areas declined slightly over the prior year. Key 2023-24 initiatives in these areas included new degree planning to attract additional baccalaureate and workforce students to the College in subsequent years. The College also expanded its “Open House” initiative to all three campuses and continued its digital ads and social media campaigns. Additionally, the College’s free application and enrollment coaching initiative resulted in increased registrations and an increased yield over the prior year.

Improving intake, onboarding, and enrollment continues to be a strategic priority of the College. For 2024-25 several improvement strategies are proposed:

- Complete the implementation of CRM Recruit, a customer-relations manager add-on to the College's Enterprise Resource Planning (ERP) system that will enable increased engagement with, and tracking of, potential students.
- Begin the implementation of CRM Advise, a companion product to CRM Recruit, which will allow advisors to provide personalized support to new students as they are onboarded to the College.
- Continue recruitment efforts such as free-application and enrollment coaching initiative, targeted digital ad campaigns, open houses, and individual and group tours.

Goal 2: Increase Student Achievement and Success

The College has made significant strides to meet its goal of implementing high-quality academic and career educational programs and student services that meet the needs of students and the local community. Academic success is measured by persistence rates and completions. Quality academic and student support services are gauged primarily through satisfactions scores on internal surveys.

Fall-to-fall persistence rates for the overall credit credential seeking population increased by almost 3% over the prior year. This was also the case for all sub populations tracked: first-time-in-college (FTIC), career and technical education (CTE), bachelor's, and minority students. The largest gains over the prior year were for minority students (50.9% to 58.0%) who achieved a persistence rate greater than that of the population at large for the first time. In contrast to persistence, overall completions continued to decline for the second year in a row although the decline was much smaller than in the prior year (2% compared to almost 10%). This decline is not unexpected due to fewer students attending SJR State post pandemic. However, an analysis by sub population indicates that baccalaureate and dual enrollment completions increased in 2023-2024. This increase tracks robust post-pandemic enrollments for the two groups.

The *Spring Student Survey* is the primary tool used to assess overall student satisfaction with programs and services as the audience is all students enrolled during the spring semester. Spring 2024 data indicate that satisfaction ratings for "instruction in the major" and for "learning support services" are above the target of 4.0 out of 5.0 and similar to satisfaction ratings for spring 2023.

To meet the needs of students and the local community the College examined its program offerings and in 2023-24 successfully gained approval from the Florida State Board of Education and/or its institutional accreditor to begin the following programs in fall 2024: A.S. in Diagnostic Medical Sonography Technology, A.S. in Paralegal Studies, A.S. in Computer Programming and Analysis (relaunch), B.S. in Criminal Justice – Applied Intelligence Studies, and B.A.S. in Information Systems Technology.

In 2023-24 SJR State began a five-year quality enhancement plan (QEP) aimed at enhancing student learning and success by offering experiential learning (EL) through core general education courses, fostering career awareness, and skills development for all degree-seeking students. Accomplishments in 2023-24 included embedding experiential learning activities in 31 courses which resulted in 581 students engaging with EL experiences and reflection writing. Additionally, 10 sections of SLS 1122 were piloted

with newly embedded QEP content where 155 students developed an ePortfolio and 159 students acquired a Florida Ready to Work credential.

The College focused on increased professional development for faculty and staff through the Center for Learning Culture (The Center) in 2023-24. In addition to housing faculty resources for QEP implementation, The Center posts recordings and/or presentations from the College's Professional Development Institute, College Webinar Series, and provides information about professional development resources from outside organizations. In the 2024-25, all professional development activities/trainings will be coordinated by the newly created department of Learning Culture and Innovation.

Maintaining high quality academic programs and services that promote student success is the heart of the College's educational mission. The following is a list of selected strategies planned for implementation in 2024-25 related to student achievement and success.

- Continued expansion of the College's academic offerings to meet the needs of students and the community
- Adding additional personnel to the Student Success Ombudsman program which provides student support via a case management approach
- Professional development initiatives focused on student success/faculty training including an AI Task Force/AI training facilitated by the Department of Learning Culture and Innovation
- Opportunity for faculty and staff to attend a four-day Artificial Intelligence Learning Academy held at the University of Florida and obtain a micro-credential in "AI in Higher Education". The course encompasses AI fundamentals, AI Ethics, and AI Applications in Teaching and Research
- Begin the implementation of CRM Advise which will allow advisors to provide personalized support to enrolled students.

Goal 3: Contribute to Community Enrichment and Economic Development

St. Johns River State College strives to serve the community. The College offered a variety of community enrichment activities and offered community and corporate education in 2023-24. SJR State also held on-site Viking Days of Service in fall and spring, which included projects in all three counties.

Non-credit specialized training was offered in law enforcement to meet the needs of local law enforcement agencies. Although enrollment declined in 2023-24 it was still 23% higher than the baseline year of 2021-22. In fall 2023 the College hired a new Director of Community and Corporate Education and invested in a product that allowed for easy registration and payment for corporate training offerings. Courses were offered in business, insurance, and manufacturing. For example, the College offered a series of courses that allowed students to gain skills necessary to sit for the Manufacturing Skills Standards Council Production Technician Certification examination. Overall enrollment in these courses increased by 17% over the prior year and were slightly lower than the baseline year.

Adult basic education and GED preparation opportunities are available to students living in Putnam County, with offerings available on campus or online. The 2023-24 enrollments increased 15% over the

prior year. The College also offered two Integrated Education Training (IET) programs for adult education students who wish to pursue both their GED and an industry recognized certification. The two certification options were either Microsoft Office Specialist or Paraprofessional.

Thrasher-Horne offered a season of events in Clay County for 2023-24 and functions as a complete events center for the region. Attendance continued to increase in 2023-24 (28% increase over the prior year) as Thrasher-Horne continues its marketing and rental strategies to improve growth and profitability. The Thrasher-Horne Center will celebrate its 20th anniversary in 2024-25.

Goal 4: Invest in Effective College-Wide Operations

St. Johns River State College is committed to effective college-wide Operations. The College has established ambitious targets related to this goal and has made significant strides in meeting these. The College set a goal to maintain a low employee departure rate and be below the departure rate for full-time employees as measured by the National Community College Benchmarking Project (NCCBP). In 2023-24, the College met this target with the SJR State's departure rate (5.4%) being below that of the NCCBP cohort (9.6%). Of note is the large decrease in departure rate from the prior year (decrease from 11.1% to 5.4%). Student satisfaction with key indicators of effective college-wide operations is measured through the spring student survey for areas such as overall instruction, building and grounds, safety and security, classroom technology and online payment systems. Satisfaction rates for all areas were similar to the prior year and above the 4.0 target.

For the first time, the College's Human Resources Department administered a New Hire survey in 2023-24. Results pertaining to the employee selection process and new employee orientation were well above the target of 4.0 out of a 5.0 scale. Feedback from the survey will be used to improve/refine Human Resources procedures. A current employee engagement work group was formed in 2023-24 to explore and recommend revisions to College policy, procedure, and practice related to SJR State non-bargaining unit employees' working conditions. This group recommended priorities to the administration and some such as alternative work arrangements will be piloted in 2024-25.

