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- The web page or address where the problem occurred
- What occurred or what you were unable to do
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**Lake-Sumter State College
DISTRICT BOARD OF TRUSTEES
Wednesday, November 28, 2018
South Lake Campus**

4:00 p.m.—SACSCOC Reaffirmation Workshop

5:00 p.m.—BOARD MEETING

- I. **CALL TO ORDER**.....Mr. Wahl
- II. **PLEDGE OF ALLEGIANCE and MOMENT OF SILENCE**
- III. **PUBLIC COMMENT**
(If you wish to make a Public Comment at this meeting, at least 15 minutes before
the start of the meeting, please see Recording Secretary for a Speaker's Card.)

PRESENTATIONSMr. Wahl/Dr. Sidor
Athletics Department..... Mike Matulia
AFC Professor of the Year..... Dr. Wymer
TRIO Program Nicole Duslak
Lakehawk Service Day Dr. Sidor

CONSENT CONSIDERATIONS (Tab A).....Mr. Wahl/Dr. Sidor

ACTIONS and ACKNOWLEDGEMENTS

362 Action: Minutes of October 17, 2018 Board Meeting
363 Action: Minutes of October 30, 2018, Facilities Committee Meeting
364 Action: Minutes of November 5, 2018, Strategic Planning Committee Meeting
365 Action: Human Resources Transactions
366 Action: Curriculum Revisions
367 Action: Monthly Fiscal Report for October 2018
368 Action: Facilities Report October 2018
369 Action: Purchases Over \$25,000

INFORMATION PRESENTATION ITEMS (Tab B)

370 Information: Appointments of 2018-2019 Lake-Sumter State College Academic and
Community Advisory Committees Dr. Wymer
371 Information: Foundation Budget & Financials Dr. Bigard/Dr. Byrd

SCHEDULED INFORMATION REPORTS (Tab C)

372 President's Update..... Dr. Sidor
 - Meetings/Activities/Misc.
 - Legislative Update
 - Vice Presidents Report
373 Committee Reports.....Mr. Wahl
 - Executive Committee
 - Foundation Liaison- E. Lee
 - Facilities Committee
 - Strategic Planning Committee
374 Board Attorney's ReportMrs. Geraci-Carver

NEW BUSINESS (Tab D).....Mr. Wahl/Dr. Sidor

375 Action: Approval of Foundation Board Members/Officers Dr. Byrd

378 Action: Presidents Evaluation.....Mr. Wahl/Dr. Sidor

OTHER CONSIDERATIONS.....Mr. Wahl/Dr. Sidor
As Needed by Chairman/President

ADJOURNMENT.....Mr. Wahl

NOTES:

HOLIDAY LUNCHEON Friday, Nov. 30, 2018 (Leesburg, Gym)
10:30 a.m. - 1:30 p.m.

COMMENCEMENT: **Saturday**, Dec. 8, 2018 (Leesburg, Gym)
1 p.m.

NEXT BOARD MEETING: Wed., January 16, 2019 (Leesburg, 210)
5:00 p.m.

TRUSTEES LEGISLATIVE CONFERENCE **Wed., March 13-14, 2019 (Tallahassee)**



Lake Sumter
State College

OFFICE OF THE PRESIDENT

Present to the Board: November 28, 2018

TO: Lake-Sumter State College
District Board of Trustees

FROM: Stanley M. Sidor
President

RE: 362 – Minutes of October 17, 2018 Board Meeting & Workshop

OVERVIEW:

Attached are the minutes of October 17, 2018 regular board meeting and workshop.

ANALYSIS:

The minutes are for the board's approval.

RECOMMENDATION:

It is recommended that the Board approve this item as written.

**DISTRICT BOARD OF TRUSTEES
LAKE-SUMTER STATE COLLEGE**

Leesburg, Sumterville, Clermont

October 17, 2018

The regular meeting of the District Board of Trustees, Lake-Sumter State College, was called to order at 5:10 p.m. on September 19, 2018 in Student Services Building, Room 210 at the Sumter Center, by Mr. Peter Wahl, Board Chairman. In attendance was Mr. Bryn Blaise, Marcia Butler, Mr. Bret Jones, Ms. Emily Lee, Jennifer Hill, Jennifer Hooten, and Mr. Tim Morris.

Mr. Wahl welcomed those in attendance and invited them to join in the Pledge of Allegiance followed by a moment of silence.

Mr. Wahl reported changes to the agenda being Item #355 and the TRIO presentation will be postponed till November.

CONSENT CONSIDERATIONS- ACTIONS and ACKNOWLEDGEMENTS (Tab A)

Mr. Jones moved and Mrs. Butler seconded the motion to approve as presented agenda items number 345 through 361 as follows:

Minutes of September 19, 2018 Regular Board Meeting & Workshop **2018-345**

The motion was passed with the following vote: Voting “yea” – Blaise, Butler, Hill, Hooten, Jones, Lee, Morris, and Wahl.

Human Resources Transactions **2018-346**

Appointments of:

Andrew Dail	(effective date 10/08/2018)
Kelly Duke	(effective date 09/17/2018)
Edith Vincent	(effective date 09/24/2018)
Joan Thurman	(effective date 09/12/2018)
Scott Perry	(effective date 10/01/2018)

Resignation of:

Danielle Orlovic	(effective date 09/29/2018)
Khoy Stoutt	(effective date 09/24/2018)
Rebecca McPherson	(effective date 08/23/2018)

Separation of:

Sixto Castillo	(effective date 09/28/2018)
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The motion was passed with the following vote: Voting “yea” – Blaise, Butler, Hill, Hooten, Jones, Lee, Morris, and Wahl.

Purchases Over \$25,000 **2018-347**

The motion was passed with the following vote: Voting “yea” – Blaise, Butler, Hill, Hooten, Jones, Lee, Morris, and Wahl.

Facilities Update

2018-348

The motion was passed with the following vote: Voting “yea” – Blaise, Butler, Hill, Hooten, Jones, Lee, Morris, and Wahl.

Monthly Fiscal Report for September 2018

2018-349

The motion was passed with the following vote: Voting “yea” – Blaise, Blankenship, Hill, Jones, Lee, Morris, and Wahl.

Curriculum Revisions

2018-350

The motion was passed with the following vote: Voting “yea” – Blaise, Blankenship, Hill, Jones, Lee, Morris, and Wahl.

SCHEDULED INFORMATION REPORTS (Tab B)

President’s Update

2018-351

Dr. Sidor reported that he has been meeting with candidates of the proposed legislative delegation discussing the needs of the college and will continue to do so.

The statewide Council of Presidents (COP) Agenda 2019 Legislative Budget Request will be \$292.2 million. After discussion, it is looking like it may land closer to \$100 million. The breakdown is \$60 million for performance funding, \$10 million for Industry Certification, and \$30 million which essentially is the restoration funds we lost a year ago. He will continue to give reports as he receives details.

There are discussions about dual enrollment some of the state superintendents are pushing back at paying for DE due to cost and textbooks. This is a concern because there is no other funding option for it. He will serve on a committee to look at alternative funding streams for dual enrollment. Occupational and Vocation Education will be a really loud voice in the Legislature this year and probably the next 4-6 years as long as the economy keeps moving along.

He is continuing to work with local pastors in the area to create a pilot of three to four churches to possibly provide services in their space. We are working with some industry partners to see where to go. Dr. Sidor has been in communication with Leesburg Regional and Waterman/Advent Health about possible internships/partnerships for the Health Science Collegiate Academy.

He is also working with Terry Yoder with T&D Concrete on a partnership to provide a program for construction management and other programs.

He is moving forward with outcomes of the Healthcare CEO Summit regarding Dementia Care/Alzheimer’s Certification. We will start with patient care technician, because of the handling protocols. We are working with Seminole State and other industry partners to get this

program developed. We are working on a common application of clinical appointments for students.

Dr. Sidor will be presenting the COP legislative request at the State Board of Education meeting in Crystal River on October 25.

He announced that on Friday, October 19, the entire college will be participating in college wide volunteer efforts. Each employee signed up to work at local agencies throughout Lake and Sumter County.

Claire Brady

Dr. Brady reported on enrollment and student affairs. There is a full report located in each packet.

Spring Enrollment Update

We have turned our efforts to spring recruiting efforts. Between our Admissions, Financial Aid, and Trio grants, our staff have been highly visible in all Sumter & Lake county schools, sponsoring tents at National Night Out events and hosting larger scale recruiting events on campus. Last week, we hosted 50+ Colleges and Universities for the 2018 College Fair geared toward local high school students. On that same day, we also hosted a Transfer Fair and a Majors Fair for LSSC students.

2017 Student Satisfaction Survey Update

In April 2017, we conducted the Ruffalo Noel Levitz Student Satisfaction Inventory (SSI). The SSI measures student satisfaction and priorities, showing how satisfied students are with various aspects of the College and what issues are most important to them. We first conducted the SSI in 2015 and then again in 2017.

We identified four areas of focus for improvement based on the 2017 SSI results: Financial Aid processes (Champion: Dr. Bigard), Safety/Emergency Training (Champions: Dr. Bigard & Dr. Brady), Awareness of College Services (Champion: Dr. Brady), and monitor progress & re-administer SSI in 2019 (Champion: Dr. Sidor). Resource investments made in Financial Aid staffing and automation, ALICE training, LSSC Alert, SAFELSSC, the new website currently in development, the shift to Canvas, and the continued enhancements to the Starfish Retention platform have all positively contributed to improving in these four areas. We plan to administer the 2019 SSI this spring and will report our findings to you next summer.

Upward Bound & Educational Talent Search Programs receive supplemental funding

The Upward Bound program recently received a supplement of \$39,840 for STEM efforts. This will increase will allow them to pilot a tutoring program (Beyond the Bell), initiate a robotics program, and increase the number of students who travel to the STEM college tour. This brings their annual award to ~\$328,000. Educational Talent Search also recently received a supplement of \$12,800. This increase will allow them to serve 26 more students and expand their tutoring program. This brings their annual award to ~\$314,000. Nicole Duslak, the Director of Educational Outreach Programs is also providing a presentation at this month's meeting.

Doug Wymer

Last month Dr. Wymer reported about our partnership with Leesburg Elementary School's grant-funded Golden Eagles After-School Program. This partnership has continued and Amber Karlins, Instructor of English, conducted a writing and drama session, teaching the students about the core elements of successful storytelling. She worked with the students as each of the two groups created a storybook. The end result was two gripping stories including "Cupcake the Meri-Corn" and "The Unicorn, the Mermaid, and the Wolf". After the day's events, Amber edited the stories and forwarded them to Jacklyn Pierce, Assistant Professor of English, who has a hobby as an illustrator. Jackie brought the stories to life with colorful pictures. Two copies of both books have been printed in hardcover and include a photo of the authors on the back. One copy of each book will be presented to Leesburg Elementary by Amber and Jackie with the other copy heading to the LSSC library.

The quality enhancement plan is a critical part of our upcoming 2021 SACSCOC reaffirmation and represents a College-wide initiative to identify a significant issue that focuses on improving specific student learning outcomes and/or student success. The list of topics has been narrowed down to two and includes information literacy and community engagement. Both are worthy topics and both have champions among the faculty and staff. Teams are preparing a proposal for each topic that includes specific activities, outcomes, and methods of assessment. These proposals are due on November 7 with a final topic to be identified by late November.

The LSSC Children's Theater Program is currently offering Alice in Wonderland with performances Friday at 7 pm and Saturday at 10 am. He has fliers if anybody needs to get tickets.

Heather Bigard

Dr. Bigard updated the group on things she has been doing since the last board meeting.

- Attended the Council of Business Affairs meeting in Key West, FL
- Completed the Key Performance Indicator (KPI) Professional Certification Program with the Balanced Scorecard Institute
- Held mass-casualty exercise in partnership with the Lake County Sheriff's Office and local law enforcement on October 5, 2018.
- Provided letter of support for a Lake Tourism Grant application for PFX Athletics to replace the scoreboard that was damaged by hurricane Irma.

Dr. Bigard reported on the Full Scale exercise and noted it was successful. There will be similar exercises on the South Lake Campus and the Sumter Center. She also reported on the text alert system for the college and reported that each board member will receive a link in order to receive the alerts.

She reviewed highlights from each area in her division with a detailed report located in each packet.

Committee Reports **Executive Committee**

2018-352

Pete Wahl reported that the Executive Committee met and discussed items on the agenda.

Foundation Liaison

The spring scholarship application opened October 1 and will close October 31. Please share with those you know who may be interested in applying.

The Annual Athletics Golf Classic Tournament was held on September 21, 2018, at the Harbor Hills Country Club and raised \$50,152. We are truly grateful for your participation and support!

Please remember the Distinguished Alumni and Hall of Fame Celebration is set for tomorrow night at 6pm at the Mission Inn Resort.

The Performing Arts Series kicked off this past weekend with almost a full house for all three performances of the Mickey Finn Show. The next performance is the Atlantic City Boys on November 3rd and 4th. Tickets are still available.

The LSSC Foundation Board approved \$25,000 for faculty and staff project grants, with a maximum of \$2,500 per project. The deadline to apply was October 15. Nineteen applications were received. A project committee from the LSSC Foundation Board will review the applications for awards.

The LSSC Foundation Monster Dash race is scheduled for October 27, 2018 at 8:00am on the Leesburg Campus. Please consider signing up to walk or run or be a sponsor!

Please plan to join the President and the Foundation Board for dinner and a show, to celebrate the holidays on November 30th. The performance will be Nutcracker in a nutshell. Please rsvp.

The LSSC Foundation Annual Campaign kicked off internally on October 11. It will kick-off for the community beginning at the Annual Board Meeting in January 2019. Please support the Annual Campaign with your gift. The goal is to have 100% of all Board of Trustees, Foundation Board Directors and employees. We truly appreciate all you do for our College and our students.

Board Attorney's Report

2018-353

Ms. Carver's reported that the OCR complain recently reported remains pending. The same student filed a second complaint with OCR in March 2018; however the college was only notified in September 2018. The new complaint alleges that the college failed to provide appropriate auxiliary aids and services needed because of the student's disability, and that college staff retaliated against the student for filing the complaint. She will continue to develop the board with updates.

NEW BUSINESS (Tab C)

Reserves Request (Air Handler Sumter Center)

2018-354

Mr. Wahl reported that the air handler in the Sumter Building #4, Clark Maxwell Library has failed and requires full replacement. A new 30-ton air handler is estimated at \$50,000, plus an additional \$5,000 for the portable rentals.

Tim Morris made a motion to approve a transfer from board reserves to cover the cost and installation of the new air handler and temporary cooling units. Bret Jones seconded and motion carried.

The motion was passed with the following vote: Voting “yea” – Blaise, Butler, Hill, Hooten, Jones, Lee, Morris and Wahl.

Textbook Affordability Report

2018-356

Thom Kieft reported that each year we are required to complete a textbook affordability report. The report has to be submitted 45 days prior to the end of the semester. There is a committee that meets regularly and researched ways for that textbooks can become more affordable for our students.

A motion was made by Bret Jones and seconded by Emily Lee to approve the Report.

The motion was passed with the following vote: Voting “yea” – Blaise, Butler, Hill, Hooten, Jones, Lee, Morris and Wahl.

Legislative Budget Request

2018-357

Dr. Sidor discussed the colleges Legislative Budget request for 2019. He thinks we need to focus on facilities, security/campus safety, and joint request with Lake Tech to redo our digital media and technology programs.

A motion was made by Bryn Blaise and seconded by Marcia Butler to approve the 2019 Legislative Budget Request and the motion carried.

The motion was passed with the following vote: Voting “yea” – Blaise, Butler, Hill, Hooten, Jones, Lee, Morris and Wahl.

Trustee Board Committee Assignments

2018-358

Pete Wahl announced that there has been a change in the committee assignments. He would like to move Tim Morris from the Foundation to the Facilities Committee.