In 2023-24 the College reflected on its planning for the future in terms of programs and facilities. Five new degree programs are slated to begin in fall 2024 and the College is in the development phase for an additional five more baccalaureate degrees in fall 2025. These additional degrees are targeted at A.A. graduates who account for roughly 80% of the College's enrollment and will enable them to stay in the service district while earning a bachelor's degree. Facility improvements are focused on upgrades to the Palatka Campus which is the College's oldest and original campus. These include:

- Palatka Campus Library exterior façade and bathroom renovations (summer/fall 2024)
- STEM addition to the Palatka T building (requested and funded by 2024 State appropriation)
- Florida School of the Arts phased renovation and expansion (Phase 1 beginning 2024-25)
- Construction of student housing by a philanthropic donor

Other strategies planned for implementation in 2024-25 include new College Catalog software to leverage update efficiencies.

High Level Benchmarks

The following table provides the data for each of the College Goals and Performance Indicators for 2022-2027.

Goal 1: Strengthen the Student Experience in Intake and Onboarding

Objectives:

- **1-1** Increase the quality of intake and onboarding processes, services and systems
- **1-2** Increase enrollment of all students with attention to key sub-populations

1. Strengthen the Student Experience in Intake and Onboarding	Performance Measures						
	Baseline Data 2021 22	2022 23	2023 24	2024 25	2025 26	2026 27	Target
1-1 Performance indicators for intake and onboarding:							
1.1.1 Percentage of students who would recommend SJR State to a friend or family member	Recommend SJR State: 95%	93%	97%				≥ 93 %
Baseline Data from Fall 2021 New Student Survey	Fall 2021 data	Fall 2022	Fall 2023				
1.1.2 Average student satisfaction with key intake and onboarding processes as measured by the SJR State New Student Survey will be at least 4.0 on a 5.0 scale	Intake and Onboarding: 4.30	4.13	4.28				Mean scores will be at least 4.0 on a 5.0 scale
Baseline Data from Fall 2021 New Student Survey	Fall 2021 data	Fall 2022	Fall 2023				
1.1.3 Applications yield as measured by the number of new students who complete a college application for a particular fall semester and enroll in that semester will increase to 58%	Applications Yield: 53.8%	54.9%	53.7%				58%
Baseline Data from Fall 2021 Internal Database	Fall 2021 data	Fall 2022	Fall 2023				
1-2 Performance indicators for enrollment:							
1.2.1 Overall FTE will increase	Total FTE: 4040.3	3932.5	4325.0				Increase total annual FTE by 10%
Baseline data from Florida College Student System 2022 3E FTECOLF Report	2021-22 reporting year	2022-23 RY	2023-24 RY				

1. Strengthen the Student Experience in Intake and Onboarding	Performance Measures						
	Baseline Data 2021 22	2022 23	2023 24	2024 25	2025 26	2026 27	Target
1.2.2 Fall headcount (expressed as a percentage) for specific sub-populations will increase	Total: 6724 % Minority: 32.3% % FTIC: 13.9% % Dual Enrollment: 39.5% % CTE: 15.1% % Bachelors: 6.1%	6578 32.6% 14.5% 41.3% 13.8% 5.7%	7111 35.5% 14.8% 43.2% 13.4% 5.2%				Increase total annual headcount by 5%
Baseline Data from Fall 2021 Internal Database	Fall 2021	Fall 2022	Fall 2023				

Goal 2: Increase Student Achievement and Success

Implement high-quality academic and career educational programs and student services to enable students to meet their educational and career goals and the area's workforce needs

Objectives:

- **2-1** Increase course success rates, retention/persistence and completion rates with attention to key sub-populations
- **2-2** Sustain transfer performance to the State University System and job placement rates above the means for the Florida College System
- **2-3** Continuously improve academic programs and student services

2. Increase Student Achievement and Success	Performance Measures						
	Baseline Data	2022 23	2023 24	2024 25	2025 26	2026 27	Target
2-1 Performance indicators for course success, retention/persistence and completion rates:							
2.1.1 The fall-to-fall persistence rates* of credit credential seeking students will increase 10% from the baseline year *fall to fall persistence = [number of students still enrolled next fall] divided by [number of students in the cohort – number who graduated before next fall] Baseline data from Internal Reports on Persistence	Fall 2020 to Fall 2021 Overall: 53.1% Fall 2020 Cohort	F 21 to F 22 53.7% Fall 2021	F 22 to F 23 56.3% Fall 2022				Increase 10%

2. Increase Student Achievement and Success	Performance Measures						
	Baseline Data	2022 23	2023 24	2024 25	2025 26	2026 27	Target
<p>2.1.2 The fall-to-fall persistence rates of certain credit student sub-populations will be at or above the rate for all credit students</p> <p>Baseline data from Internal Reports (Persistence Studies for EMT)</p>	<p>Fall 2020 to Fall 2021</p> <p>FTIC Cohort: 55.5%</p> <p>CTE Cohort: 53.1%</p> <p>Bachelors Cohort: 73.4%</p> <p>Minority Cohort: 50.9%</p> <p>Fall 2020 Cohort</p>	<p>F 21 to F 22</p> <p>56.7%</p> <p>53.8%</p> <p>65.7%</p> <p>50.9%</p> <p>Fall 2021</p>	<p>F 22 to F 23</p> <p>62.4%</p> <p>56.5%</p> <p>72.4%</p> <p>58.0%</p> <p>Fall 2022</p>				≥ rate for all credit credential seeking students
<p>2.1.3 The number of graduates/completers in all programs of study for certain student subpopulations at the College will increase.</p> <p>Baseline data from Florida College System Student 2022-3E AA1A Report</p>	<p>Total Completions: 1399</p> <p>Minority: 366</p> <p>CTE: 456</p> <p>Credit CTE 340</p> <p>Clock CTE 116</p> <p>Bachelors: 136</p> <p>Dual Enrollment: 162</p> <p>2021-22 RY</p>	<p>1263</p> <p>373</p> <p>456</p> <p>363</p> <p>93</p> <p>122</p> <p>134</p> <p>2022-23 RY</p>	<p>1239</p> <p>332</p> <p>393</p> <p>277</p> <p>116</p> <p>144</p> <p>190</p> <p>2023-24 RY</p>				Increase by 5%
2-3 Performance indicators for Continuously improve academic programs and services:							
<p>2.3.1 Student satisfaction with academic programs and services as measured by the SJR State Spring Student Survey will be at least 4.0 on a 5.0 scale</p> <p>Baseline data from 2022 Spring Survey</p>	<p>Instruction in the academic major: 4.25</p> <p>Learning support services: 4.39</p> <p>2022 Spring Student Survey</p>	<p>4.19</p> <p>4.36</p> <p>2023 Spr</p>	<p>4.16</p> <p>4.30</p> <p>2024 Spr</p>				Mean scores will be at least 4.0 on a 5.0 scale
<p>2.3.2 The percentage of annual outcomes related to improving academic programs and services as reported in the Institutional Effectiveness Report</p> <p>Baseline data from FY21 Institutional Effectiveness Report</p>	<p>Percentage of Annual Outcomes: 69.9%</p> <p>FY21 IE Report</p>	<p>69.1%</p> <p>FY22 IE Rpt</p>	<p>67.9%</p> <p>FY23 IE Rpt</p>				≥ 70%

Goal 3: Contribute to Community Enrichment and Economic Development

Contribute to community enrichment and economic development by providing cultural opportunities and continuing education courses as well as training opportunities to meet the needs of local businesses.