Mr. Wahl reviewed the committee selection as follows:

Strategic Planning: Bret Jones, Chair, Scott Blankenship, and Marcia Butler

Foundation Liaison: Emily Lee

Sumter Partnership: Marcia Butler, Chair, Kelly Rice, and Bryn Blaise

Facilities: Jennifer Hill, Chair, Bryn Blaise, Tim Morris, and Bret Jones

A motion was made by Bret Jones to remove Tim Morris from the Foundation to the Facilities committee and seconded by Jennifer Hill and motion carried.

The motion was passed with the following vote: Voting “yea” – Blaise, Butler, Hill, Hooten, Jones, Lee, Morris and Wahl.

INFORMATION ITEMS (Tab D)

Bachelors in Secondary Education**2018-359**

Dr. Wymer reported on the potential new program focusing on STEM. There is a critical shortage of secondary education teachers. This program includes the formation of the (FLITE model) Florida Institute of Teacher Excellence which will work with students in our service area while they are in school focusing on teaching, student development, and strategies for success in the classroom. The idea is to produce these students who are equipped, prepared, and ready to go in the field of teaching more so than a traditional education program.

Mr. Wahl asked how long before we can get approval for the program? Dr. Wymer replied that once we are given the go ahead to continue the exploration then we will go into the Apprise system, which is the first step of getting a new bachelors program approved and from there it takes approximately 18-24 months. Tim Morris asked about startup cost and cost to carry the program. Dr. Wymer announced that once we start exploring the opportunity and the committee meets for the first time he will update the board with costs and the approval process.

The board agreed for the exploratory committee to get started with the exploration of the BSE program.

Bachelors in Science in Nursing**2018-360**

Dr. Wymer reported that we have accepted the first cohort of 36 students into the program generating 7.4 FTE for the fall semester. We predicted 12 FTE for the entire academic year. We are on track to exceed the initial projection. We had a change in the GPA entry requirement into the program from 3.0 to 2.5, we are in line with our partners in the consortium. With this change we are looking at an additional 18 students fully admitted into the program with 10 more pending.

Presidents Evaluation**2018-361**

Pete Wahl reported that each year the Board of Trustees are asked to complete an evaluation based on the performance of Dr. Sidor. He reported that in each packet is a sample of what the instrument will look like and it will be sent electronically and the results will be compiled by the board attorney. The results of the Presidents evaluation will be brought to the November board meeting for final approval.

OTHER CONSIDERATIONS**As Needed by Chairman/President**

- ✓ Chairman Wahl reviewed the events on the calendar. He announced that the next Board meeting will be on November 28, 2018 at 4 p.m. for a workshop and 5 p.m. for the regularly scheduled meeting at the South Lake Campus.

There being no further business, the meeting was adjourned at 6:25 p.m.

Respectfully submitted,

ATTEST:

Peter F. Wahl, Chairman

Stanley M. Sidor, Ed. D.
Secretary/College President

Recording Secretary: Claudia Morris



Lake Sumter
State College

OFFICE OF THE PRESIDENT

Present to the Board: November 28, 2018

TO: Lake-Sumter State College
District Board of Trustees

FROM: Stanley M. Sidor
President

RE: 363 – Minutes of October 30, 2018 Facilities Committee Meeting

OVERVIEW:

Attached are the minutes of October 23, 2018 Facilities Committee meeting.

ANALYSIS:

The minutes are for the board's approval.

RECOMMENDATION:

It is recommended that the Board approve this item as written.

**LAKE-SUMTER STATE COLLEGE
FACILITIES COMMITTEE MEETING**
Tuesday, October 30, 2018
3 p.m. – Presidents Office, Leesburg Campus

Present: Jennifer Hill, Bryn Blaise, and Bret Jones
Staff: Dr. Heather Bigard and Dr. Stanley Sidor

Topic	Discussion	Action / Next Steps
Welcome/Call to Order	Jennifer Hill welcomed everyone and called the meeting to order at 3 p.m.	
Meeting:		
Facilities Committee:	<p><u>Lake Hall Partnership Project</u> Dr. Sidor is still discussing a possible Lake Hall partnership project with The City of Leesburg and Beacon College with the total project cost approximately \$6m.</p> <p><u>Sumter Campus and Health Care Expansion</u> Dr. Sidor updated the group that Mrs. Farish-Hall has decided not to change her father's original intent for the use of the Sumter Center Property. Dr. Sidor sent a letter and placed a call to her accountant whom handles her affairs to see if we can work through her concerns.</p> <p>He had a conversation with Michael Pittman about a partnership to bring our health programs closer to the center of the healthcare provider's network in Sumter County. He has a follow up meeting scheduled with him to see how we can make it happen. He would like to position the Sumter Center as a trades and workforce campus, keep moving forward with our line worker, and relay tech programs.</p> <p><u>Advent Hospital</u> Dr. Sidor met with Abel Biri and discussed ways in which the college and Advent Hospital could enhance our partnerships.</p> <p>He is also speaking with LPMC about a potential simulation center partnership. Currently, this is only in a discussion phase.</p>	

	After a lengthy discussion, it was decided to schedule another Facilities meeting inviting Abel Biri to discuss opportunities.	
	Four Corners Dr. Sidor has been meeting with Pastor Jose Elias Gonzales and Commissioner Sean Parks to use the second floor of the Cagan Crossing Library to develop Lake-Sumter courses in the Four Corners Area.	
Adjourned	The meeting adjourned at 4:40 p.m.	
	Recording Secretary: Claudia Morris	

ATTEST:

Jennifer Hill, Chairman

Stanley M. Sidor, Ed. D.
Secretary/College President



Lake Sumter
State College

OFFICE OF THE PRESIDENT

Present to the Board: November 28, 2018

TO: Lake-Sumter State College
District Board of Trustees

FROM: Stanley M. Sidor
President

RE: 364 – Minutes of November 5, 2018 Strategic Planning Committee Meeting

OVERVIEW:

Attached are the minutes of November 5, 2018 Strategic Planning Committee meeting.

ANALYSIS:

The minutes are for the board's approval.

RECOMMENDATION:

It is recommended that the Board approve this item as written.

LAKE-SUMTER STATE COLLEGE
STRATEGIC PLANNING COMMITTEE MEETING
Monday, November 5, 2018
2:30 p.m. – President's Office, Leesburg Center

Present: Bret Jones and Marcia Butler Staff: Dr. Heather Bigard, Claudia Morris, and Dr. Stanley Sidor		
	Discussion	
Topic		Action / Next Steps
Welcome/Call to Order	Bret Jones, chair welcomed everyone and called the meeting to order at 9:35 a.m.	
Meeting:		
Strategic Plan	<p>Dr. Sidor explained that we have taken the mission statement that the Board developed at the May 2018 meeting and went to work over the summer starting with listening sessions work began within the college to discussing value statements and vision statements. It has now been extended further to strategic pillars and the work within the pillars to develop measurable outcomes.</p> <p>Dr. Heather Bigard explained that she attended the Balanced Scorecard Institute to learn how to facilitate the training and work through the framework for our strategic planning process. It is heavily focused on continuous improvement and making progress along a spectrum of time instead of a single project. It focuses measuring progress towards an end goal once a base line has been established. For the last month the pillars teams have been working to develop objectives to achieve our strategic result.</p> <p>Dr. Sidor discussed about how our new employee evaluation system overlays with the strategic plan objectives to create true performance measures. The process is electronic. Every employee in the college job will be related in some way to the strategic objectives.</p> <p>Dr. Bigard reviewed where we are currently in the process. She explained that we worked through the visioning process over the summer and identified a set of values that was most important to all faculty and staff. She went over the five strategic themes. We carried over the four that we had as they were still our main objectives, and added the fifth, which is, Workplace Environment & Culture. In addition, to the pillars, we developed strategic results, which is what we are trying to do as described in each pillar.</p> <p>She went over the SWOT analysis and the pillar objectives. She explained the pillar objectives and how each team came up with three broad themes and how they plan to reach the objective. The next step will be for Planning Council to meet and talk through all initiatives and objectives and begin the assignment</p>	

	process. Then they will assign to each department and individuals are assigned specific task, and that is what becomes a part of the evaluation process. Dr. Bigard will prepare an outline and timeline to include in the board packet for the November meeting. The committee agrees with the balance scorecard method and that we are on track for a vote by the full board in January.	
Adjourned	The meeting adjourned at 10:20 a.m.	
Submitted by: Claudia Morris		

ATTEST:

Bret Jones, Chair

Stanley M. Sidor, Ed. D.
Secretary/College President

Recording Secretary: Claudia Morris



OFFICE OF THE PRESIDENT

Present to the Board: November 28, 2018

TO: Lake-Sumter State College
District Board of Trustees

FROM: Dr. Stanley Sidor
President

RE: 365 – Human Resource Transactions

OVERVIEW

Human Resource personnel transactions including New Hires, Resignations, Retirements and Separations presented to the District Board of Trustees for approval.

ANALYSIS

Attached is a list of employee appointments, separations, retirements and resignations for this period.

RECOMMENDATION

Approve the current Human Resources Transactions as written.

FACULTY

APPOINTMENT

<u>Name</u>	<u>Position</u>	<u>Classification</u>	<u>Effective Date</u>
Brandon Smith	Non-Permanent Lecturer, Math	L5	01/02/19

SEPARATIONNone
 RESIGNATION.....None
 OTHER.....None

ADMINISTRATOR

APPOINTMENTNone
 SEPARATION.....None
 RESIGNATION.....None
 OTHER.....None

MANAGERIAL

APPOINTMENT

<u>Name</u>	<u>Position</u>	<u>Classification</u>	<u>Effective Date</u>
Judith Haars	Manager, Learning and Dev. Center	MA4	11/11/18

Resignation

<u>Name</u>	<u>Position</u>	<u>Classification</u>	<u>Effective Date</u>
William Ponko	Director Purchasing	MA8	11/14/18
Araina Muniz	Director Equity/Diversity/Title IX Coordinator	MA8	11/02/18
Jessica Bardt	Academic Advisor SL	MA4	11/01/18

Resignation

<u>Name</u>	<u>Position</u>	<u>Classification</u>	<u>Effective Date</u>
Andrea Brooks	Assistant Director Admissions	MA5	11/16/18

SEPARATION.....None

PROFESSIONAL ADMINISTRATIVE

APPOINTMENT

<u>Name</u>	<u>Position</u>	<u>Classification</u>	<u>Effective Date</u>
Gary Jones	Senior Staff Assistant Foundation	PA6	10/16/18
Judith Westbrook	Cashier	PA4	11/26/18

Resignation

<u>Name</u>	<u>Position</u>	<u>Classification</u>	<u>Effective Date</u>
Olga Betancourt	Program Specialist Financial Aid	PA5	10/10/18

Retirement

October 2018

<u>Name</u>	<u>Position</u>	<u>Classification</u>	<u>Effective Date</u>
Carol Henry	Staff Assistant to Dean Workforce Dev.	PA8	12/31/18
Mary Lunsford	Senior Staff Specialist SL	PA8	12/31/18

SEPARATION.....None
OTHER.....None

PROFESSIONAL CRAFTS-TRADES

APPOINTMENT.....None
SEPARATION.....None
RESIGNATION.....None
OTHER.....None

PROFESSIONAL TECHNICAL

APPOINTMENT.....None
RESIGNATION.....None
SEPARATION.....None
OTHER.....None



Lake Sumter
State College

OFFICE OF THE PRESIDENT

Present to the Board: November 28, 2018

TO: Lake-Sumter State College
District Board of Trustees

FROM: Stanley M. Sidor
President 

RE: 366 – Curriculum and Instruction Committee

OVERVIEW:

For the purpose of complete institutional review, curriculum changes are submitted monthly to the District Board of Trustees for approval.

ANALYSIS:

The attached curriculum changes are for credit course modifications, credit course deletions, credit program additions, and credit program deletions.

RECOMMENDATION:

It is recommended that the Board approve this item as written.



Curriculum and Instruction Committee Proposals

The following items have been approved by the Curriculum and Instruction committee:

- 17. CPM Management Technology
- 20. CCM AML 2020 American Literature from 1865 to Present
- 22. CCM ENL 2022 English Literature Since 18th Century
- 24. CCM LIT 2120 European Literature from 1650
- 25. CCD CCJ 2191 Human Behavior in Criminal Justice
- 26. CCD CCJ 2949 Internship for Criminal Justice
- 27. CCD CJE 1635 Death Investigation
- 28. CCD CTS 1831 Web Authoring I
- 29. CCD CTS 1832 Web Authoring II
- 30. CCD SCC 1000 Intro to Security

Committee Chairperson **Kristen Chancey**

Digitally signed by Kristen
Chancey
Date: 2018.10.17 13:21:04 -04'00'

Sign below to approve these proposals

Vice-President, Academic Affairs **Douglas A. Wymer**

Digitally signed by Douglas A. Wymer
DN: cn=Douglas A. Wymer, o=Lake-Sumter
State College, ou=Academic Affairs,
email=wymerd@lsscc.edu, c=US
Date: 2018.11.05 13:21:44 -05'00'

President

Digitally signed by Stanley Sidor
DN: cn=Stanley Sidor, o=Lake-Sumter State
College, ou=President,
email=msidor@lsscc.edu, c=US
Date: 2018.11.05 13:27:57 -05'00'

Curriculum and Instruction Committee

Credit Program Modification Rationale

Management Technology

This change modifies the degree name from Industrial Management Technology to Management Technology. The change was suggested as a less confusing and more marketable program title for our students. Also, CTS 2142 (Project Management Concepts) was added to the program electives, as the option for project management skills was determined to be valuable to the degree. MAT 1100 (Intermediate Math for Liberal Arts) was added to the program electives to ensure financial aid will cover it for the program.

Key for Curriculum and Instruction Committee Proposals:

CCA – Credit Course Addition

CCD – Credit Course Deletion

CCM – Credit Course Modification

CPA – Credit Program Addition

CPD – Credit Program Deletion

CPM – Credit Program Modification



OFFICE OF THE PRESIDENT

Present to the Board: November 28, 2018

TO: Lake-Sumter State College
District Board of Trustees

FROM: Dr. Stanley Sidor
President

RE: 367 – Monthly Fiscal Report October 2018

OVERVIEW

Each month a report is provided to the District Board of Trustees accounting for the activity in the major operating fund (Fund 1) of the College. This report is prepared by the offices of the Vice President of Administrative and Financial Services and the Controller, and is intended to keep the Board apprised of the financial condition of budget and the operating funds of the College. On a quarterly basis, a budget report for funds 2, 3 and 7 are also provided.

STATUS

The General Operating Budget Fund 1 Report, Balance Sheet, and Budget Reports for Funds 2, 3 and 7 are attached to this agenda item.

RECOMMENDATION

Accept the October 31, 2018 monthly fiscal reports.