Objectives:

- **3-1** Provide cultural and continuing education activities that contribute to the vitality of our service district
- **3-2** Provide non-credit training opportunities to meet the needs of local businesses.

3. Contribute to Community Enrichment and Economic Development	Performance Measures						
	Baseline Data	2022 23	2023 24	2024 25	2025 26	2026 27	Target
3-1 Performance indicators for cultural and continuing education:							
3.1.1 Provide access to Adult Basic Education and GED preparation opportunities in Putnam County as measured by students served Baseline data from Florida College Student System 2022 3E ADLTCAP Report	Students Served: 222 2021-22 Reporting Year	234 22-23 RY	269 23-24 RY				The College will offer adult basic education in Putnam County
3.1.2 Provide access to cultural, community and/or performance events at Thrasher-Horne Center. Baseline data from Internal Reports	Attendance: 50,301 2021-22 RY	71,642 22-23 RY	91,453 23-24 RY				Increase attendance to pre-pandemic levels
3.1.3 Provide cultural events for the community Baseline data from departmental IE plans	Cultural events provided: Yes 2021-22 RY	Yes 22-23 RY	Yes 23-24 RY				Offer events to the community
3-2 Performance indicators for non-credit training opportunities:							
3.2.1 Provide non-credit corporate training opportunities to public service agencies and local business Baseline data from SJR State Internal Database	Criminal Justice Training Course Enrollments: 481 Other Corporate Training Course Enrollments: 140 2021-22 RY	836 113 22-23 RY	592 133 23-24 RY				The College will offer training to meet business needs

Goal 4: Invest in Effective College-wide Operations

Strengthen operational systems and processes to enhance the student experience and institutional effectiveness

Objectives:

- **4-1** Recruit, retain and develop excellent faculty and staff
- **4-2** Increase effectiveness of instructional and administrative operations

4. Invest in Effective College wide Operations	Performance Measures						
	Baseline Data	2022 23	2023 24	2024 25	2025 26	2026 27	Target
4-1 Performance indicators for faculty and staff:							
4.1.1 The College will maintain a low staff turnover and the College will be below the median departure rate for full-time employees as measured by NCCBP	Departure Rate: 5.7% [NCCBP = 8.2%]	11.1% [10.8%]	5.4% [9.6%]				Departures below median for NCCBP Cohort
Baseline data from the 2021 NCCBP Report	2020-21 Academic Year	2021-22 AY	2022-23 AY				
4.1.2 Satisfaction with key indicators of employee recruitment as measured by a New Hire Survey administered by the Human Resources Department	Employee Selection Process: N/A Employee Orientation: N/A	N/A N/A	4.82 4.52				Mean scores will be at least 4.0 on a 5.0 scale
Human Resources New Hire Survey	2021-22 Report Year	22-23 RY	23-24 RY				
4-2 Performance indicators for instructional and administrative operations:							
4.2.1 Satisfaction with key indicators of effective college-wide operations as measured by the SJR State Spring Student Survey will be at least 4.0 on a 5.0 scale	Overall instruction at SJR State: 4.29 Condition & Appearance of Building & Grounds: 4.28 Safety & Security of Campus: 4.23 Classroom Technology: 4.04 Online Payment Services: 4.18	4.29 4.30 4.29 4.07 4.24	4.20 4.26 4.29 4.14 4.19				Mean scores will be at least 4.0 on a 5.0 scale
Baseline data from 2022 Spring Student Survey	2022 Spring Student Survey	2023 Spr	2024 Spr				

Appendix

Supplemental Data for 2022-2027 Strategic Plan

2023-2024 Update

Supplemental Data

The following tables provide supplemental data for each of the College Goals and Objectives adopted for the 2022-2027 Strategic Plan.

1. Strengthen the Student Experience in Intake and Onboarding

Strengthen functional units and create streamlined, student-friendly policies and procedures to facilitate intake and onboarding for new and returning students

Objectives:

- **1-1** Increase the quality of intake and onboarding processes, services and systems
- **1-2** Increase enrollment of all students with attention to key sub-populations

1. Strengthen the Student Experience in Intake and Onboarding	Performance Measures						Target
	Baseline Data 2021 22	2022 23	2023 24	2024 25	2025 26	2026 27	
1-1 Supplemental data for quality of intake and onboarding:							
S-1.1.1 Student satisfaction with intake and onboarding as measured by the SJR State New Student Survey/and or other surveys will be at least 4.0 on a 5.0 scale	Admissions Processes: 4.32	4.11	4.21				Mean scores will be at least 4.0 on a 5.0 scale
	Orientation to the College: 4.31	4.07	4.12				
	Initial Academic Advising: 4.41	4.39	4.55				
	Financial Aid Services: 4.17	3.94	4.22				
Baseline Data from Fall 2021 New Student Survey	Fall 2021 data	Fall 2022	Fall 2023				

1. Strengthen the Student Experience in Intake and Onboarding	Performance Measures						
	Baseline Data 2021 22	2022 23	2023 24	2024 25	2025 26	2026 27	Target
1-2 Supplemental data for enrollment:							
<p>S-1.2.1 Annual FTE by categories of instruction for credit/vocational level students will reflect constituent needs</p> <p>A&P = Advanced and Professional (subcategorized by lower division and upper division courses) Dev Ed. = Developmental Education PSV = Post Secondary Vocational (credit workforce) PSAV = Post Secondary Adult Vocational (clock hour workforce) EPI = Educator Preparation Institute (institutional credit)</p> <p>Baseline data from Florida College Student System 2022 3E FTECOLF Report</p>	<p>Total FTE: 4040.3</p> <p>A&P Upper: 241.9 A&P Lower: 2826.4 Dev Ed.: 40.5 PSV: 795.4 PSAV: 88.0 EPI: 30.7</p> <p>2021-22 reporting year</p>	<p>3932.5</p> <p>216.6 2816.5 36.0 737.8 84.2 20.3</p> <p>2022-23 RY</p>	<p>4303.4</p> <p>200.3 3168.7 35.7 768.4 119.1 11.2</p> <p>2023-24 RY</p>				Increase total annual FTE by 10%
<p>S-1.2.2 Twelve-month unduplicated headcount for credit/vocational level students will reflect constituent needs</p> <p>Baseline Data from 2021-22 IPEDS 12 month Enrollment Report</p>	<p>Total: 8889</p> <p>% Male: 35.62 % Female: 64.38</p> <p>% Asian: 2.46 % Hispanic: 11.87 % Black: 9.89 % White: 67.05 % Two or More: 4.53 % Other/Unknown: 4.20</p> <p>2020-21 Reporting Year</p>	<p>8311</p> <p>35.74 64.26</p> <p>2.78 13.19 10.07 65.49 4.25 4.22</p> <p>2021-22 RY</p>	<p>8433</p> <p>36.59 63.41</p> <p>3.17 13.66 9.64 63.83 4.61 5.09</p> <p>2022-23 RY</p>				Increase total annual headcount by 5%
<p>S-1.2.3 Fall unduplicated headcount as measured by primary credential will reflect constituent needs</p> <p>AA = Associate in Arts AS/AAS = Associate in Science/Associate in Applied Science CCC = College Credit Certificate CC = Career Certificate (clock hours) EPI = Educator Preparation Institute</p> <p>Baseline data from Fall 2022 College Fact Book</p>	<p>Total: 6725</p> <p>Baccalaureate: 411 AA: 5247 AS/AAS: 883 CCC: 53 CC: 77 EPI: 54</p> <p>Fall 2021 data</p>	<p>6586</p> <p>375 5259 788 55 70 39</p> <p>Fall 2022</p>	<p>7115</p> <p>367 5771 830 35 94 18</p> <p>Fall 2023</p>				Increase total fall headcount by 5%