Lake-Sumter State College
Statement of Net Assets
As of September 30 2018

ASSETS

Current assets:

Cash and Cash Equivalents	7,952,463
Accounts Receivable, Net	1,997,934
Due from Other Governmental Agencies	677,814
Due from Component Unit	81,071
Prepaid Expenses	8,791

Total Current assets **10,718,073**

Noncurrent assets:

Capital Assets, Net	60,466,139
Nondepreciable Capital Assets	6,516,993
Other Noncurrent Assets	2,397
Deferred Outflows - Pension FRS	4,985,833
Deferred Outflows - Pension HIS	1,013,732

Total Noncurrent assets **72,985,094**

Total ASSETS **83,703,167**

LIABILITIES

Current liabilities:

Accounts Payable	218,153
Salary and Payroll Taxes Payable	1,144,022
Due to Other Governmental Agencies	425
Deposits Held of Others	(918,283)
Compensated Absences Payable	215,879

Total Current liabilities **660,197**

Noncurrent liabilities:

Bonds Payable	12,000
Loans Payable	32,203
Compensated Absences Payable	1,227,245
FRS Net Pension Liability	8,265,408
HIS Pension Liability	4,053,685
Postemployment Benefits Payable	836,250
Deferred Inflows - Pension FRS	398,969
Deferred Inflows - Pension HIS	504,458

Total Noncurrent liabilities **15,330,218**

Total LIABILITIES **15,990,415**

Fund Balance

Fund Balance:

Invested in Capital Assets	66,971,132
Expendable - Grants and Contracts	102,203
Unrestricted	639,417

Total Fund Balance **67,712,752**

Total LIABILITIES AND FUND BALANCE **83,703,167**

LAKE-SUMTER STATE COLLEGE
FISCAL STATUS REPORT-FUND 1
GENERAL CURRENT FUND
7/1/18 TO 10/31/18

	FY 2017-18		FY 2018-2019			
	Annual Budget	YTD Actual 10/31/2017	Annual Budget	YTD Actual 10/31/2018	Percent of Budget Earned	Projected 6/30/19
REVENUES & BUDGETED FUND BALANCE						
Student Fees						
Fall						
Tuition	\$ 2,670,319	\$ 2,843,696	\$ 2,788,927	\$ 2,872,317	103%	\$ 2,872,317
Technology Fees	137,105	142,169	161,613	143,624	89%	143,624
Distance Learning	136,400	143,776	165,035	169,785	103%	169,785
Dual Enrollment	255,500	266,938	265,910	247,611	93%	247,611
HSCA Dual Enrollment	161,700		338,368	425,940	126%	338,368
Lab Fees	67,953	60,440	66,420	51,311		51,771
Spring						
Tuition	\$ 2,670,319	\$ 64,630	\$ 2,424,793	\$ 35,693	1%	\$ 2,424,793
Technology Fees	137,105	3,232	138,700	1,785	1%	138,700
Distance Learning	136,400	4,320	160,343	5,040	3%	160,343
Dual Enrollment	255,500	-	299,853	-	0%	299,853
HSCA Dual Enrollment	161,700		338,368	-	0%	338,368
Lab Fees	67,953	1,138	35,763	897	3%	35,763
Summer						
Tuition	\$ 728,269	\$ -	\$ 925,680	\$ -	0%	\$ 925,680
Technology Fees	37,392	-	36,308	-	0%	36,308
Distance Learning	37,200	-	79,933	-	0%	79,933
Dual Enrollment	-	-	-	-	0%	-
HSCA Dual Enrollment	-	-	-	-	0%	-
Lab Fees	18,532	-	5,083	-		5,083
Miscellaneous Fees	139,390	58,046	121,827	34,375	28%	121,827
Continuing Education	418,025	34,945	478,414	24,218	5%	478,414
Total Student Tuition and Fees	\$ 8,236,762	\$ 3,623,328	\$ 8,831,338	\$ 4,012,597	45%	\$ 8,868,542
State CCPF Support	\$ 10,853,152	\$ 3,617,717	\$ 10,730,454	\$ 3,576,808	33%	\$ 10,730,454
State Performance Funding	\$ 691,564	\$ 237,756	\$ 713,266	\$ 239,602	34%	\$ 713,266
State Lottery	2,727,807	-	3,212,033	-	0%	3,212,033
Miscellaneous State Support	165,836	-	219,836	-	0%	219,836
Federal Support Indirect Cost	80,000	20,045	80,000	13,896	17%	80,000
Foundation Support	191,314	(9,750)	425,633	2,142	1%	425,633
Contracts	84,576		87,800	30,382		87,800
Miscellaneous Revenue	121,976	(44,701)	121,977	2,659	2%	121,977
Total Revenues	\$ 23,152,987	\$ 7,444,395	\$ 24,422,337	\$ 7,878,085	32%	\$ 24,459,541
Transfers In	563,472	-	606,797	-	0%	606,797
Board Reserves-HSCA	184,485	-	-	-		
Total Revenues and Transfers In	\$ 23,900,944	\$ 7,444,395	\$ 25,029,134	\$ 7,878,085	31%	\$ 25,066,338
EXPENDITURES						
Personnel Expenditures						
Salaries and Wages	14,119,119.50	3,259,075.80	14,041,337.00	3,807,200	27%	14,403,416
Benefits	4,741,303	1,012,378	4,934,606	1,359,768	28%	5,002,081
Current Operating Expenditures	5,040,521	1,854,766	5,455,129	1,654,544	30%	5,455,129
Capital Outlay Expenditures	0	2,168	0	6,042	0%	\$0
Contingency			397,494		0%	\$0
Total Expenditures	\$23,900,944	\$6,128,388	\$24,828,566	\$6,827,554	27%	\$ 24,860,626
Transfer to Fund 7						
Excess of Revenues over (Expenditures)	\$1	\$1,316,008	\$200,568	\$1,050,531		\$ 205,712



Lake Sumter
State College

Division of Business Affairs

MEMORANDUM

To: Dr. Sidor, President
District Board of Trustees

From: Dr. Bigard, Vice President of Administration and Financial Services
Diana Billingham, Controller

Date: November 28, 2018

Re: Monthly Fiscal Report – YTD October 2018

Each month a fiscal report is prepared to appraise your office and the District Board of Trustees on the status of the College budget. The MONTHLY FISCAL STATUS REPORT of the General Operating Fund (Fund1) provides a comparative summary of budget-to-actual revenues and expenses for the current period.

In addition to the Fund 1 Operating Budget report, provided on a monthly basis, this month includes the current balance sheet.

We are currently four months into our fiscal year or 33% completed.

REVENUES

Total revenue booked to date is \$7,878,085, or 31% of the total budget of \$25,029,134.

- The tuition and fee revenue budget for fall is \$3,786,273. Actual revenue booked through 10/31/2018 was \$4,012,597. Registration for the Spring term has begun.
- State support revenue is received throughout the fiscal year in installments. We have received a total of \$3,816,410 in General Revenue and Performance Funding. Lottery funds will be disbursed beginning February 2019.
- Other Income and Other Support totals \$49,078 or 6.9% of budget. The majority of this category is support from Foundation activities and commitments.

EXPENSES

Total expenses encumbered to-date is \$6,827,554 or 27% of the total budget of \$24,828,566.

- Salaries and benefits represent \$ 5,166,968 or 21% of budget.
- Currently, department operating and capital expenses represent \$1,295,709 or 28% of budget.

Attachment: Monthly Fiscal Report, Balance Sheet



OFFICE OF THE PRESIDENT

Present to the Board: November 28, 2018

TO: Lake-Sumter State College
District Board of Trustees

FROM: Dr. Stanley Sidor
President

RE: 368-Facilities Report

OVERVIEW

The Facilities Department prepares a monthly report on the status of capital projects and major repairs.

ANALYSIS

A report on the status on facility projects is attached.

RECOMMENDATION

Approve the current facilities project report.

Facilities Report

November 2018

<u>PROJECT</u>	<u>BUDGET</u>	<u>FUNDING</u>	<u>STATUS</u>	<u>COMMENTS</u>
Infrastructure Project Phase II (Leesburg)	\$600,000	PECO	Permitting & Bid Preparations	Progress to date: Continuation of Phase I of the replacement of domestic and waste water piping around the campus. Project will commence at point where it ended in Phase I and continue around the campus back to the William Johnson building. Domestic supply water lines will be set in place, as well as sewage waste lines. Six new backflow preventors will be installed as part of the project. Conduit for future fiber optic installation will be installed. All concrete and parking lot patching is included in project. At this time Springstead Engineering is in permitting phase with City of Leesburg and the FDEP. Preparations are being made to start bid process. November 7, 2018.
Exterior Lighting and LED Lighting Upgrades (All campuses)	\$40,000	LOCAL	In Progress	Progress to date: Concerns from the Student Government over the safety of the Clermont and Leesburg campus exterior lighting resulted in a lighting assessment conducted to address safety concerns. Additional lighting to be added in areas where no lighting exists. Modifications to existing lighting are included in assessment to expand footprint of current fixtures. All new and modified lights will be LED. Work will be completed by Facility in-house staff. All new renovation spaces will receive upgraded LED lighting where feasible. Gymnasium high bay lighting was completed in this project.
Signs and Branding (All campuses)	\$65,000	LOCAL	Production	Progress to date: Laurentano Sign Group of Orlando to start on the Leesburg Campus installing newly designed Wayfinding Signs. Signs are in production phase. Project will be completed by December 1, 2018. Second phase of project includes refresh and possible redesign of monument signs at the Leesburg and South Lake campuses.
Athletic Coaches and Trainers Room Renovations	\$82,000	CODS	Final Stages of Completion	Progress to date: Remodel offices in Convocation Center to accommodate the need for private coaches' offices. Replace existing HVAC system in trainer's office that has been in need of repair for multiple years. Included in project is replacement of exterior doors facing ball field that are the original doors of the facility. Doors have been modified to allow equipment to enter building for commencement and other events. Final stages are in progress. Project is in final stages of completing floor work in training spaces. Completion set for December 1, 2018.
ADA Civil Rights Survey (All campuses)	\$5,000	LOCAL	Planning	Progress to date: Continuing to correct the findings of the Office of Civil Rights survey on the Leesburg campus. South Lake and Sumter campuses are complete. The corrections include items such as restroom fixtures, signage and building access. The project is 95% complete.

SSB Second Floor HVAC Replacement (Leesburg)	\$300,000	PECO	Planning	<p>Progress to date: System is over 30 years old and is pass its current life span. Building renovations have required additional devices be installed, modifications to ventilation, as well as building automation controls changes. Scope of work is being reviewed. Invitation to bid are being created to be distributed to local mechanical contractors.</p>
Grounds Beautification	\$150,000	LOCAL	In Progress	<p>Progress to date: Many areas of the campuses have been improved and work still continues in this area. Survey of Leesburg campus trees was conducted by a local ISA certified arborist; Certified Tree Specialist from Umatilla. Project includes removal of highly unsafe trees and tree limbs. Five phase of the project have been completed. Working on final two phases of the project which includes parking lot areas and Disc Golf area clean up, due to be completed by November 30, 2018. New grounds management company have improved appearance at the Sumter and South Lake Campuses by installing mulch in highly visible areas of the entrances and around the facilities. Irrigation improvements are in progress on the Leesburg campus. Irrigation on the Sumter Campus is being worked on. The irrigation system at the South Lake campus is fully functional.</p>



Lake Sumter
State College

OFFICE OF THE PRESIDENT

Present to the Board: 11/28/2018

TO: Lake-Sumter State College
District Board of Trustees

FROM: Stanley M. Sidor
President

RE: 369 – Purchases Over \$25,000

OVERVIEW:

Each month a report is provided to the Board of Trustees accounting for any purchases that have been approved by the President which fall between \$25,000 and \$150,000. This report is prepared by the Office of the Vice President of Finance and Administration and is intended to keep the Board apprised of these purchases which fall under the authority of the President to be approved.

ANALYSIS:

The purchases between \$25,000 - \$150,000 threshold for the period of October 1st, 2018 through October 31st, 2018 are attached.

RECOMMENDATION:

It is recommended that the Board acknowledge or accept this item as written.

Institutional Purchases over \$25,000 for October 2018

Vendor: Hobson's, Inc.
Item Description: Renewal of the Starfish Legacy Platform for the period of 10/8/18 – 10/7/19.
Amount: \$40,000.00
Purchase Order #: P1900176
Vendor Code: X00106473

Vendor: Iceberg Air Conditioning & Heating
Item Description: Installation of HVAC units on the Leesburg Campus, Lake Hall
Amount: \$25,925.00
Purchase Order #: P1900171
Vendor Code: X00121687

Vendor: Iceberg Air Conditioning & Heating
Item Description: Installation of HVAC units on the Sumter Campus, Building 4
Amount: \$25,925.00
Purchase Order #: P1900173
Vendor Code: X00121687

Vendor: Innovative Collaboration, Inc.
Item Description: Audio/Visual refresh for various classrooms located in Bldg. 1, Bldg. 2 and the Health Science Building on the South Lake Campus and inside of Lake Hall, room 129, on the Leesburg Campus.
Amount: \$117,105.33
Purchase Order #: P1900199
Vendor Code: X00122398



Lake Sumter
State College

OFFICE OF THE PRESIDENT

Present to the Board: November 28, 2018

TO: Lake-Sumter State College
District Board of Trustees

FROM: Stanley M. Sidor
President

RE: 370 – 2018-2019 Lake-Sumter State College Academic & Community
Advisory Committees

OVERVIEW:

Academic and Advisory Committees are appointed annually by the Board on the recommendations of the Program Administrator and the President. These committees meet once during the fall and spring semesters to discuss program requirements and enrollment and to make recommendations to the program administrator. These recommendations are then shared with the administration and implemented where they are deemed feasible.

ANALYSIS:

Attached are the membership lists of the Academic Advisory Committees: Business Administration, Computer Information Technology, Criminal Justice Technology, Electrical Distribution Technology, Engineering Technologies Substation / Relay Tech, Health Information Technology, Nursing, Organizational Management (Bachelor of Applied Science).

RECOMMENDATION:

It is recommended that the Board approve this item as written.



Lake Sumter
State College

Lake-Sumter State College Business Administration Advisory Committee

Name of Committee: Business Administration
Committee Chair: David McCormick, Adjunct Assoc. Professor
University of Maryland University College
College Liaison: Mary Heikkinen, Program Manager, Business Administration
Academic Year: 2018-2019

Name and Email address	Term Expires (3-yr terms)	Title, Name of Institution and Mailing Address	Telephone No.
Jennifer Chandler (ChandlJe@LSSC.EDU)	June 2020 (2 nd Term)	Business Teacher The Villages High School	(352) 787-3747
Jack Clark jackclarkcce@gmail.com	June 2021 (2 nd Term)	Credit Group Administrator NACM-South Atlantic 6290 Edgewater Drive Orlando, Florida 32810	(407) 257-5388
Joseph Elias joseph.elias@scorevolunteer.org	June 2021 (2 nd Term)	Chairman SCORE Association 11962 CR 101, Suite 302, #259 The Villages, FL 32162	(813) 951-0205
Anton Goddard agoddard@nacmsouthatlantic.com	June 2021 (2 nd Term)	President NACM-South Atlantic 6290 Edgewater Drive Orlando, Florida 32810	(407) 298-7491 x 113
Mary Heikkinen heikkinm@lssc.edu		Program Manager, Business Administration Lake-Sumter State College 9501 US Hwy 441 Leesburg, FL 34788	(352) 323-3626
David McCormick dfm1697@comcast.net	June 2021 (2 nd Term)	Adjunct Assoc. Professor University of Maryland 1697 Abernathy Place The Villages, FL 32162	(352) 633-1775

Lake-Sumter State College
Business Administration Advisory Committee
Page 2

Name and Email address	Term Expires (3-yr terms)	Title, Name of Institution and Mailing Address	Telephone No.
Sonya Rosenglick rosenglicks@lake.k12.fl.us	June 2021 (2 nd Term)	Career & Technology Specialist Lake Technical Center 2001 Kurt Street Eustis, FL 32726	(352) 589-2250 x1855
DeAnna Thomas ThomasD@lake.k12.fl.us	June 2021	Assistant Director Lake Technical College 2001 Kurt Street Eustis, FL 32726	(352) 589-2250 x1813
Debbe Timler d.timler@fasttrackse.com	June 2021 (2 nd Term)	Branch Manager Fast Track Staffing, Inc. 311 N Main Street Wildwood, FL 34785	(352) 748-0045

LSSC Representation:

Dr. Amy Albee-Levine, Dean of Workforce Development

Graham Bourne, Associate Professor, Business Administration

Jay Clark, Instructor, Business Administration—Accounting

Kairise Conwell, Career Advisor, Career Development Services

Chris Sargent, Instructor and Program Manager, CIT

Julia Sweitzer, Professor, Business Administration

LAKE-SUMTER STATE COLLEGE ADVISORY COMMITTEE LISTING

Name of Committee: Computer Information Technology
Committee Chair: David Trick
College Liaisons: Chris Sargent, Program Manager
 2018-2019

Name and Email Address	Term Expires	Title, Name of Institution and Mailing Address	Telephone No.
Dennis Bottaro djb@pringle.com	June 2019	I/T & Marketing Services Manager Pringle Homebuilding Group 2801 South Bay Street Eustis, FL 32726	(352) 250-7316
Chuck Durante Durantec@lssc.edu	June 2019	Retired / Adjunct Instructor 3360 Mayflower Loop The Villages, FL 32163	(352) 492-9277
Manuel (Manny) Diaz diazm@ci.mount-dora.fl.us	June 2019	Computer Support Specialist City of Mount Dora 32911 Forest Ave Leesburg, FL 34788	(352) 272-4214
Brian Velez Brian.Velez@Reddashteam.com	June 2019	VP IT Infrastructure Redd Ash Technologies 1321 Apopka Airport Road -J Apopka, FL 32712	(407) 901-3192
David Trick trickd@sumter.k12.fl.us	June 2019	Sumter County School Board 2680 West CR 476 Bushnell, FL 33513	(352) 793-2315 x268
Martin Paszkiewicz PaszkiewiczM@lake.k12.fl.us	June 2019	Information Technology Lake County Schools 201 W Burleigh Blvd Tavares, FL 32778	(352) 253-6700
DeAnna Diggs DiggsD@LSSC.EDU	June 2019	Assistant Director Continuing Education Programs Lake-Sumter State College Bldg. M Room 120 Leesburg, FL 34788	(352) 323-3610



Lake Sumter
State College

**Lake-Sumter State College
Criminal Justice Technology Advisory Committee**

Name of Committee: Criminal Justice Technology
Committee Chair: TBD
College Liaison: Gregory Bridgeman, Criminal Justice Technology
Academic Year: 2018-2019

Name and Email address	Term Expires (3-yr terms)	Title, Name of Institution and Mailing Address	Telephone No.
Gregory Bridgeman bridgemg@lssc.edu		Program Manager Criminal Justice Program Lake-Sumter State College 9501 US Hwy 441 Leesburg, FL 34788	(352) 223.3636
Charles Broadway cbroadway@clermontfl.org crivera@clermontfl.org	June 2019	Police Chief Clermont Police Dept. 865 W Montrose Street Clermont, FL 34711	(352) 394-5588
Brandi Crawford crawford.brandi@mail.dc.state.fl.us	June 2019	Region 3 Recruiter FL DOC 28402 CR 561 Tavares, FL 32778	(786) 514-7165 work
Michael Bond Mike.Bond@lcsso.org	June 2019	Training Center Director Lake Technical Center 1565 Lane Park Cutoff Road Tavares, FL 32778	(352) 343-3791 work (352) 630-2894 cell
William Farmer, Jr. sheriff@sumtercountysheriff.org Major Steve Binegar SBinegar@sumtercountysheriff.org Israel Istre Iistre@sumtercountysheriff.org	June 2019	Sheriff Sumter County Sheriff's Office 1010 N Main Street Bushnell, FL 33513	(352) 793-0222 work
Rob Hicks robert.hicks@leesburgflorida.gov lisa.carter@leesburgflorida.gov	June 2019	Chief of Police Leesburg Police Department 115 East Magnolia Street Leesburg, FL 34748	(352) 728-9860 work

Lake-Sumter State College
Criminal Justice Technology Advisory Committee
Page 2

Name and Email address	Term Expires (3-yr terms)	Title, Name of Institution and Mailing Address	Telephone No.
Vivian Maura vivian.maura@sumter.k12.fl.us	June 2019	Teacher-Criminal Justice Academy South Sumter High School 706 N Main Street Bushnell, FL 33513	(352) 793-3131 x82360 work (352) 702-7621 cell
Kym Wenzel Kym.Wenzel@FDC.myflorida.com	June 2019	Sr. Correctional Probation Officer FL DOC Probation and Parole 1415 S. 14 th Street #300 Leesburg, FL 34748	(352) 360-6564 work

bridgemg@lssc.edu; cbroadway@clermontfl.org; crivera@clermontfl.org; Crawford.brandi@mail.dc.state.fl.us;
mike.bond@lcsso.org; sheriff@sumtercountysheiriff.org; sbinegar@sumtercountysheiriff.org;
iistre@sumtercountysheiriff.org; Robert.hicks@leesburgflorida.gov; lisa.carter@leesburgflorida.gov;
Vivian.maura@sumter.k12.fl.us; kym.wenzel@FDC.myflorida.com



Lake Sumter State College

Lake-Sumter State College Electrical Distribution Technology Advisory Committee

Name of Committee: Electrical Distribution Technology
Committee Chair-Person: Greg David (City of Leesburg Electric Department)
College Liaison: Bob Seigworth, Program Manager, EDT
Academic Year: 2018-2019

Name and Email Address	Term Expires	Title, Name of Institution and Mailing Address	Telephone No.
Steve Balias steve.balias@secoenergy.com	June 2019	Manager, Safety & Risk Mgmt. Sumter Electric Coop., Inc. (SECO) PO Box 301 Sumterville, FL 33585-0301	(352) 793-3801 x1599 (352) 266-7376 cell (352) 793-1158 fax
Greg David greg.david@leesburgflorida.gov	June 2019	Electric Superintendent City of Leesburg, Elect. Dept. 2010 Griffin Road Leesburg, FL 34748	(352) 516-1890 (352) 636-4165 cell
Sabrina Hubbell sabrina.hubbell@leesburgflorida.gov	June 2019	Business Analyst City of Leesburg, Elect. Dept. 2010 Griffin Road Leesburg, FL 34748	(352) 728-9786 x2039
Donovan Pennington Donovan.pennington@duke-energy.com	June 2019	Line Maintenance Supervisor North Florid Region Duke Energy Florida	(850) 694-1197 cell
Audray Lewis audray.lewis@duke-energy.com	June 2019	Florida Craft & Technical Training Manager Duke Energy – Operations Services 402 E Crown Point Road Winter Garden, FL 34787	(407) 905-3334 (727) 409-5472 cell (407) 905-3363 fax
Derek Robertson derek.robertson@secoenergy.com	June 2019	Safety & Training Sumter Electric Coop., Inc. (SECO) PO Box 301 Sumterville, FL 33585	(352) 793-3801 x1379

Name and Email Address	Term Expires	Title, Name of Institution and Mailing Address	Telephone No.
Robert Seigworth seigworr@lssc.edu	June 2019	Director, Energy Programs Lake-Sumter State College 1405 CR 526A Sumterville, FL 33585	(352) 568-0001 x1025
Jason Spivey jspivey@southeastpower.com	June 2019	VP Southeast Power Corp. 1805 Hammock Road Titusville, FL 32796	(321) 268-0540 (321) 695-9149 cell (321) 383-9477 fax
Tim Sullivan sullivat@lssc.edu	June 2019	Full Time Instructor, EDT Lake-Sumter State College 1405 CR 526A Sumterville, FL 33585	(352) 568-0001 x1231 (315) 439-9074 cell
Leo Taylor taylorlg60@yahoo.com	June 2019	Teaching Assistant, EDT Lake-Sumter State College 1405 CR 526A Sumterville, FL 33585	(321) 299-3888 cell



Lake Sumter
State College

**Lake-Sumter State College
Engineering Technologies Substation / Relay Tech
Advisory Committee**

Name of Committee: Engineering Technologies Substation/Relay Tech
Committee Chair: Steve Balias - Chairman
College Liaison: Mr. Bob Seigworth, Director/Program Manager, Energy Technology Programs
Academic Year: 2018-2019

Name and Email Address	Term Expires	Title, Name of Institution and Mailing Address	Telephone Number
Pete Baker pbbaker@ocalafl.org	July 2019	Manager, Substation/Relay Dept. City of Ocala Electric Utilities (OEU)	(352) 857-6168 cell
Steve Balias, Chairman steve.balias@secoenergy.com	July 2019	Manager, Safety & Risk Mgmt. Sumter Electric Cooperative, Inc. (SECO) PO Box 301 Sumterville, FL 33585-0301	(352) 793-3801 x1599 (352) 266-7376 cell (352) 793-1158 fax
Robert Cabrera robert.cabrera@duke-energy.com	July 2019	Manager of Transmission Relay Construction and Maintenance Duke Energy Florida NP1A / 3300 Exchange Place Lake Mary, FL 32746	(727) 580-1966 cell
Millard Long mlong@ouc.com	July 2019	Director of Gas Turbine Electrical Generation Orlando Utilities Commission Orlando Florida	(407) 491-5685 cell
Derek Robertson derek.robertson@secoenergy.com	July 2019	Safety & Training Sumter Electric Cooperative, Inc. (SECO) PO Box 301 Sumterville, FL 33585	(352) 793-3801 x1379
Robert Seigworth seigworrr@LSSC.edu	July 2019	Director/Program Manager, ETP Lake-Sumter State College 1405 CR 526A Sumterville, FL 33585	(352) 568-0001 x1025 (352) 342-5791 cell

Name and Email Address	Term Expires	Title, Name of Institution and Mailing Address	Telephone Number
David Thomas david.thomas@leesburgflorida.gov	July 2019	Substation Technician Foreman City of Leesburg 501 W. Meadow Street PO Box 490630 Leesburg, FL 34748-0630	(352) 516-7211 cell
Frank Uvanni frank.uvanni@duke-energy.com	July 2019	Supervisor Relay C&M Duke Energy 4306 CR 462 Wildwood, FL 34480	(352) 422-8637 cell
Adrian Zvarych azvarych@powergridmail.com	July 2019	Principle Electrical Engineer P.E. Power Grid Engineering Lake Mary, FL	(321) 580-6163 cell (321) 244-0170 office



Lake Sumter
State College

**Lake-Sumter State College
Health Information Technology Advisory Committee**

Name of Committee: Health Information Technology
Committee Chair: Susan Bump (2017-2019)
College Liaison: Brandy Ziesemer, Program Mgr., Health Information Technology
Academic Year: 2018-2019

Name and Email address	Term Expires (3-yr terms)	Title, Name of Institution and Mailing Address	Telephone No.
Susan Bump, RHIA, CCS susan.bump@ahss.org	June 2019	Operations Coordinator, HIS Florida Hospital Waterman 1000 Waterman Way Tavares, FL 32778	(352) 253-3327 x4095
Wanda Calhoun, RHIT wanda.calhoun@orlandohealth.com	June 2020	Manager, Health Info. Mgmt. South Lake Hospital 1099 Citrus Tower Blvd Clermont, FL 34711	(352) 241-7130
Becky Dicus, RHIA, LHRM bdicus@cfhalliance.org	June 2019	Director, HIS Central Florida Health Alliance 600 E. Dixie Avenue Leesburg, FL 34748	(352) 323-5242
Julie Edmonds, RHIT Julie.edmonds@ahss.org	June 2020	Manager, Health Info Svcs Florida Hospital Waterman 1000 Waterman Way Tavares, FL 32788	(352)253-3931
Sheila Fusé sfuse@navvishealthcare.com	June 2019	Vice President & Senior Exec. of Policy and Payment Models Navvis Healthcare St. Louis, MO (Sheila's based in FL)	(203) 895-1188 cell (646) 536-9443 Work
David Hopkins clermontdirector@bentonhouse.com	June 2018	Executive Director Benton House 16401 Good Health Blvd Clermont, FL 34711	(407) 230-2487 cell (352) 241-9994 work

Lake-Sumter State College
Health Information Technology Advisory Committee
Page 2

Name and Email address	Term Expires (3-yr terms)	Title, Name of Institution and Mailing Address	Telephone No.
Kelly McLendon, CHPS kmclendon@complianceprosolutions.com	June 2018	Managing Director Compliance Pro Solutions, LLC 3894 Eagle's Place Titusville, FL 32796	(321) 268-0320 cell
Udgit Mehta udgit.mehta@flhealth.gov	June 2018	Admin Services Director Florida Health, Lake County PO Box 1305 Tavares, FL 32778	(352) 250-7107 cell (352) 589-6424 x2236 work
Carol Millwater Ryan cmillwater@lakesumter.org	June 2019	Executive Director Lake Sumter Medical Society & We Care of Lake PO Box 1578 Mt. Dora, FL 32756	(352) 742-9902 work (352) 617-5296 cell
Mary Nicolai MNicolai@TelMedical.com	June 2021	Health Info Mgr/Coordinator Langley Health Services 1425 South US 301 Sumterville, FL, 33585	352-569-2949
Kathy Perfumo perfumom@lake.k12.fl.us	June 2018	Health Science Coordinator Lake Technical College 2001 Kurt St Eustis, FL 32726	(352) 589-2250 x1843 work
Linda Renn, RHIT, CHPS, CCS, CPC, COC, CHTS - TR linda.renn@gmail.com	June 2019	VP, HIM Professional Services STAT Solutions, Inc. 2407 Winona Avenue Leesburg, FL 34748	(352) 787-9590 work
Brandy Ziesemer ziesemeb@lssc.edu		Professor, HIT Lake-Sumter State College 9501 US Hwy 441 Leesburg, FL 34788	(352) 435-6414



Lake Sumter
State College

**Lake-Sumter State College
Nursing Advisory Committee**

Name of Committee: Nursing
Committee Chair: TBD
College Liaison: TBD
Academic Year: 2018-2019

Name and Email Address	Term Expires	Title, Name of Institution and Mailing Address	Telephone No.
Mari Adams madams@cshospice.org	*	Clinical Educator Cornerstone Hospice 2445 Lane Park Road Tavares, FL 32778	(352) 343-1341 (w)
Tanya Anderson tanderson@premiercarehomecare.com	*	Administrator Premier Care Home Care 1711 Citrus Boulevard Leesburg, FL 34748	(352) 365-7850 (w)
Tito Ardines tardines@watermanvillage.com	*	Managing Dir of HR & Prof Dev The Edgewater/Waterman Village 251 Waterman Avenue Mount Dora, FL 32757	(352)383-0051 ext.241 (w)
Lisa Camacho lcamacho@centflhealth.org	*	Clinical Educator CFHA-LRMC 600 East Dixie Avenue Leesburg, FL 34748	(352) 323-5232 (w)
Radijah Drayton rdrayton@centflhealth.org	*	Director Talent Acquisition CFHA-LRMC 600 East Dixie Avenue Leesburg, FL 34748	(352) 323-4136 (w)
Deb Dunlap dunlapd@lssc.edu	*	Program Coordinator - Nursing Lake-Sumter State College 9501 US Hwy 441 Leesburg, FL 34788	(352) 365-3551 (w)

Name and Email Address	Term Expires	Title, Name of Institution and Mailing Address	Telephone No.
Joshua Fleming jfleming@centflhealth.org	*	CCO/VP and Site Administrator CFHA-LRMC 600 E Dixie Avenue Leesburg, FL 34748	(352) 323-4151 (w)
Evelyn Healy evelyn.healy@ahss.org	*	Director of HR Florida Hospital Waterman 1000 Waterman Way Tavares, FL 32778	(352) 253-3929 (w)
David Hopkins clermontdirector@bentonhouse.com	*	Benton House of Clermont 16401 Good Hearth Blvd Clermont, FL 34711	(407) 230-2487 (w)
Lecia Hoskins lecia.hoskins@orlandohealth.com	*	Director of Nursing South Lake Hospital Home Health 1920 Don Wickham Drive Clermont, FL 34711	(352) 241-7138 (w)
Jamie House jamie.house@cchnet.net	*	Co-Director of Clinical Services Compassionate Care Hospice Suite 208 900 Main St. The Villages, FL 32159	(352) 415-0778 (w)
Michael Hurwitz mhurwitz@ospreylodgetavares.com	*	Director of Nursing Osprey Lodge 1761 Nightingale Lane Tavares, FL 32778	(352) 253-5100 (w)
Suzanne Hynds s.hynds@comcast.net	*	ARNP Community Medical Care Center 1210 West Main Street Leesburg, FL 34748	352-787-8489 (w)
Therese Kirlew tkirlew@watermanvillage.com	*	Waterman Village Home Health Administrator 300 Brookfield Avenue Mount Dora, FL 32757	(352) 383-0051 ext.271(w)
Barbara Lange langeb@lssc.edu	*	Dean of Nursing Lake Sumter State College 9501 US Hwy 441 Leesburg, FL 34788	(352) 365-3521 (w)