1. Strengthen the Student Experience in Intake and Onboarding	Performance Measures						
	Baseline Data 2021 22	2022 23	2023 24	2024 25	2025 26	2026 27	Target
<p>S-1.2.4 Minority enrollments will match service district minority populations as measured by percentage and minority participation rates. Breakdowns are given for the major race/ethnicity populations in the service district. A minority participation rate of ≥ 1.0 is when the college minority enrollment percentages are greater than or equal to the service district minority population.</p> <p>Baseline enrollment data from 2021-22 IPEDS Fall Enrollment Report; district population data from Demographic Overview Reports from EMSI based upon 2021 population estimates</p>	<p>Minority Enrollment: 32.21% [District = 24.40%] Participation Rate: 1.32</p> <p>Black Enrollment: 9.77% [District = 9.25%] Participation Rate: 1.06</p> <p>Hispanic Enrollment: 14.07% [District = 9.51%] Participation Rate: 1.48</p> <p>Fall 2021 enrollment data</p>	<p>32.35% [25.72%] 1.26</p> <p>9.11% [9.35%] 0.97</p> <p>14.19% [10.29%] 1.38</p> <p>Fall 2022</p>	<p>35.03% [26.26%] 1.33</p> <p>9.95% [9.34%] 1.07</p> <p>14.95% [10.66%] 1.40</p> <p>Fall 2023</p>				<p>Match district population</p> <p>≥ 1.0 minority participation rate</p>
<p>S-1.2.5 Enrollment of First-time-in-College (FTIC) students as a percentage of fall credit degree-seeking enrollment as defined by IPEDS (excludes current dual enrollment students) will increase.</p> <p>Baseline data from 2021-22 IPEDS Fall Enrollment Report and SJR State Internal Database</p>	<p>FTIC as % of Fall Enrollment: 21.9%</p> <p>FTIC from our service district as a % of FTIC: 91.3%</p> <p>Fall 2021</p>	<p>23.84%</p> <p>90.0%</p> <p>Fall 2022</p>	<p>25.38%</p> <p>90.9%</p> <p>Fall 2023</p>				<p>Increase fall FTIC enrollment by 2%</p>
<p>S-1.2.6 Enrollment of Pell students as a percentage of fall credit degree-seeking enrollment as defined by IPEDS (excludes current dual enrollment students) will increase.</p> <p>Baseline data from 2021-22 IPEDS Fall Enrollment Report</p>	<p>Pell Grant Recipients: 34%</p> <p>Fall 2021</p>	<p>33%</p> <p>Fall 2022</p>	<p>34%</p> <p>Fall 2023</p>				<p>Increase % by 2%</p>
<p>S-1.2.7 The percentage enrollment of high school graduates from service district who enroll in the College during the first year after high school graduation as measured by State Accountability Report will increase</p> <p>Baseline Data from 2021 State Accountability Report Measure M1P1</p>	<p>10.4% [FCS 20.2%]</p> <p>2019 HS Grads (2021 Report)</p>	<p>11.7% [FCS 25.0%]</p> <p>22 Report</p>	<p>11.5% [FCS 24.5%]</p> <p>23 Report</p>				<p>Increase % by 3%</p>

1. Strengthen the Student Experience in Intake and Onboarding	Performance Measures						
	Baseline Data 2021 22	2022 23	2023 24	2024 25	2025 26	2026 27	Target
<p>S-1.2.8 The number and percentage of prior year high school graduates who enroll at SJR State during the first fall term after graduation – overall and by county will increase</p> <p>Baseline Data from 2021 Florida Public High School Graduates (Single-Year Completers Report) and Internal High School Graduate Reports</p>	<p>Service District: 622 (9.6% of HS grads)</p> <p>Clay: 324 (11.9%)</p> <p>Putnam: 54 (9.4%)</p> <p>St. Johns: 244 (7.7%)</p> <p>2021 HS Grads</p>	<p>620 (9.4%)</p> <p>314 (11.8%)</p> <p>64 (11.6%)</p> <p>242 (7.2%)</p> <p>22 HS Grad</p>	<p>682 (9.8%)</p> <p>335 (12.4%)</p> <p>72 (11.7%)</p> <p>275 (7.6%)</p> <p>23 HS Grad</p>				Increase service district % by 3%
<p>S-1.2.9 The number of former dual enrollment students by county who attend SJR State the fall term after High School Graduation will increase</p> <p>Baseline data from fall 2021 SJR State Internal Database</p>	<p>Service District Total: 257</p> <p>Clay: 142</p> <p>Putnam: 37</p> <p>St. Johns: 78</p> <p>2021 HS Grads</p>	<p>229</p> <p>137</p> <p>28</p> <p>64</p> <p>22 HS Grad</p>	<p>241</p> <p>135</p> <p>30</p> <p>76</p> <p>23 HS Grad</p>				Increase service district total to 300

2. Increase Student Achievement and Success

Implement high-quality academic and career educational programs and student services to enable students to meet their educational and career goals and the area's workforce needs

Objectives:

- **2-1** Increase course success rates, retention/persistence and completion rates with attention to key sub-populations
- **2-2** Sustain transfer performance to the State University System and job placement rates above the means for the Florida College System
- **2-3** Continuously improve academic programs and student services