Name and Email Address	Term Expires	Title, Name of Institution and Mailing Address	Telephone No.
Yolanda Lord-Cole yolanda.cole@ahss.org	*	DON – Med/Surg Florida Hospital Waterman 1000 Waterman Way Tavares, FL 32778	(352) 253-3890 (w)
Regina Marcano regina.marcano@cchnet.net	*	Co-Director of Clinical Services Compassionate Care Hospice Suite 208 900 Main St. The Villages, FL 32159	(352) 415-0778 (w)
Karen McFadden karen.mcfadden@ahss.org	*	Director FHW Homecare / Rehab 3260 Waterman Way Tavares, FL 32778	(352) 253-3903 (w)
Anthony Morales anthony.morales@healthcentral.org	*	Director of Education Orlando Health Central Hospital 10000 W. Colonial Drive Ocoee, FL 34761	(407) 296-1441 (w)
Steve Moss smoss@centflhealth.org	*	Director of Observation CFHA-LRMC 600 E Dixie Avenue Leesburg, FL 34748	(352) 323-1080 (w)
Holly Nyhuis Holly.nyhuis@orlandohealth.com	*	Education Manager South Lake Hospital 1900 Don Wickham Drive Clermont, FL 34711	(352) 394-4071 x8997 (w)
Bonnie Onofre Bonnie.Onofre@orlandohealth.com	*	Chief Nursing Officer South Lake Hospital 1900 Don Wickham Drive Clermont, FL 34711	(352) 394-4071 x8000 (w)
Mary Perfumo PerfumoM@lake.k12.fl.us	*	Chairperson, Health Science Ed Lake Technical Center 2001 Kurt Street Eustis, FL 32726	(353) 589-2250 ext.1843 (w)
Michael Pittman mpittman@centflhealth.org	*	VP/Chief Clinical Officer The Villages Regional Hospital 1451 El Camino Real The Villages, FL 32159	(352) 751-8006 (w)

Name and Email Address	Term Expires	Title, Name of Institution and Mailing Address	Telephone No.
Randel, Jo JRandel@LSBC.net	*	Director of Nursing LifeStream Behavior Center PO Box 491000 Leesburg, FL 34749	(352) 315-7845 (w)
Stephanie Stapelfeldt stephanie.stapelfeldt@orlandohealth.com	*	HR Manager South Lake Hospital 1900 Don Wickham Drive Clermont, FL 34711	(352) 394-4071 x4400 (w)
Michael Stimson michael.stimson@ahss.org	*	Chief Nursing Officer Florida Hospital Waterman 1000 Waterman Way Tavares, FL 32778	(352) 253-3300 (w)
Gloria Taylor gtaylor@cshospice.org	*	Education Manager Cornerstone Hospice 2445 Lane Park Road Tavares, FL 32778	(352) 272-5274 (w)
Robin Walter walterr@lssc.edu	*	Program Manager RN to BSN Lake Sumter State College 9501 US Hwy 441 Leesburg, FL 34788	(352) 435-6319 (w)
Susan Williams Suwilliams@centflhealth.org	*	Administrative Nursing Director CFHA-TVRH 1451 El Camino Real The Villages, FL 32159	(352) 751-8581 (w)
Vincent Zaun vincent.zaun@orlandohealth.com	*	Director of Nursing SLH-Skytop View Rehabilitation Center 1900 Don Wickham Drive Clermont, FL 34711	(352) 536-8787 (w)

* The Directors of Nursing for the clinical facilities and the Lake Technical Center liaison will be updated as member responsibilities change.



Lake Sumter
State College

**Lake-Sumter State College
Bachelor of Applied Science – Organizational Management
Advisory Committee**

Name of Committee: Organizational Management (Bachelor of Applied Science)
Committee Chair: TBD
College Liaison: Dr. Luis Ortiz, Program Manager
Academic Year: 2018-2019

Name and Email Address	Term Expires	Title, Name of Institution and Mailing Address	Telephone No.
Phil Braun, Esq. pbraun@cfhalliance.org	June 2019	General Counsel Central Florida Health Alliance 600 E. Dixie Avenue Leesburg, FL 34748	(352) 267-5887 (w)
Frances Y. Celis CelisF@lake.k12.fl.us	June 2019	Director of College and Career Readiness Lake County Schools 509 S. Palm Avenue Howey-in-the-Hills, FL 34737	(352) 253-6768
Sue Cordova sue.cordova@aol.com	June 2019	Oncology Patient Navigator Florida Cancer Specialists & Research Institute 1920 Don Wickham Dr. Ste. 100 Clermont, FL 34711	(352) 394-1150 (w)
Patrick Endicott patrick.endicott@thevillagesmedia.com	June 2019	Commercial Print Coordinator The Villages Media Group 1100 Main Street The Villages, FL 32159	(407) 310-4589 (c)
Robert Hicks robert.hicks@leesburgflorida.gov	June 2019	Chief of Police Leesburg Police Department 115 E. Magnolia Street Leesburg, FL 34748	(352) 728-9860 (w)
Sandi Moore sandi@leesburgchamber.com	June 2019	Executive Director Leesburg Area Chamber of Commerce 103 South 6 th Street Leesburg, FL 34748	(352) 787-2131 (w)

Name and Email Address	Term Expires	Title, Name of Institution and Mailing Address	Telephone No.
Jamie Novell jnovell@midfleye.com	June 2019	Administrator Mid Florida Eye Center 17560 US Hwy 441 Mount Dora, FL 32757	(352) 735-7800 (w)
Dr. Luis A. Ortiz ortizl@lssc.edu		BAS-OM Program Manager Lake-Sumter State College 9501 US Hwy 441 Leesburg, FL 34748	(352) 435-5042
Joseph Patton jpatton@wcfla.com	June 2019	Veterans Program Manager Workforce Central Florida 4360 E. Colonial Drive Orlando, FL 32803	(407) 531-1227 (w)
Pastor Feliciano F. Ramirez felicianoframirez@yahoo.com	June 2019	Feliciano F. Ramirez, M.S. GFC Counseling 627 S. Main Ave. Groveland, FL 34736	(352) 429-5600 (w)
Michael Rankin michael.rankin@leesburgflorida.gov	June 2019	Assistant City Manager City of Leesburg 501 West Meadow Street Leesburg, FL 34748	(352) 728-9786 x1111 (w)
Dr. Segal, Gary sgale@lssc.edu	June 2019	BAS-OM Instructor Lake-Sumter State College 9501 US Hwy 441 Leesburg, FL 34748	
Ken Thomas ken.thomas@leesburgflorida.gov	June 2019	Director, Economic Development City of Leesburg 600 Market Street Leesburg, FL 34748	(352) 728-9765 (w)
Pastor Jose E. Gonzalez pastorjoseelias@gmail.com	June 2019	Love & Loving Hope 16325 Superior Blvd Clermont, FL 34714	(352) 961-4771
Mr. Pernell Mitchell Pmitch67@earthlink.net	June 2019	Entrepreneur PO Box 491033 Leesburg, FL 34749	352.253.6678 (w)



Lake Sumter State College

OFFICE OF THE PRESIDENT

Present to the Board: November 28, 2018

TO: Lake-Sumter State College
District Board of Trustees

FROM: Stanley M. Sidor
President

RE: 371 – Lake-Sumter State College Foundation, Inc. 2019 Budget and August
2018 Financials

OVERVIEW:

For your review, provided are the LSSC Foundation, Inc. financials through August 2018, as reviewed by the LSSC Foundation Board and the Executive Committee. The 2019 LSSC Foundation Budget has been approved by the Board of Directors.

ANALYSIS:

Enter your item analysis providing additional details for consideration in 500 words or less.

RECOMMENDATION:

It is recommended that Board approve this item as written.

Lake-Sumter State College Foundation

Amended Operating Budget

2019

	<u>Cash-Based Budget</u>	<u>Projected Operating Budget</u>
Operating Fund Balance as of 11/06/2018*	\$ 577,281.00	
Revenue		
Contributions		\$ 40,000
Administrative Fees		5,000
Fundraising Activities		65,000
Bank and Investment Income		14,000
Total Revenue		\$ 124,000
Expenditures		
Bank Fees	\$ 6,500	\$ 6,500
Travel Expenses	4,000	4,000
Professional Development	5,000	5,000
Special Events Expenses	6,500	6,500
Food and Food Products	7,000	7,000
Contractual Services	30,000	30,000
Other Services and Expenses	10,000	10,000
Community Relation Expenses	5,000	5,000
Materials and Supplies	8,000	8,000
Postage and Printing	4,500	4,500
Software Agreements	11,000	11,000
Total Expenditures	\$ 97,500	\$ 97,500
Net Fund Balance/Surplus	\$ 479,781	\$ 26,500

* Actual beginning Fund balance will be adjusted pending transfers and expenditures for the remainder of the year



Lake Sumter State College

Foundation Monthly Financial Reports Table of Contents:

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Highlights for the Month ending August 31, 2018

We are currently 8 months into the fiscal year.

- * The Operating Funds revenue is exceeding budget and expenditures are below budget. If this trend continues, the budgeted deficit will be lower than expected.
- * After a difficult start to the year, investment are back on track and posting gains, up \$749,000 from January 2018. Please note August investment revenue has not been posted in Banner yet.
The Wells Fargo Balance has been reduced to \$615.21. A final letter of direction has been prepared to close the account.
- * YTD numbers for most funds will look different compared to previous months as revenue has been reclassified to the correct appeal and/or campaign.
- * Total revenue for August was \$32,987. A portion of the revenue comprised payroll contributions from College staff and faculty.
Athletics was the main benefactor bringing in a total of \$10,656, of which \$6,000 contribution was receipted to the Athletics Coca-Cola fund.
Fundraisers accounted for \$6,051 spread between the Golf Tournament, Performing Arts and the Annual Campaign.
- * Total expenditure across all funds amounted to \$14,015. Operating funds and program support expenses totaled \$11,358, the remainder was split between Endowments, Scholarships and Fundraisers.
- * Net change in Fund Balance from January through August is \$757,710, mainly due to Investment gains.

Lake-Sumter State College Foundation
Balance Sheet
As of August 31, 2018

	Operating Funds	Capital Projects	College Contracts	Program Support	Fund Raising Functions	Expendable Endowments Funds	Non-Expendable Endowments Funds	Scholarship Funds	Investment In Plant	Total
Assets										
Cash and Cash Equivalents	\$ 550,553	2,259,706	\$ 1,057,989	\$ 219,994	\$ 1,013,717	\$ 3,718,732	\$ -	\$ 4,289,283	\$ -	\$ 13,109,974
Investments	18,798	-	-	-	-	-	6,595,425	-	-	6,614,223
Prepaid Expenses					13,500					13,500
Irrevocable Split-Interest Agreement							1,162,972			1,162,972
Capital Assets								636,054		636,054
Total Assets	\$ 569,351	\$ 2,259,706	\$ 1,057,989	\$ 219,994	\$ 1,027,217	\$ 3,718,732	\$ 7,758,397	\$ 4,289,283	\$ 636,054	\$ 21,536,724
Income Statement										
Liabilities										
Accounts Payable	\$ 946	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 946
Due to other Governmental Agencies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unearned Revenue					\$ 74,650					74,650
Irrevocable Split-Interest Agreement							1,162,972			1,162,972
Total Liabilities	\$ 946	\$ -	\$ -	\$ -	\$ 74,650	\$ -	\$ 1,162,972	\$ -	\$ -	\$ 1,238,568
Fund Balance										
Fund Balance - Investment in Plant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 636,054	\$ 636,054
Unrestricted - Expendable Endowment	-	-	-	-	-	3,718,732	-	-	-	3,718,732
Restricted - Nonexpendable Endowment	-	-	-	-	-	-	6,595,425	-	-	6,595,425
Restricted - Scholarships	-	-	-	-	-	-	-	4,289,283	-	4,289,283
Restricted - Capital Projects	-	\$ 2,216,861	-	-	-	-	-	-	-	2,216,861
Fund Balance - Program Support	-	\$ 42,845	1,057,989	219,994	-	-	-	-	-	1,320,829
Fund Balance - Fund Raiser	-	-	-	-	952,568	-	-	-	-	952,568
Unrestricted - Foundation	568,405	-	-	-	-	-	-	-	-	568,405
Total Fund Balance	\$ 568,405	\$ 2,259,706	\$ 1,057,989	\$ 219,994	\$ 952,568	\$ 3,718,732	\$ 6,595,425	\$ 4,289,283	\$ 636,054	\$ 20,298,156

Lake-Sumter State College Foundation
Income Statement
As of August 31, 2018

	Operating Funds	Capital Projects	College Contracts	Program Support	Fundraising Functions	Expendable Endowments Funds	Non-Expendable Endowments Funds	Scholarship Funds	Investment In Plant	Total
Revenues										
Contributions	18,310	\$	-	\$	4,735	\$	-	\$	6,239	\$ 29,284
Additions to Endowments										-
Gifts, Private Grants, & Contracts										-
Fundraising Revenue	95	-	-	1,992	1,316	-	-	-	-	3,403
Rental Income	-	-	-	-	-	-	-	-	-	-
Other Revenues	300	-	-	-	-	-	-	-	-	300
Income Statement	\$ 18,704	\$	-	\$ 1,992	\$ 6,051	\$ -	\$ -	\$ 6,239	\$ -	\$ 32,987
Total YTD Revenues	\$ 42,588	\$ 549	\$ -	\$ 21,681	\$ 357,604	\$ 214,242	\$ -	\$ 266,038	\$ -	\$ 902,793
Expenditures										
Bank Fees	-	-	-	-	-	-	-	-	-	-
Travel Expenses	-	-	-	-	124	-	-	-	-	124
Scholarships	-	-	-	-	-	-	-	530	-	530
Special Events Expenses	356	-	-	-	26	-	-	-	-	382
Fundraising Expenses	-	-	-	-	-	-	-	-	-	-
Food and Food Products	3,727	-	-	1,392	-	-	-	-	-	5,118
Contracted Services	400	-	-	-	-	-	-	-	-	400
Other Services and Expenses	974	-	-	2,770	-	2,019	-	-	-	5,763
Community Relation Expenses	-	-	-	-	-	-	-	-	-	-
Materials and Supplies	215	-	-	35	(42)	-	-	-	-	208
Postage and Printing	538	-	-	452	-	-	-	-	-	990
Software Agreements	500	-	-	-	-	-	-	-	-	500
Period Subtotal Expenditures	\$ 6,709	\$ -	\$ -	\$ 4,649	\$ 108	\$ 2,019	\$ -	\$ 530	\$ -	\$ 14,015
Total YTD Expenditures	\$ 73,263	\$ 12,766	\$ 85,000	\$ 78,994	\$ 120,446	\$ 109,572	\$ -	\$ 252,368	\$ -	\$ 732,410
Investment Activity										
Investment Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Realized Market Gain (Loss)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unrealized Market Gain (Loss)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Management Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Period Investment Activity	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Net Investment Activity	\$ 18,798	\$ 74,845	\$ 38,785	\$ 6,048	\$ 38,985	\$ 337,812	\$ -	\$ 72,143	\$ -	\$ 587,416
Operating Transfers	\$ 3,000	-	-	-	\$ 13,500	\$ 435	\$ -	\$ (16,935)	\$ -	\$ -
Net Change in Fund Balance	\$ (8,877)	\$ 62,628	\$ (46,215)	\$ (51,264)	\$ 289,642	\$ 442,917	\$ -	\$ 68,879	\$ -	\$ 757,710
Beginning Fund Balance, January 1, 2018	\$ 577,281	\$ 2,197,078	\$ 1,104,204	\$ 271,258	\$ 662,926	\$ 3,275,815	\$ 6,595,425	\$ 4,220,404	\$ 636,054	\$ 19,540,446
Ending Fund Balance, August 31, 2018	\$ 568,405	\$ 2,259,706	\$ 1,057,989	\$ 219,994	\$ 952,568	\$ 3,718,732	\$ 6,595,425	\$ 4,289,283	\$ 636,054	\$ 20,298,156