2. Increase Student Achievement and Success	Performance Measures						
	Baseline Data	2022 23	2023 24	2024 25	2025 26	2026 27	Target
2-1 Supplemental data for course success, retention/persistence and completion rates:							
<p>S-2.1.1 Enrollee success rates* by major course category will be above 70%. Course withdrawal rates will be below 10%. Course category rates exclude dual enrollment students taking courses on a high school site.</p> <p>* defined as number of A, B, C grades divided by the total students enrolled which includes those who receive F and W grades</p> <p>°College-wide data do not include any dual enrolled students</p>	<p><u>Course Success</u></p> <p>Upper Division: 91.14%</p> <p>Arts & Sciences: 75.83%</p> <p>FloArts: 85.16%</p> <p>Dev Ed: 66.98%</p> <p>PSV: 86.54%</p> <p>[College-Wide° = 77.29%]</p> <p><u>Course withdrawal</u></p> <p>Upper Division: 4.62%</p> <p>Arts & Sciences: 12.00%</p> <p>FloArts: 5.94%</p> <p>Dev Ed: 9.26%</p> <p>PSV: 6.07%</p> <p>[College-Wide° = 10.99%]</p> <p>2020-21 AY</p>	<p>89.15%</p> <p>78.05%</p> <p>92.71%</p> <p>64.96%</p> <p>85.99%</p> <p>[78.42%]</p> <p>5.28%</p> <p>10.89%</p> <p>2.08%</p> <p>16.17%</p> <p>6.14%</p> <p>[10.43%]</p> <p>2021-22 AY</p>	<p>90.92%</p> <p>78.87%</p> <p>89.76%</p> <p>55.52%</p> <p>88.03%</p> <p>[78.83%]</p> <p>4.93%</p> <p>10.16%</p> <p>2.89%</p> <p>17.73%</p> <p>5.16%</p> <p>[10.01%]</p> <p>2022-23 AY</p>				<p>Above 70% success</p> <p>Below 10% withdrawal</p>
Baseline data from Internal Reports (Course Success Studies Report)							

2. Increase Student Achievement and Success	Performance Measures						
	Baseline Data	2022 23	2023 24	2024 25	2025 26	2026 27	Target
<p>S-2.1.2 Enrollee success rates* by major course delivery mode will be above 70%. Course withdrawal rates will be below 10%. Face-to-face delivery mode does not include data from high school sites.</p> <p>* defined as number of A, B, C grades divided by the total students enrolled which includes those who receive F and W grades</p> <p>°College-wide data do not include any data from high school sites</p> <p>Baseline data from Internal Reports (Course Success Studies Report)</p>	<p><u>Course Success</u></p> <p>Face-to-Face: 86.83%</p> <p>Online: 78.08%</p> <p>Hybrid: 88.28%</p> <p>[College-Wide° = 79.15%]</p> <p><u>Course withdrawal</u></p> <p>Face-to-Face: 6.35%</p> <p>Online: 10.74%</p> <p>Hybrid: 4.73%</p> <p>[College-Wide° = 10.16%]</p> <p>2020-21 AY</p>	<p>82.14%</p> <p>79.35%</p> <p>85.31%</p> <p>[80.56%]</p> <p>8.00%</p> <p>10.43%</p> <p>6.95%</p> <p>[9.45%]</p> <p>2021-22 AY</p>	<p>82.86%</p> <p>79.98%</p> <p>86.93%</p> <p>[81.34%]</p> <p>7.11%</p> <p>10.11%</p> <p>6.30%</p> <p>[8.81%]</p> <p>2022-23 AY</p>				<p>Above 70% success</p> <p>Below 10% withdrawal</p>
<p>S-2.1.3 Enrollee success rates* for credit and developmental education courses will be above 70% and the College will be above the median as measured by the National Community College Benchmark Project (NCCBP). Withdrawal rates will decrease as measured by NCCBP</p> <p>* defined as number of A, B, C grades divided by the total students enrolled which includes those who receive F and W grades</p> <p>Baseline data from the 2021 NCCBP Report</p>	<p>Course Success: 79.35%</p> <p>[NCCBP = 77.18%]</p> <p>Course withdrawal: 9.71%</p> <p>[NCCBP = 8.06%]</p> <p>Fall 2020 data</p>	<p>80.95%</p> <p>[78.06%]</p> <p>8.99%</p> <p>[8.09%]</p> <p>Fall 2021</p>	<p>81.53%</p> <p>[78.73%]</p> <p>8.54%</p> <p>[8.11%]</p> <p>Fall 2022</p>				<p>Above 70%</p> <p>Below 10%</p> <p>Above NCCBP median for course success</p>
<p>S-2.1.4 Enrollee success rates for credit distance learning courses will be above 70% and the College will be above the median as measured by NCCBP. Withdrawal rates will decrease as measured by NCCBP</p> <p>Baseline data from the 2021 NCCBP Report</p>	<p>Course Success: 76.48%</p> <p>[NCCBP = 73.37%]</p> <p>Course Withdrawal: 11.06%</p> <p>[NCCBP = 9.65%]</p> <p>Fall 2020 data</p>	<p>77.34%</p> <p>[72.28%]</p> <p>11.31%</p> <p>[9.89%]</p> <p>Fall 2021</p>	<p>77.78%</p> <p>[73.40%]</p> <p>10.86%</p> <p>[10.40%]</p> <p>Fall 2022</p>				<p>Above 70% success</p> <p>Below NCCBP median for course withdrawal</p>

2. Increase Student Achievement and Success	Performance Measures						
	Baseline Data	2022 23	2023 24	2024 25	2025 26	2026 27	Target
<p>S-2.1.5 Enrollee success rates for developmental education courses will be above 70% and the College will be above the median as measured by National Community College Benchmark Project (NCCBP)</p> <p>Baseline data from the 2021 NCCBP Report</p>	<p>Math: 73.63% [NCCBP = 60.03%]</p> <p>Reading/Writing: 66.67% [NCCBP = 60.00%]</p> <p>Fall 2020 data</p>	<p>66.67% [58.95%]</p> <p>74.36% [60.54%]</p> <p>Fall 2021</p>	<p>55.05% [61.31%]</p> <p>64.18% [61.02%]</p> <p>Fall 2022</p>				<p>Above 70% success</p> <p>Above median for NCCBP cohort</p>
<p>S-2.1.6 Enrollee success rates of former developmental education students in first college-level courses will be above 70% and the College will be above the median as measured by NCCBP</p> <p>Baseline data from 2021 NCCBP Report. A fall developmental education cohort is followed for one academic year</p>	<p>Math: 75.95% [NCCBP = 72.02%]</p> <p>Writing: 72.50% [NCCBP = 70.15%]</p> <p>Fall 2019 Dev. Ed. cohort</p>	<p>78.00% [69.10%]</p> <p>79.07% [76.75%]</p> <p>Fall 20 cht</p>	<p>73.85% [68.97%]</p> <p>82.00% [78.67%]</p> <p>Fall 21 cht</p>				<p>Above 70% success</p> <p>Above median for NCCBP cohort</p>
<p>S-2.1.7 The percentile rank for success in core academic skills will increase as measured by NCCBP</p> <p>Baseline data from the 2021 NCCBP Report</p>	<p>English Comp I: 81.71% [NCCBP = 73.24%]</p> <p>English Comp II: 73.32% [NCCBP = 70.63%]</p> <p>College Algebra: 77.10% [NCCBP = 68.71%]</p> <p>Gateway Math: 69.05% [NCCBP = 63.89%]</p> <p>Fall 2020 data</p>	<p>83.04% [74.91%]</p> <p>75.24% [71.88%]</p> <p>76.88% [69.97%]</p> <p>71.91% [63.85%]</p> <p>Fall 2021</p>	<p>87.81% [76.59%]</p> <p>82.85% [71.84%]</p> <p>79.44% [68.20%]</p> <p>69.69% [67.77%]</p> <p>Fall 2022</p>				<p>Above median for NCCBP cohort</p>