Lake-Sumter State College Foundation
Operating Budget
As of August 31, 2018

	General Operating Budget				2017
	Pro-rated Original Budget	Current Period Operating Actual	YTD Operating Actual	Budget Variance	YTD Operating Actual
Revenues					
Contributions	\$ 30,000	\$ 18,310	\$ 42,189	\$ 12,189	10,482
Fund Raising Revenue	5,000	95	95	(4,905)	2,650
Rental Income	2,000	-	-	(2,000)	1,928
Other Revenue	3,400	300	305	(3,095)	1,446
Total Revenues	\$ 40,400	\$ 18,704	\$ 42,588	\$ 2,188	16,506
Expenditures					
Bank Fees	\$ 6,500	\$ -	\$ 3,946	\$ (2,554)	4,163
Travel Expenses	5,000	-	233	4,767	432
Scholarships	5,000	-	1,991	(3,009)	2,500
Special Events Expenses	6,500	356	606	5,894	1,955
Food and Food Products	2,900	3,727	10,324	7,424	1,002
Contracted Services	20,000	400	24,404	(4,404)	731
Convocation Expenses	3,775	-	-	3,775	-
Other Services and Expenses	8,300	974	9,860	(1,560)	5,988
Community Relation Expenses	6,500	-	2,087	4,413	2,150
Materials and Supplies	11,900	215	4,178	7,722	910
Postage and Printing	3,500	538	4,134	(634)	1,326
Software Agreements	8,000	500	11,500	(3,500)	8,800
Total Expenditures	\$ 87,875	\$ 6,709	\$ 73,263	\$ 14,612	29,957
Investment Activity					
Bank and Investment Income	\$ 14,000	\$ -	\$ 7,885	\$ 4,798	4,156
Realized Market Gain (Loss)	-	-	15,710	-	13,735
Unrealized Market Gain (Loss)	-	-	7	-	348
Management Fees	-	-	(4,805)	-	(2,326)
Total Investment Activity	\$ 14,000	\$ -	\$ 18,798	\$ 4,798	\$ 15,913
Surplus/(Deficit)	\$ (33,475)	\$ 11,995	\$ (11,877)	\$ (7,625)	\$ 2,462

Lake-Sumter State College Foundation
Fundraising Activity
As of August 31, 2018

	Pro-rated Fund Raising Detail							
	Performing Arts 232011	Gala Auction 231080	Golf Tournament 234548	Annual Campaign 231060	Distinguished Alumni 231026	Shamrock Shuffle 231035	Total Fund Raising Functions	
Revenues								
Contributions	\$ 400	\$ -	\$ 2,425	\$ 1,910	\$ -	\$ -	\$ 4,735	
Gifts, Private Grants, & Contracts								
Fund Raising Revenue	1,316	-	-	-	-	-	1,316	
Other Revenue								
<i>Period Totals</i>	\$ 1,716	\$ -	\$ 2,425	\$ 1,910	\$ -	\$ -	\$ 6,051	
Total YTD Revenues	\$ 158,837	\$ 103,923	\$ 3,725	\$ 87,713	\$ -	\$ 3,406	\$ 357,604	
Income Statement								
Expenditures								
Travel Expenses	\$ 124	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 124	
Special Events Expenses	26	-	-	-	-	-	26	
Fund Raising Expenses	-	-	-	-	-	-	-	
Food and Food Products	-	-	-	-	-	-	-	
Contractual Services	-	-	-	-	-	-	-	
Other Services and Expenses	-	-	-	-	-	-	-	
Materials and Supplies	32	(73)	-	-	-	-	(42)	
Postage and Printing	-	-	-	-	-	-	-	
Software Agreements	-	-	-	-	-	-	-	
<i>Period Totals</i>	\$ 181	\$ (73)	\$ -	\$ -	\$ -	\$ -	\$ 108	
Total YTD Expenditures	\$ 58,063	\$ 56,066	\$ 264	\$ -	\$ 711	\$ 5,342	\$ 120,446	
Transfers	\$ 1,200	\$ 2,500	\$ 4,300	\$ -	\$ 3,000	\$ 2,500	\$ 13,500	
Investment Activity								
Investment Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Realized Market Gain (Loss)	-	-	-	-	-	-	-	
Unrealized Market Gain (Loss)	-	-	-	-	-	-	-	
Management Fees	-	-	-	-	-	-	-	
<i>Period Totals</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total YTD Net Investment Activity	\$ 22,520	\$ 7,180	\$ 3,005	\$ 6,355	\$ 518	\$ (594)	\$ 38,985	
Net Change to Fund Balance	\$ 124,495	\$ 57,536	\$ 10,766	\$ 94,068	\$ 2,807	\$ (31)	\$ 289,642	
Beginning Fund Balance, January 1, 2018	\$ 414,116	\$ 136,364	\$ 80,729	\$ 13,149	\$ 18,568	\$ -	\$ 662,926	
Ending Fund Balance, August 31, 2018	\$ 538,610	\$ 193,900	\$ 91,495	\$ 107,218	\$ 21,375	\$ (31)	\$ 952,568	

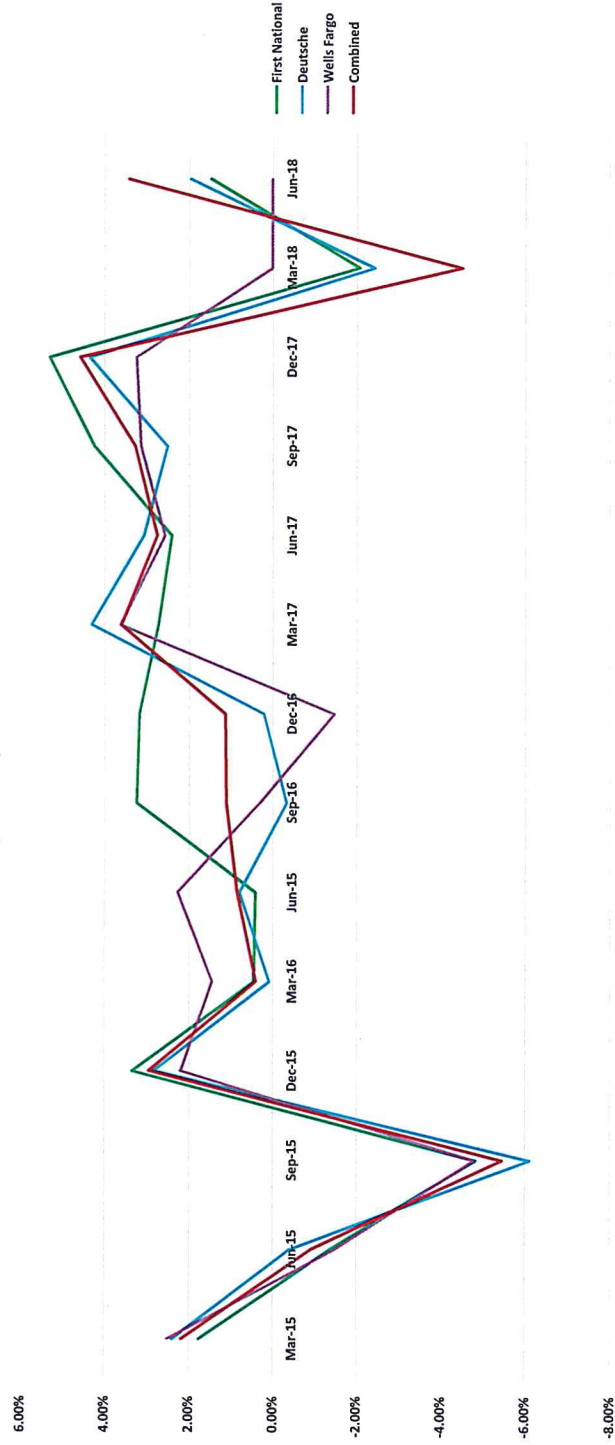
Lake-Sumter State College Foundation
Executive Summary
As of August 31, 2018

Investments

	First National	Deutsche	Wells Fargo	Total
2018 Beginning Balance	\$ 6,859,184.24	\$ 8,280,601.83	\$ 2,257,443.86	\$ 17,397,229.93
Transfer in	\$ 1,839,848.24	\$ 373,595.83		
Investment Income	121,644.57	105,228.70	2,136.03	\$ 229,009.30
Realized Gains (Loss)	397,076.29	190,815.57	-	\$ 587,891.86
Unrealized Gains (Loss)	(83,667.61)	102,838.45	-	\$ 19,170.84
Management Fees	(38,087.35)	(46,389.72)	(5.77)	\$ (84,482.84)
Transfer out			(2,258,958.91)	
Ending Balance	\$ 9,095,998.38	\$ 9,006,690.66	\$ 615.21	\$ 18,148,819.09

Cumulative Rate of Return as of August, 2018	5.79%	4.26%		4.32%
Cumulative Rate of Return as of December, 2017	5.29%	4.34%	3.22%	4.56%
Cumulative Rate of Return as of December, 2016	3.16%	0.20%	-1.48%	1.11%
Cumulative Rate of Return as of December, 2015	3.33%	2.82%	2.18%	2.93%

Quarterly Rate of Return



* Transfer from Wells Fargo to Deutsche Bank and First National was not included in the calculation of rate of return to avoid distortion



Lake Sumter
State College

OFFICE OF THE PRESIDENT

Present to the Board: November 28, 2018

TO: Lake-Sumter State College
District Board of Trustees

FROM: Stanley M. Sidor
President

RE: 372 – Scheduled Reports/Time Reserved/President

OVERVIEW:

Each month Dr. Stanley Sidor presents the District Board of Trustees with an updated report on lake-Sumter State College business and events surrounding the college.

ANALYSIS:

The report contains information in reference to Legislative Updates, meetings, and other miscellaneous items.

RECOMMENDATION:

It is recommended that the Board acknowledge or accept this item as written.



Lake Sumter
State College

OFFICE OF THE PRESIDENT

On Thursday, October 18th Dr. Sidor attended the Distinguished Alumni & LSSC Hall of Fame event at Mission Inn to induct ten very deserving individuals for this award.

The entire LSSC Community volunteered on Friday, October 19th at a variety of agencies throughout Lake and Sumter Counties. Dr. Sidor himself worked on a roof for Habitat for Humanity. It was a great service day and enjoyed by all.



On Tuesday, October 23rd Dr. Sidor flew to Washington, DC to meet with Dr. Teles in regards to an NSF-ATE grant that we plan to apply for in October 2019. The grant will an expansion to the Relay Tech program.

On Thursday, October 25th he spoke to the State Board of Education on behalf of the Council of Presidents.

On Friday October 25th we partnered with Dr. Sandy Zelnick and the Sumter County Health Department for a Health Wise Prize the first health-based knowledge competition. Teams of students from the three Sumter County high schools competed on a challenging curriculum in front of a live audience.

On Thursday, November 1st he hosted Pizza with the President of the Leesburg Campus.

On Thursday, November 8th Dr. Sidor travelled to Orlando for the AFC Professor of the Year competition.

On Friday, November 9th we participated in an Expo with The Villages Regional Hospital. We showcased several of our programs and talked to over 250 individuals about what LSSC has to offer.



Lake Sumter State College

Division of Business Affairs

Update for the President and Board of Trustees
November 28, 2018

Dr. Heather Bigard, Vice President of Administrative and Financial Services

ATHLETICS

Mike Matulia, Director of Athletics

- A proposal to begin a Men's and Women's Cross Country Program is included in the Board agenda for this meeting.
- The Volleyball team is headed to the NJCAA DII National Championship in Charleston, WV November 14-17, 2018.

BUSINESS SERVICES

Diana Billingham, Controller

- Judith Westbrook will be joining LSSC as the Cashier on November 26, 2018.
- Searches for an Accounts Payable/Procurement Specialist, Accountant and Purchasing Manager are underway.
- Kicking off the 2019-20 budget development cycle this month.

CAMPUS SAFETY

Rebecca Nathanson, Director of Campus Safety and Auxiliary Operations

- Director of Facilities, Chief Information Officer, and Director of Safety have started meeting with vendors to provide a comprehensive plan to upgrade the campus access control capability, key inventory control protocols, and the physical re-key of the College exterior doors.

ELEARNING

Mike Nathanson, Director of eLearning

- *Instructional design teams continue to work with faculty to bring online courses up to high-quality standards.*
- *Developing and adopting low cost or no cost course material for faculty to offer courses without high priced textbooks.*
- *Continuing to automate processes using Canvas to optimize data flow and save person-hours for routine tasks.*
- *Working with Student Services to develop online resources for students.*

- *Attended Florida Virtual Campus Meeting, discussed shared services, statewide projects, and initiatives.*

FACILITIES

Andrew Bicanovsky, Director of Facilities

- Repairs to the storm-water gutters and downspouts of Sumter Center Building #4 have been initiated. Waiting on delivery of materials for scheduling the repair.
- New exterior doors were installed at the Leesburg Gymnasium, replacing the original doors to the facility.
- Exterior lighting work continues to be in progress. Repairs and upgrades were compiled based upon SGA request for additional lighting in.
- Working thru warranty issues with new chiller on the South Lake campus.
- Approved hiring of a temporary part-time building automation technician assigned to calibrate building controls and schedules of operations. This will result in greater usage of the building automation system to improve energy efficiency.
- Progress has been made to repair the campus irrigation systems. At this time, South Lake Campus is fully functional. Work on the Sumter Campus and the Leesburg Campus continues.
- The custodial team has developed a plan to shampoo carpets in the entire Cooper Memorial Library. This will be an ongoing effort over the next several weeks.
- The Leesburg Liberal Arts building interior corridor and classrooms will receive fresh paint, polished floors, and new cove base to improve the look of the classroom and corridor spaces.
- The Facility Team was awarded the Quarterly Business Affairs Excellence Team Award.

FINANCIAL AID

Katrina Bennett, Director of Financial Aid

- The Financial Aid Office has verified 914 students, so far, for the 2018-2019 academic year. The total amount of students verified in the 2017-2018 academic year was 1,129. The increase in the number of FAFSAs requiring verification is a burdening, but national trend.
- The Financial Aid Office has awarded 130 students for spring 2019.
- Searching for a Financial Aid Coordinator.

INFORMATION TECHNOLOGY

Doug Guiler, Chief Information Officer

- Current Year Tech Plan Items
 - Maxient –software for managing behavior records – Configuration underway

- AppArmor – LSSC Customized Cell phone Security App – Configuration and early testing underway
- Fast Finance – Finance Reporting -installation is complete, planning for training is underway
- Core Switch Equipment Upgrades – equipment ordered and received, installation scheduled for over the Christmas Break
- Current Year Refresh Items
 - AV Refresh – approved & ordered, installation work scheduled for over the Christmas Break
 - PC/Laptop/Server – Approved & ordered, installation work scheduled for over the Christmas Break
- Exploring automation solutions for document processing and workflow
- Performing PCI Self-assessment
- Working on Raiser's Edge to Banner Integration
- Initiated development of New Technology Plan

HUMAN RESOURCES

Pam Fletcher, Interim Director of Human Resources

- New Faculty Performance Evaluation Process approved by Planning Council October. Faculty training for new online process in NeoGov Perform being conducted in November. Process effective for 2019 review cycle.
- Administered employee/leadership learning needs assessment. HR will develop a proposal to create an employee/leadership development plan for college.
- Conducted a tuition reimbursement/assistance study among FCS colleges. Human Resources and Professional Development Committee will review results and make recommendations to LSSC educational assistance programs.



Lake Sumter State College

OFFICE OF THE PRESIDENT

Present to the Board: November 28, 2018

TO: Lake-Sumter State College
District Board of Trustees

FROM: Stanley M. Sidor
President

RE: 373 – Committee Reports

OVERVIEW:

The District Board of Trustees serve on Committees that address different areas of the college. Currently, there are six committees: Ececutive Committee, Health Science Collegiate Academy Governance Committee, Strategic Planning Committee, Sumter Partnership, and the LSSC Foundation, Inc. Liaison.

ANALYSIS:

The Board Chairman will appoint each Trustee to a committee and select a chairperson for each one. Once a meeting has occurred the chair of each committee will update the full Trustee Board at the monthly DBOT meeting.

RECOMMENDATION:

It is recommended that the Board acknowledge or accept this item as written.

**LAKE-SUMTER STATE COLLEGE
EXECUTIVE COMMITTEE MEETING OF
THE DISTRICT BOARD OF TRUSTEES
NOVEMBER 13, 2018**

Attendees: Mr. Pete Wahl (Chair), Emily Lee (Co-Chair), Bryn Blaise, Dr. Stan Sidor (President), Dr. Heather Bigard (Vice President, Administrative and Financial Services), Ms. Anita Geraci-Carver (College Attorney)

Agenda Review

- The President reported that there will be presentations on the SACSCOC reaffirmation, Athletics, Student Life, TRIO, and Lakehawk Service Day. Brenda Skoczelas was named the AFC Professor of the Year award last week and will be invited to present at the meeting.
- Information Items have been moved up in the agenda after consent items.
- Mr. Wahl asked about the process for the disposal of assets. Dr. Bigard explained that she has directed her staff to develop an Administrative Procedure to outline the process by which we offer surplus items to the community.
- Dr. Sidor reported that he and Dr. Culpepper are organizing a Legislative breakfast with Lake Tech on December 6th.
- Dr. Sidor will provide an updated report on partnerships.



Lake Sumter
State College

OFFICE OF THE PRESIDENT

Present to the Board: November 28, 2018

TO: Lake-Sumter State College
District Board of Trustees

FROM: Stanley M. Sidor
President

RE: 374 – Scheduled Reports/Board Attorney

OVERVIEW:

Each month the college attorney Anita Geraci-Carver presents the District Board of Trustees with an updated report on any legal matters on behalf of Lake-Sumter State College.

ANALYSIS:

The report contains information in reference to legal matters, and other miscellaneous items.

RECOMMENDATION:

It is recommended that the Board acknowledge or accept this item as written.



November 12, 2018

District Board of Trustees for
Lake-Sumter State College
9501 U.S. Highway 441
Leesburg, Florida 34474

Re: Board Attorney Report for November 28, 2018

Dear Trustees:

Below is an update on several matters of interest to the Board.

On November 8, 2018 PERC tallied the ballots in the unionization election involving the Program Managers. The Program Managers voted in favor of the union by a 4-1 vote. Within a few weeks PERC will issue its formal order approving the election and issuing the union's certification as exclusive representative of this bargaining unit.

OCR Case Nos. 04-17-2349 & 04-18-2164. The OCR investigations into the student's complaints remains pending. The College previously provided OCR with the student's file as requested and has supplemented the prior submittal with additional documentation, as necessary.

East Lake Property Donation. A proposed amendment was prepared extending the various deadlines for closing, development, state designation, etc. as well as addressing shared facility use with public or private entities. Dr. Sidor's office provided the proposed amendment to the donors' representative, Daryl Carter, for the donors' consideration.

A former employee filed a Charge of Employment Discrimination with the Florida Commission on Human Relations, Case No. 201916025; EEOC No. 15D201900045. The statement of harm alleges discrimination related to use of leave under the Family Medical Leave Act. Employment counsel, Mike Pierro, is providing legal services for this matter.

Notice of Claim – Florida Statutes 768.28(6) from Morgan & Morgan, P.A. on behalf of Karen Parker relating to an alleged incident on August 18, 2016. Ms. Parker claims while attending an event on the Leesburg campus she was injured when she tripped and fell. She claims there was a hole in one of the mats and she fell as a result. The College's insurance company is in receipt of the Notice of Claim and is in communication with Ms. Parker's attorney. Litigation has not been filed as of the date of this letter.

November 12, 2018

Page 2

Should you have any questions, please feel free to call me. I look forward to seeing you at the Board meeting.

Respectfully submitted,

A handwritten signature in cursive script that reads "Anita Geraci-Carver".

Anita Geraci-Carver

cc: Dr. Sidor, President
Dr. Bigard, Vice-President





Lake Sumter State College

OFFICE OF THE PRESIDENT

Present to the Board: November 28, 2018

TO: Lake-Sumter State College
District Board of Trustees

FROM: Stanley M. Sidor
President

RE: 375 – Approve Lake-Sumter State College Foundation, Inc. 2019 Officers and Incoming Directors

OVERVIEW:

Board Rule 1.07 requires the District Board of Trustees to annually approve all direct support organizations (DSO). Currently, the Lake-Sumter State College Foundation, Inc. is the only approved DSO.

ANALYSIS:

At the October 23, 2018, Lake-Sumter State College Foundation, Inc. Quarterly meeting the Board approved the 2019 Foundation Officers: Past President, Lindsay Holt, President, Josh Gonzales, President-Elect, Mary Beth Morris, Vice President, David Jordan, Treasurer, Carl Specci, Secretary, Dr. Laura Byrd, Trustee Liaison, Emily Lee, Faculty Liaison, Jeremy Norton and incoming LSSC Foundation Directors, Dr. Jeffrey Glover, Dean Simmons and Sarah Ulrich.

RECOMMENDATION:

It is recommended that Board approve this item as written.



Lake Sumter
State College

OFFICE OF THE PRESIDENT

Present to the Board: November 28, 2018

TO: Lake-Sumter State College
District Board of Trustees

FROM: Stanley M. Sidor
President

RE: 376 – Health Science Collegiate Academy Amendment

OVERVIEW:

First Amendment to the First Amendment Operational Agreement between The School Board of Lake County, Florida, The District Board of Trustees, Lake-Sumter State College, Montverde Academy, University of Central Florida and South Lake Hospital, Inc.

ANALYSIS:

This amendment changes the membership of the Operations Committee.

RECOMMENDATION:

It is recommended that the Board approve this item as written.

**HEALTH SCIENCES COLLEGIATE ACADEMY
FIRST AMENDMENT TO THE FIRST AMENDMENT OPERATIONAL AGREEMENT
BETWEEN**

**THE SCHOOL BOARD OF LAKE COUNTY, FLORIDA,
THE DISTRICT BOARD OF TRUSTEES, LAKE-SUMTER STATE COLLEGE,
MONTVERDE ACADEMY,
UNIVERSITY OF CENTRAL FLORIDA, AND
SOUTH LAKE HOSPITAL, INC.**

The parties agree to modification of the section of the Operational Agreement entitled Operations Committee as follows.

CURRENT LANGUAGE

Operations Committee

The Operations Committee will manage the day-to-day activities of the HSCA. Members of the Operations Committee are responsible for coordinating HSCA activities at each of the Partners' sites. Members will ensure the HSCA complies with Partners' policies and procedures, provide on-going and timely communication with their respective site, and provide administrative support to the HSCA. The HSCA Director will convene and chair the Operations Committee.

The Operations Committee will include the following:

- A. HSCA Director (Chair)
- B. Administrator from SLH.
- C. Administrator from UCF.
- D. District Lead from LCSB.
- E. MVA Administrator
- F. Program Lead from each participating LCSB high school.

Amended Language

Operations Committee

The Operations Committee will manage the day-to-day activities of the HSCA. Members of the Operations Committee are responsible for coordinating HSCA activities at each of the Partners' sites. Members will ensure the HSCA complies with Partners' policies and procedures, provide on-going and timely communication with their respective site, and provide administrative support to the HSCA. The HSCA Director will convene and chair the Operations Committee.

The Operations Committee will include the following:

- A. HSCA Director (Chair)
- B. Administrator from SLH.
- C. Administrator from UCF.
- D. District Lead from LCSB.
- E. MVA Administrator.
- F. One LCSB high school representative.

SIGNATURES

LAKE-SUMTER STATE COLLEGE

Dr. Stanley Sidor, President

Date

Peter F. Wahl, Chairperson
District Board of Trustees

Date

SCHOOL BOARD OF LAKE COUNTY, FLORIDA

Diane Kornegay, M. Ed., Superintendent

Date

Stephanie Luke, Chairperson
School Board of Lake County, Florida

Date

SOUTH LAKE HOSPITAL, INC.

John A. Moore, President

Date

Susan McLean, Chairperson

Date

MONTVERDE ACADEMY

Dr. Kasey C. Kesselring, Headmaster

Date

UNIVERSITY OF CENTRAL FLORIDA BOARD OF TRUSTEES ("UCF")

Dr. Dale Whittaker, President

Date



OFFICE OF THE PRESIDENT

Present to the Board: November 28, 2018

TO: Lake-Sumter State College
District Board of Trustees

FROM: Dr. Stanley Sidor
President

RE: 377-Cross Country Program Proposal

OVERVIEW

The Lake-Sumter State College Athletic Program desires to begin an intercollegiate Men's and Women's Cross Country team for the South Lake Campus. The purpose of starting this program is to expand intercollegiate athletics to the South Lake Campus and provide additional opportunities for students to participate in Athletics. The South Lake Campus currently shares a cross-country trail with the National Training Center, providing an excellent course for the cross-country teams to utilize. LSSC Athletics desires to enter into an agreement with the National Training Center to utilize training and locker room facilities. The proposed addition of Men's and Women's Cross Country would contribute to the College's retention and completion agenda, while promoting enrollment growth.

ANALYSIS

The Director of Athletics has met with the County Athletic Director who is in support of this program. Area high schools have numerous student-athletes that are interested in these programs. Current solicitation and marketing for financial assistance is in-progress.

RECOMMENDATION

It is recommended that the District Board of Trustees provide approval to begin the process of promoting, fundraising, hiring the coach and implementing the cross-country program for the South Lake Campus, for the 2019-2020 year.



Proposal to Create a Cross Country Athletic Team

Purpose: The Lake-Sumter State College Athletic Program desires to create intercollegiate participation opportunities for students on the South Lake, Clermont campus. Cross country is a sport that naturally attracts high-achieving student-athletes and will compliment the current academic achievement record for LSSC. The South Lake campus currently shares a cross country trail with the National Training Center (NTC). The NTC has agreed to allow our students access to their training and locker room facilities to further support our program. Area high schools have indicated that cross country is in high demand and would expand our student recruitment pool.

Conference Description: The FCSAA currently fields eight Women's programs and will add three programs, this fall. The Men's Division currently fields four programs. Last year, the Women's Division graduated 92%, with 88% of all second year participants and first year graduates, successfully transferring to 4-year colleges/universities. The Men's Division participated in their first season of competition, this past fall.

3-Year Budget Projection

Description	Year 1 2018-19	Year 2 2019-20	Year 3 2020-21
Student Participation			1st Season Eligible for NJCAA Championship
Female Participants	8 40%	10 42%	12 46%
Male Participants	12 60%	14 58%	14 54%
Total Players	20	24	26
Revenue			
Full-time Tuition (15 Hrs/Semester/\$105.78)	63,438	76,126	82,469
Expenses			
Tuition & Book Scholarship	7,600 2	19,000 5	26,000 7
New 15-passenger van	28,000	-	-
Equipment (uniforms and shoes)	2,000	2,500	2,500
Travel and Meals (7 meets)	7,000	7,000	9,000
Other (entry fees, hosting fees, office supplies)	1,000	2,000	2,000
Head Coach Stipend	11,000	11,000	11,000
Assistant Coach	2,500	2,500	2,500
Total Expenses	59,100	44,000	53,000
Net Income	4,338	32,126	29,469

- * Equity Information (CC Team) 45.5% Female : 54.5% Male
- * Total Program Equity-scholarships 58.2%-Female : 41.8% Male
- * Total Program Equity-participants 56.6% Female : 43.4% Male
- * Title IX Compliance - enrollments 55% Female : 45% Male

Cross Country Survey Results

(Lake/Sumter County Public/Private Schools that offer the Sport)

Background:

The survey was provided for each public/private high school in Lake and Sumter Counties. Athletic Directors and coaches provided the results based on the 2017-2018 Academic year. In addition to the survey being sent, I attended and presented information to the Lake County Athletic Directors during their first meeting for the 2018-2019 year. The results of the survey and the discussion at the Athletic Director's meeting, were favorable.

Survey Results:

- The average number of boys that participate in the sport/per school each year: 10
- The average number of girls that participate in the sport/per school each year: 10
- The average number of boys that have qualified beyond the District meets/per school: 3.
- The average number of girls that have qualified beyond the District meets/per school: 2
- The total number of your former athletes that have been able to pursue this sport at the college level in the past year: 6 (Total from all schools surveyed)
- The coaches unanimously responded that LSSC would benefit in the areas of marketing the college and possible see potential growth in enrollment opportunities for area athletes.
- Additional comments or ideas that could possible assist LSSC in offering the sport:
 1. *Cross Country does not require a lot of money to be successful. With the allotment of a few scholarships, a coach could attract some talented athletes could grow in the program.*
 2. *LSSC could host high school invitational events and 5k events to allow our schools to save money on transportation to out-of-county events.*
 3. *LSSC could host additional meets during some of college cross country events to bring awareness to the community.*
 4. *Having the opportunity for the schools to run at the NTC course, would be great!*
 5. *Three schools do not have cross country teams; track and field, only.*
 6. *If LSSC would offer the sport, it would create additional opportunities for some of our kids to pursue the sport in college. Many of our kids are not talented enough to run for most colleges.*
 7. *We had the Athletic Director from Seminole State and the new coach at Daytona contact us about some of our kids for this year. I understand they both started programs.*
 8. *It is great that LSSC is thinking about this being offered at the South Lake campus.*



Lake Sumter
State College

OFFICE OF THE PRESIDENT

Present to the Board: November 28, 2018

TO: Lake-Sumter State College
District Board of Trustees

FROM: Stanley M. Sidor
President

RE: 378 – Evaluation for College President

OVERVIEW:

Each year the Lake-Sumter State College President completes an evaluation based on his performance the prior year.

ANALYSIS:

The evaluation metrics are created by the president and approved by the Lake-Sumter State College Board of Trustees. The board receives a JotForm to complete their individual evaluation which is compiled by the board attorney.

RECOMMENDATION:

It is recommended that the Board approve this item as written.