2. Increase Student Achievement and Success	Performance Measures						
	Baseline Data	2022 23	2023 24	2024 25	2025 26	2026 27	Target
<p>S-2.1.8 The retention* and graduation^o rate of Fall term First-Time-In-College (FTIC) students in associate degree programs will increase as measured by State Accountability Reports</p> <p>*Retention = [number of students who have graduated + number of students who are still enrolled (both in good and in not good academic standing)] divided by the number of students in the cohort.</p> <p>^oGraduation = [number of students who have graduated] divided by the number of students in the cohort.</p> <p>Baseline data from 2021 State Accountability Report. Associate degree students are tracked for 4 years.</p>	<p>AA Students:</p> <p>Retention: 55.99%</p> <p>Graduation: 42.30%</p> <p>[FCS = 62.54; 45.70]</p> <p>AS/AAS Students:</p> <p>Retention: 74.29%</p> <p>Graduation: 58.57%</p> <p>[FCS = 54.28; 27.96]</p> <p>Fall 17 cohort tracked through Spring 2021</p>	<p>60.38%</p> <p>45.60%</p> <p>[62.94; 45.96]</p> <p>78.33%</p> <p>63.33%</p> <p>[56.23; 28.64]</p> <p>18 cohort to Spring 2022</p>	<p>56.22%</p> <p>44.29%</p> <p>[65.15; 46.00]</p> <p>65.15%</p> <p>51.52%</p> <p>[56.99; 29.89]</p> <p>19 cohort to Spring 2023</p>				Above the mean for the Florida College System (FCS)
<p>S- 2.1.9 The retention and graduation of fall cohort baccalaureate-seeking students will increase as measured by State Accountability Reports</p> <p>Definitions of retention and graduation are as above</p> <p>Baseline data from the 2021 State Accountability Report. Baccalaureate degree students are tracked for 4 years</p>	<p>Baccalaureate Students:</p> <p>Retention: 52.34%</p> <p>Graduation: 35.94%</p> <p>[FCS =63.66; 47.09]</p> <p>Fall 17 cohort tracked through Spring 2021</p>	<p>66.67%</p> <p>49.61%</p> <p>[63.89; 47.88]</p> <p>18 cohort to Spring 2022</p>	<p>67.38%</p> <p>48.23%</p> <p>[64.78; 49.60]</p> <p>19 cohort to Spring 2023</p>				Above the mean for the Florida College System (FCS)
<p>S-2.1.10 The number of graduates/completers in all programs of study at the College will increase</p> <p>Baseline data from Florida College System Student 2022-3E AA1A Report</p>	<p>Baccalaureate: 136</p> <p>Associate in Arts: 769</p> <p>Associate in Science: 206</p> <p>College Credit Cert: 134</p> <p>Career Certificate: 116</p> <p>EPI: 38</p> <p>Total: 1399</p> <p>2021-22</p>	<p>122</p> <p>657</p> <p>212</p> <p>151</p> <p>93</p> <p>28</p> <p>1263</p> <p>2022-23</p>	<p>144</p> <p>692</p> <p>188</p> <p>89</p> <p>116</p> <p>10</p> <p>1239</p> <p>2023-24</p>				Increase by 5%
<p>S-2.1.11 Completion rates of full-time first-time-in-college (FTIC) students in credit programs will increase and the College will be above the median as measured by the National Community College Benchmark Project (NCCBP)</p> <p>Baseline data from 2021 NCCBP Report (GRS 2 file)</p>	<p>Completed in 3 years: 45.61%</p> <p>[NCCBP = 33.81%]</p> <p>Fall 2018 cohort</p>	<p>42.97%</p> <p>[36.21%]</p> <p>Fall 19 cht</p>	<p>45.74%</p> <p>[35.54%]</p> <p>Fall 20 cht</p>				Above median for NCCBP Cohort

2. Increase Student Achievement and Success	Performance Measures						
	Baseline Data	2022 23	2023 24	2024 25	2025 26	2026 27	Target
<p>S-2.1.12 Minority completions* for degrees and certificates[†] will match minority enrollments</p> <p>*expressed as a % of total completions [†]college credit and career</p> <p>Baseline data from Florida College Student System 2022 3E AA1A Report</p>	<p>Black Completions: 7.9%</p> <p>AA degrees: 50 (6.9%)</p> <p>AS degrees: 17 (8.5%)</p> <p>Certificates: 28 (12.2%)</p> <p>BS/BAS degrees: 7 (5.3%)</p> <p>[SJR State Pop: 9.8%]</p> <p>Hispanic Completions: 11.4%</p> <p>AA degrees: 87 (12.0%)</p> <p>AS degrees: 27 (13.6%)</p> <p>Certificates: 25 (10.9%)</p> <p>BS/BAS degrees: 8 (6.1%)</p> <p>[SJR State Pop: 14.1%]</p> <p>2021-22 Report Year</p>	<p>7.4%</p> <p>33 (5.0%)</p> <p>21 (9.9%)</p> <p>22 (9.0%)</p> <p>15 (12.3%)</p> <p>[9.1%]</p> <p>13.9%</p> <p>106 (16.1%)</p> <p>24 (11.3%)</p> <p>32 (13.1%)</p> <p>10 (8.2%)</p> <p>[14.2%]</p> <p>2022-23 RY</p>	<p>7.3%</p> <p>46 (6.6%)</p> <p>20 (10.6%)</p> <p>18 (8.8%)</p> <p>6 (4.2%)</p> <p>[9.9%]</p> <p>11.6%</p> <p>84 (12.1%)</p> <p>21 (11.2%)</p> <p>23 (11.2%)</p> <p>14 (9.7%)</p> <p>[14.9%]</p> <p>2023-24 RY</p>				Minority completion % will match minority enrollment %
<p>S-2.1.13 The fall-to-fall persistence rates* of credit students will increase and the College will be above the median as measured by National Community College Benchmark Project (NCCBP)</p> <p>*fall to fall persistence = [number of students still enrolled next fall] divided by [number of students in the cohort – number who graduated before next fall]</p> <p>Baseline data from the 2021 NCCBP Report</p>	<p>Fall 2020 to Fall 2021</p> <p>Full-time 56.8%</p> <p>Part-time 47.8%</p> <p>Overall 50.8%</p> <p>[NCCBP % = 55.6; 41.6; 46.5]</p> <p>Fall 2020 Cohort</p>	<p>F 21 to F 22</p> <p>58.3%</p> <p>46.6%</p> <p>50.5%</p> <p>[55.8; 41.4; 47.3]</p> <p>Fall 2021</p>	<p>F 22 to F 23</p> <p>63.9%</p> <p>49.2%</p> <p>54.0%</p> <p>[58.2; 45.4; 50.5]</p> <p>Fall 2022</p>				Above median for NCCBP Cohort
<p>S-2.1.14 The fall-to-fall persistence rates* of credit students will increase by 10% for first-time-in-college (FTIC) fall cohorts.</p> <p>*fall to fall persistence = [number of students still enrolled in next fall] divided by [number of students in the cohort – number who graduated before next fall]</p> <p>Baseline data from Internal Reports (Persistence Studies for EMT)</p>	<p>Fall 2020 to Fall 2021</p> <p>Full-time 61.4%</p> <p>Part-time 45.8%</p> <p>Overall 55.5%</p> <p>Fall 2020 FTIC Cohort</p>	<p>F 21 to F22</p> <p>60.9%</p> <p>50.0%</p> <p>56.7%</p> <p>Fall 2021</p>	<p>F 22 to F23</p> <p>67.6%</p> <p>54.9%</p> <p>62.4%</p> <p>Fall 2022</p>				Increase by 10%

2. Increase Student Achievement and Success	Performance Measures						
	Baseline Data	2022 23	2023 24	2024 25	2025 26	2026 27	Target
2-2 Supplemental data for transfer performance and job placement rates:							
<p>S-2.2.1 The transfer performance in the SUS system of SJR State graduates who complete their whole Associate in Arts degree at SJR State will increase as measured by mean GPA and the % who have a GPA \geq 2.5</p> <p>Baseline data from 2021 State Accountability Report</p>	<p>SUS mean GPA: 3.11 [FCS = 3.10]</p> <p>GPA \geq 2.5: 84.16% [FCS = 82.42%]</p> <p>College 18/19 SUS 19/20</p>	<p>3.18 [3.19]</p> <p>89.27% [86.73%]</p> <p>19/20 20/21</p>	<p>3.15 [3.15]</p> <p>86.05% [84.81%]</p> <p>20/21 21/22</p>				Above the mean for the Florida College System
<p>S-2.2.2 The vocational* program placement rate for completers and leavers will increase as measured by State Accountability Reports</p> <p>*Includes A.S., certificate, PSAV, and apprenticeship students</p> <p>Baseline data from 2021 State Accountability Report.</p>	<p>Completers: 93.53% [FCS = 93.35%]</p> <p>Leavers: 85.12% [FCS = 75.30%]</p> <p>Completers or leavers in 2018-19</p>	<p>92.76% [92.82%]</p> <p>84.45% [79.32%]</p> <p>2019-20</p>	<p>91.44% [92.01%]</p> <p>85.59% [80.60%]</p> <p>2020-21</p>				Above mean for Florida College system
2-3 Supplemental data for academic programs and student services:							
<p>S-2.3.1 General education achievement of SJR State associate and baccalaureate students as measured by mean score(s) on the E-Proficiency Profile (EPP) Test is (are) equal to EPP test scores for the “all student” cohort.</p> <p>Baseline data from ETS® Proficiency Profile Results for 2021-22</p>	<p>Critical Thinking: 110.89 [Cohort = 110.0]</p> <p>Reading: 116.95 [Cohort = 115.6]</p> <p>Writing: 113.60 [Cohort = 112.7]</p> <p>Mathematics: 112.43 [Cohort = 111.9]</p> <p>Humanities: 115.45 [Cohort = 114.2]</p> <p>Social Science: 112.45 [Cohort = 112.1]</p> <p>Natural Sciences: 114.88 [Cohort = 113.6]</p> <p>Total Score: 440.40 [Cohort = 437.0]</p> <p>2021-22 Academic Year</p>	<p>110.78 [110.0]</p> <p>117.14 [115.6]</p> <p>112.88 [112.7]</p> <p>112.51 [111.9]</p> <p>115.09 [114.2]</p> <p>113.18 [112.1]</p> <p>114.73 [113.6]</p> <p>439.82 [437.0]</p> <p>22-23 AY</p>	<p>110.52 [109.6]</p> <p>115.85 [115.2]</p> <p>112.55 [112.5]</p> <p>112.41 [111.6]</p> <p>114.57 [113.8]</p> <p>112.44 [111.8]</p> <p>114.05 [113.4]</p> <p>437.91 [435.8]</p> <p>23-24 AY</p>				\geq ETS/EPP cohort

2. Increase Student Achievement and Success	Performance Measures						
	Baseline Data	2022 23	2023 24	2024 25	2025 26	2026 27	Target
S-2.3.2 Student satisfaction with available student services/academic support services as measured by the SJR State Spring Student Survey/and or other surveys will be at least 4.0 on a 5.0 scale	Academic advising:						Mean scores will be at least 4.0 on a 5.0 scale
	Quality 4.17	4.19	4.17				
	Access 4.25	4.28	4.24				
	Career planning services:						
	Access 4.04	3.95	4.07				
	Financial aid services:						
	Quality 4.09	4.02	4.03				
	Access 4.11	4.02	4.09				
	On Campus Tutoring:						
	Quality 4.39	4.58	4.55				
	Access 4.39	4.66	4.59				
	Online Tutoring:						
	Quality 4.44	4.00	4.34				
	Access 4.22	4.17	4.45				
	Library/learning resources:						
	Quality 4.36	4.35	4.26				
	Access 4.36	4.39	4.35				
Baseline data from 2022 Spring Student Survey	2022 Spring Student Survey	Spring 23	Spring 24				
S-2.3.3 Student satisfaction with selected academic programs as measured by the SJR State Graduate Survey will be at least 4.0 on a 5.0 scale.	Instruction in the academic major:						Mean scores will be at least 4.0 on a 5.0 scale
	A.A. 4.15	4.24	4.25				
	Workforce A.S. 4.10	4.31	4.32				
	Bachelors 4.47	4.68	4.48				
Baseline data from 2021-22 Graduate Survey	2021-22 Graduate Survey	2022-23	2023-24				

3. Contribute to Community Enrichment and Economic Development

Contribute to community enrichment and economic development by providing cultural opportunities and continuing education courses as well as training opportunities to meet the needs of local businesses.

Objectives:

- **3-1** Provide cultural and continuing education activities that contribute to the vitality of our service district
- **3-2** Provide non-credit training opportunities to meet the needs of local businesses.

3. Contribute to Community Enrichment and Economic Development	Performance Measures						
	Baseline Data	2022 23	2023 24	2024 25	2025 26	2026 27	Target
3-1 Supplemental data for cultural and continuing education:							
S-3.1.1 Provide access to Adult Basic Education and GED preparation opportunities in Putnam County as measured by students served and FTE where 1 FTE equals 900 contact/clock hours	Students Served: 222 Total FTE: 17.4 Adult Basic: 16.0 GED Prep: 1.4	234 21.1 19.5 1.6	269 21.6 20.2 1.4				The College will offer adult basic education in Putnam County
Baseline data from Florida College Student System 2022 3E FTECOLF Report	2021-22 Reporting Year	2022-23 RY	2023-24 RY				
3-2 Supplemental data for non-credit training opportunities:							
S-3.2.1 Provide non-credit corporate training opportunities to public service agencies and local business	Criminal Justice Training Course offerings: 23 Sections: 33 Enrollment: 481 Other Corporate Training Course offerings: 9 Sections: 22 Enrollment: 140	29 55 836 10 20 113	27 42 592 11 20 133				The College will offer training to meet business needs
Baseline data from SJR State Internal Database	2021-2022 Reporting Year	22-23 RY	23-24 RY				

4. Invest in Effective College-wide Operations

Strengthen operational systems and processes to enhance the student experience and institutional effectiveness

Objectives:

- **4-1** Recruit, retain and develop excellent faculty and staff
- **4-2** Increase effectiveness of instructional and administrative operations

4. Invest in Effective College wide Operations	Performance Measures						Target
	Baseline Data	2022 23	2023 24	2024 25	2025 26	2026 27	
4-1 Supplemental data for faculty and staff:							
S-4.1.1 The percent of courses taught by full-time faculty will be above 60% and the College will be above the median as measures by the National Community College Benchmark Project (NCCBP)	Credit hours: 76.6% [NCCBP Cohort = 60.8%] Sections: 77.6% [NCCBP Cohort = 56.9%] Baseline data from the 2021 NCCBP Report	72.95% [60.9%] 75.2% [58.0%] Fall 2021	73.1% [63.3%] 75.5% [61.4%] Fall 2022				Above 60% Above median for NCCBP Cohort
S-4.1.2 The College will maintain a low staff turnover and the College will be below the median departure rate for full-time employees as measured by NCCBP	Retirement Rate: 2.32% [NCCBP = 3.61%] Departure Rate: 5.67% [NCCBP = 8.18%] Baseline data from the 2021 NCCBP Report	4.04% [3.62%] 11.11% [10.81%] 2021-22	2.33% [2.89%] 5.44% [9.62%] 2022-23				Departures below median for NCCBP Cohort
4-2 Supplemental data for instructional and administrative operations:							
S-4.2.1 Percentage of students who would recommend SJR State to a friend of family member as measured by the Spring Student Survey	Recommend SJR State: Spring Survey 96% 2022 Spring Student Survey	95% 2023 Spg	95% 2024 Spg				≥ 93 %

4. Invest in Effective College wide Operations	Performance Measures						
	Baseline Data	2022 23	2023 24	2024 25	2025 26	2026 27	Target
S-4.2.2 Ratings for physical facilities and campus safety as measured by SJR State Employee Survey will be at least 3.0 on a 4.0 scale	Adequacy of facilities for:						Mean scores will be at least 3.0 on a 4.0 scale
	Educational programs 3.23	3.17	3.15				
	Support services 3.19	3.17	3.12				
	Maintenance of facilities:						
	3.30	3.33	3.36				
	Safe, secure environment:						
	3.48	3.43	3.39				
Baseline data from 2022 Employee Survey	2022 Employee Survey	2023	2024				

Example of Email you will receive regarding Board Self-Evaluation

Preview Mailing

From : Rosalind Humerick
Subject : SJR State District Board of Trustees Self-Evaluation Survey
Reply : RosalindHumerick@sjrstate.edu

The Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) requires boards to define and regularly evaluate their respective responsibilities and effectiveness. As a member of the Board of Trustees for St. Johns River State College you are asked to complete a board self-assessment instrument. On each of the following pages you will find questions on Board roles, responsibilities and expectations that are aimed towards:

- gaining awareness of Board strengths
- identifying areas for improvement
- identifying strategies to enhance Board performance.

Make sure you click on "Finish" at the end of the survey to ensure that your results are recorded.

[To access the survey please click here.](#) If the survey does not open automatically, please copy and paste the following link to your internet browser's address bar:

<https://baseline.campuslabs.com/p/?uuid=67d91158d6c448eb956b740b7bfb5061&p=1>

If you have any questions, please contact:

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St. Johns River State College
Board of Trustees Self-Assessment

Part I

Indicate your level of agreement with each statement listed below using the following scale:

5 = Strongly Agree

4 = Agree

3 = Neutral

2 = Disagree

1 = Strongly Disagree

If you are unsure of your opinion, select the "Don't Know"

		Level of Agreement					
	Board Governance and Operation	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
1	The Board understands its roles and responsibilities as outlined in <i>Florida Statute</i> and the <i>Rules and Policies of the District Board of Trustees of St. Johns River State College</i>						
2	The Board operates as one unit						
3	The Board considers recommendations from the President and staff before adopting new rules and policies						
4	Meeting agenda items contain sufficient background information and recommendations for the Board to make an informed decision						
5	The Board's decisions are independent of partisan bias						
6	The Board demonstrates commitment to collaborative decision making through consistent attendance and active participation in meetings and workshops						
7	The Board understands its role in setting policy and by its actions demonstrates that it defers to the President and staff to administer and implement policy						

		Level of Agreement					
	Board-President Relationship	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
8	The Board effectively evaluates the President						
9	The Board clearly delegates the administration of SJR State to the President						
10	The Board and the President have a positive, cooperative relationship						

		Level of Agreement					
	College Mission/Strategic Goals	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
11	The Board is familiar with the educational programs that implement the mission of the College						
12	The Board is knowledgeable about the educational and workforce training needs in the College's service district.						
13	The Board regularly reviews the mission of the College						
14	The Board monitors the effectiveness of the College in fulfilling its stated mission by reviewing performance data aligned with strategic priorities and outcomes						

		Level of Agreement					
	Fiscal Oversight/Institutional Performance	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
15	The Board is adequately informed of and understands the fiscal condition of the College						
16	The Board is appropriately involved in, and understands the annual budget process						
17	Board members are informed about the results of internal and external audits in a timely manner						

		Level of Agreement					
	Board Education	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
18	New board members receive an orientation to the Board and to the College						
19	Board members understand and adhere to a code of ethics and avoid any perception of potential conflicts of interest						
20	Board members receive sufficient education and guidance on Florida's Government-in-the-Sunshine law						

Part II.

Provide your responses to the following questions.

1. What are the major accomplishments of the Board in the past year?
2. What operational strengths helped the Board reach these accomplishments?
3. What are areas in which the Board could improve?
4. As a trustee, I need more information (or have concerns) about:
5. As a trustee, I suggest the following to improve the operation of the Board



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EQUAL OPPORTUNITY/EQUAL ACCESS COLLEGE

MEMORANDUM

DATE: January 14, 2025

TO: District Board of Trustees
St. Johns River State College

FROM: President Joe H. Pickens, J.D.

SUBJECT: Request to Cancel Board of Trustees Meeting in March

This requests approval to cancel the Board of Trustees Meeting scheduled on Wednesday, March 12, 2025. Since the Legislative Session is being held March through May, we do not need to have a Board meeting in March.

Thank you for your consideration of this request.