VISION:	As a leader in higher education, Lake-Sumter State College will transform students through academic excellence and innovative partnerships.				
MISSION:	Deliver student success through personal attention and flexible pathways leading to rewarding careers and higher wages.				
VALUES:	Learning, People, Student Success, Forward Thinking				
STRATEGIC THEMES:	Student Achievement	Academic Programs & Partnerships	Teaching & Learning	Facilities & Resource Development	Workplace Environment & Culture
STRATEGIC RESULTS:	Achieve high levels of student success by increasing enrollment, retention, transfer, and completion rates.	Respond to emerging labor market and community needs, enhance existing partnerships, and develop new reciprocal partnerships in the communities we serve.	Deliver quality academic programs, resources, and services that support and measurably improve student learning.	Align college resources to provide a supportive learning and working environment and to achieve financial sustainability.	Become a workplace of choice- grounded in mutual respect, shared governance, communication, and a deeply engaged workforce.
THEME LEADER:	Dr. Claire Brady	Dr. Doug Wymer	Dr. Doug Wymer	Dr. Heather Bigard	Dr. Heather Bigard
MEMBERSHIP	Tammie Jo Drunasky Countess Rittman Devin Horvath Jenni Kotowski Mark Duslak Daniel Weber Brandy Ziesemer Alex Bruno Christine Ramos Dallas Henley	Mike Matulia Caitlin Moore Kairise Conwell Luis Ortiz Kathie Larke James Cason Greg Bridgeman Rick Palmer Amy Albee-Levine Scott Hopkins Dr. Laura Byrd DeAnna Diggs Dr. Barbara Lange	Mike Nathanson Doug Guiler Nikki Duslak Alicia Hall Deborah Pate Nora Rackley Amber Karlins Toni Upchurch Bibi Moonsam Chris Sargent Karen Hogans Chris Leibner Kristen Chancey	Andrew Bicanovsky Diana Billingham Rebecca Nathanson Rob Johnson Kelly Fitzwater Carolyn Scott Kelly Hickmon David Walton Allison Palmer Thom Kieft Fran Pistilli	Katrina Bennett Pam Fletcher Anne Alcorn Andrea Brooks Mark Thompson Jeremy Norton Robyn Winship Kelly Cornell Betti McTurk HR Committee
EX-OFFICIO MEMBERSHIP & SUPPORT	Dr. Stanley Sidor, Dr. Laura Byrd, Thom Kieft, Claudia Morris, Business Intelligence Team, Division Leadership Teams				

STRATEGIC PLANNING 2018



Lake Sumter
State College

SWOT ANALYSIS

STRENGTHS

Small campuses, small classes, personal attention	Family-feeling
Low cost/affordability	Shared governance
Quality Faculty/Staff	Improving communication
Academic programs	Empowerment
Student services	Independence
Multi-campus college	College history
Well-prepared graduates	Fun environment
Subject-matter experts in business and career fields	Faculty/staff-led initiatives
Long-term community relations	Personnel dedication
Proven educational track record	Starfish, DegreeWorks and Canvas
Embedded certificates that provide stepping stones to students	Relationships with contractors
Preparation of transfer students	Increased planning
Flexible class schedules, e.g., online, hybrid, seated and evening	Easy transition to State Universities
Administration that is supportive of classroom innovation	Growth in fulfilling the demands of our labor markets and communities
Meet Community Needs	Dual enrollment

WEAKNESSES	
Academic course schedule	Getting too big too fast, losing hometown feeling
Community does not value higher education	Lack of funding
Plan and execute consistency in didactic learning among campuses	Less individualized attention for students
Increased number of student in each classroom	Non-competitive salaries
Online and hybrid classes should be standardized through Quality Matters	Communication across college
Marketing/Advertising/Website	Compartmentalization
Not enough/too many online classes	Need more BA and transfer programs
Need more course time offerings	Classes/programs lack diversity
No consistency in classes/programs	Need more popular programs
Students arrive unprepared for college	Better relationships with local high schools
Lack of internships/work programs	Better transition from college to workforce
Poorly maintained facilities and infrastructure	More college/community partnerships
Community awareness of College	Different standards between divisions
Admissions: Application & application fee	Lack of trust/support from the top (perceived)
High staff & faculty turnover rate	Recognition of success
No CRM for recruiting	Consistency amongst campuses (appearance)
Enhance, reinforce and mandate educational opportunities for growth and development in faculty to improve student learning	Staying competitive with larger institutions for innovation by retaining employees
High % of DE students vs. fee paying students	Provide better services and support for online students
Fee payment process	Poor understanding of assessment throughout the college
"Ping ponging" students	Poor grading system
Website & social media presence	Retention rates
Time to complete a degree	Instructor burn-out

OPPORTUNITIES	
School District partnerships	Create new programs
Change of education delivery	Partnership between campuses
Athletic Growth	Celebration of success
Local employers/tuition reimbursement	Underutilized workforce/hire students
Emerging Technologies/Artificial Intelligence	Increased collaboration across departments
Emerging data capabilities	Promotions
Seamless student experience	Voices heard from all levels
National & state Guided Pathways initiative	Untapped connections to community
Re-allocation of UCF spaces	Gaining new skills and new ways of thinking
Increase of students wanting the opportunity to take well-designed online courses	Encourage increased participation of online resources to improve teaching, e.g., Google Certified Educator Program
New healthcare facilities and industrial parks in Sumter County	Develop best-practices for online teaching and learning
Expand current programs to current trends	Increased growth in South Lake
Lake Tech partnership	Increasing demand for 4-yr degrees
Institute an office for recruitment; retention, and completion	Increased number of Baccalaureate programs and the Honors program
Develop best practices for FTIC students, which could include the creation of first encounter faculty (FEF) and a review/possible revision to SLS 1501	

THREATS	
More and more online colleges available	Valencia is expanding
Decreased state funding	Other colleges/online
Underprepared students from K12	Lack of training
Declining enrollment	Micromanaging
Dual enrollment completion rates	Faculty/admin relations
Decreased # face to face courses	Competitive salaries
Application fees	Engagement/morale
Graduates' starting wages	Changing standards
Academic course schedule	Lack of follow-through
Lack of visibility in community	Fewer non-traditional students
Paper-based systems	Need more funding
Weather, age of structures	Improve technology
Natural disasters	Terrorism and crime
Ineffective office hour models	Increasing class sizes
Overburdening, overwhelming data tracking, policies, and procedures	Burning out of faculty and removing the small town environment
Riding the market wave of reducing rigor to increase enrollment/completion	Program standards for higher learning, professionalism and growth
Increasing pressure on faculty to ensure they pass regardless	College level rigor while addressing student needs of low performing high schools
Ensure online classes are as robust and well-designed larger schools, or we face losing students to them	Misalignment between faculty expectations of student preparation and actual student ability
Increasingly unprepared students	Better salaries at other colleges
The continual increase of online learning will eliminate students in Lake and Sumter counties who do not have reliable, consistent access to the internet	Students want instant gratification

STRATEGIC PLANNING 2018

PILLAR OBJECTIVES - DRAFT



Lake Sumter
State College

TEACHING & LEARNING	STUDENT ACHIEVEMENT	FACILITIES & RESOURCES	WORKPLACE ENVIRONMENT & CULTURE
<p><i>Align college resources to provide a supportive learning and working environment and to achieve financial sustainability.</i></p> <ol style="list-style-type: none"> 1. Offer a high quality educational experience that increases student achievement. 2. Improve professional development quality, relevancy, and accountability. 3. Offer schedules that are student-centered and which balance class size with resource availability. 4. Establish a robust network of academic support services to optimize student success. 	<p><i>Achieve high levels of student success by increasing enrollment, retention, transfer, and completion rates</i></p> <ol style="list-style-type: none"> 1. Develop onboarding and first semester experiences that foster persistence in order to increase retention and completion rates. 2. Develop an academic course schedule that is responsive to evolving student needs and promotes overall academic progression. 3. Develop robust and fully-integrated communication strategies throughout the student experience (prospective student through to alumni status) 	<p><i>Align college resources to provide a supportive learning and working environment and to achieve financial sustainability.</i></p> <ol style="list-style-type: none"> 1. Create a facilities master plan that supports growth and improves efficiency. 2. Build a solid identity in the community that reflects the mission. 3. Cultivate resources to support planning initiatives. 	<p><i>Become a workplace of choice - grounded in mutual respect, shared governance, communication, and a deeply engaged workforce.</i></p> <ol style="list-style-type: none"> 1. Provide & support all employees with professional growth & learning opportunities. 2. Create an encouraging, innovative environment that engages current & future employees. 3. Initiate activities & opportunities that cultivate a relationship among the greater college community to better build trust & respect.

ACADEMIC PROGRAMS & PARTNERSHIPS
<p><i>Respond to emerging labor market and community needs, enhance existing partnerships, and develop new reciprocal partnerships in the communities we serve.</i></p> <ol style="list-style-type: none"> 1. Develop and implement a strategic communications plan that reaches all stakeholders to align effort, strengthen partnerships, and drives collaborative innovation. 2. Develop partnerships to create, enhance, and expand programs that meet community needs. 3. Offer an affordable, quality, and challenging learning environment that emphasizes the importance of soft skills. 4. Develop community outreach plans that address student diversity within educational programs.

STRATEGIC PLANNING 2018

PILLAR OBJECTIVES - DRAFT WITH LINKAGES



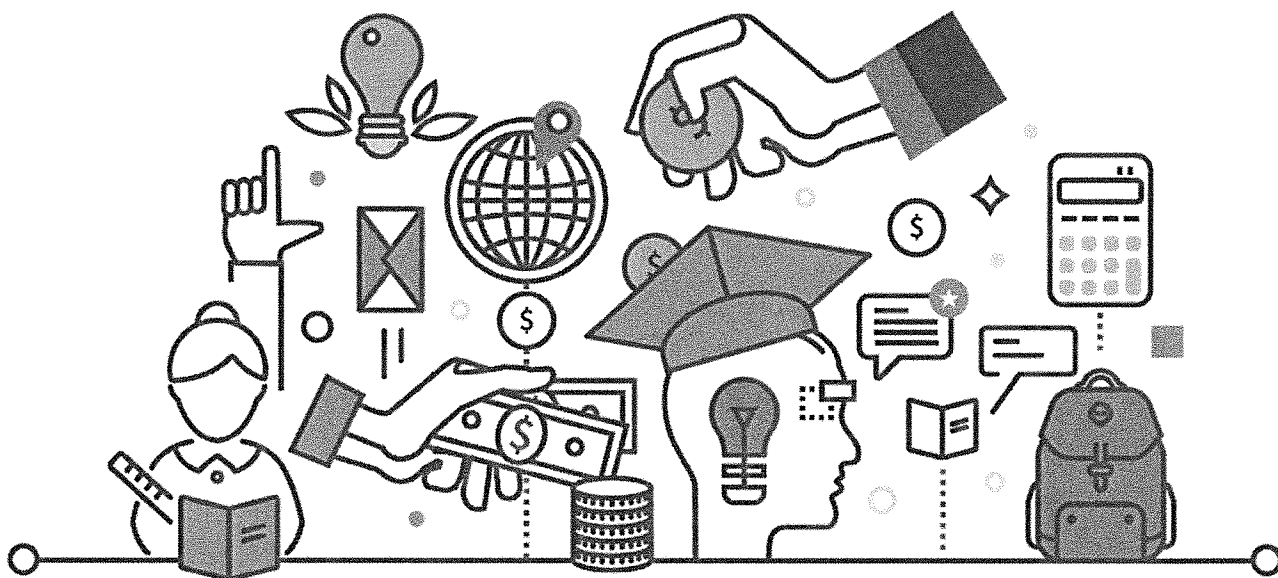
Lake Sumter
State College

TEACHING & LEARNING	STUDENT ACHIEVEMENT	FACILITIES & RESOURCES	WORKPLACE ENVIRONMENT & CULTURE
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Our Planning Process

1. Review our Mission Statement - BOT Approved Revisions in the Spring 2018
2. Revisit Vision and Values - Faculty and Staff Collaborated Summer 2018
3. Organize Pillars and Teams - September/October 2018
4. Pillar Teams Develop Strategic Objectives - October/November 2018
5. Pillar Teams Develop Strategic Initiatives - November 2018
6. Draft Strategic Plan Objectives and Initiatives go to BOT - January 2019
7. Strategic Initiatives are cascaded to Departments develop actions, tactics and measurements - January/February 2019
8. Individuals identify job responsibilities/projects that align with the department actions/tactics - Spring 2019



 **REPORT COMMUNITY COLLEGES**

Policy Strategies for Pursuing Adequate Funding of Community Colleges

OCTOBER 25, 2018 — RICHARD D. KAHLENBERG, ROBERT SHIREMAN, KIMBERLY QUICK AND TARIQ
HABASH

Among students who go to community college with the eventual goal of getting a bachelor's degree, studies that carefully control for academic and demographic factors find a substantial "community college penalty"—a reduced chance of earning a bachelor's degree—if a student begins at a two-year rather than a four-year institution.⁸ For instance, C. Lockwood Reynolds, an economist now at Kent State University, estimated, after applying appropriate controls, that beginning at a two-year college reduces one's ultimate chances of receiving a bachelor's degree by 30 percentage points.⁹

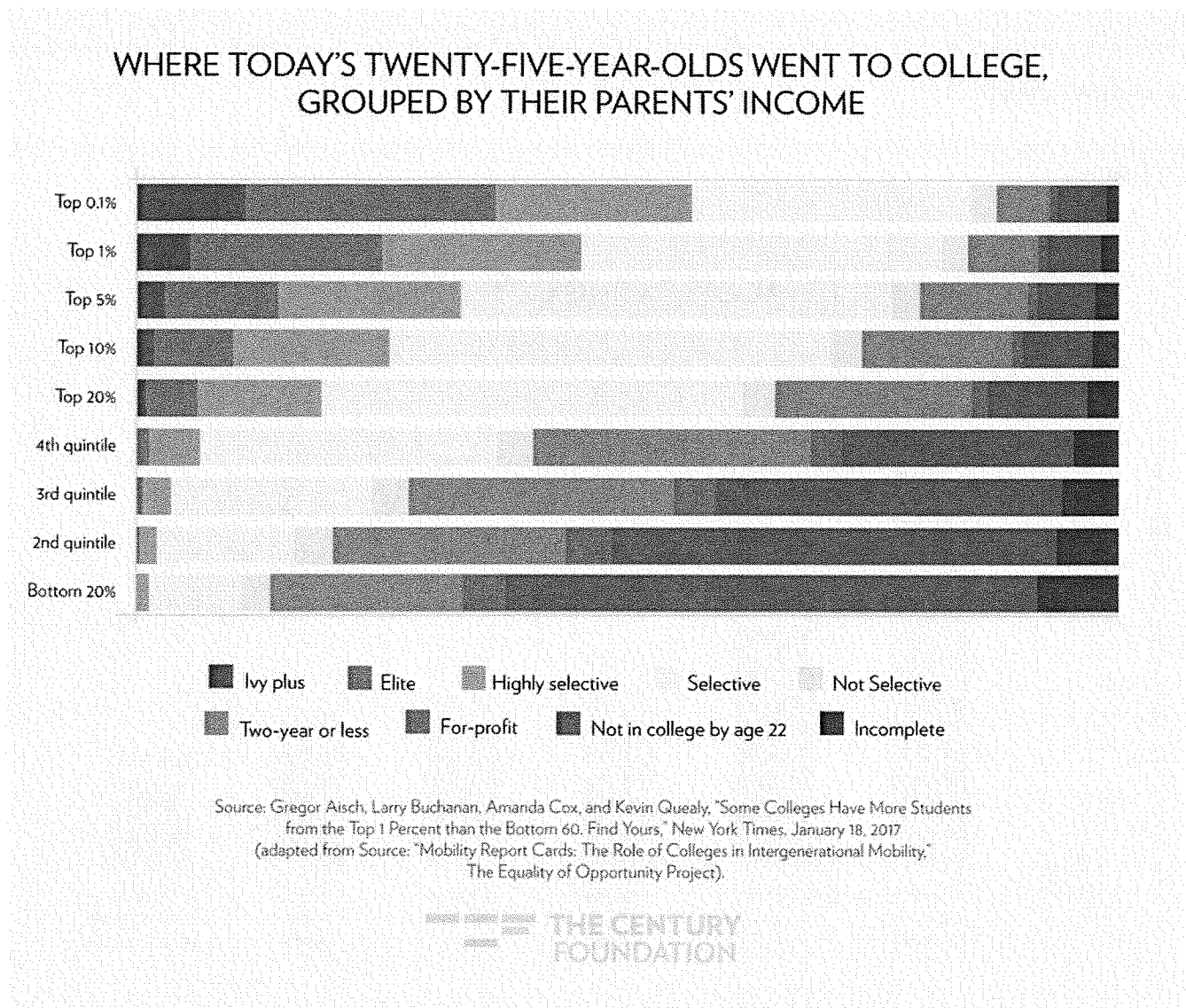
These results are not surprising, given the resource differentials and the complications of transfer, but they are disappointing. Individuals who are trying to better their lives and move out of poverty into the middle class rely on community colleges, yet these schools frequently are not able to provide students with the support they need and deserve. What is holding back students entering community colleges?

Community Colleges Enroll the Most Disadvantaged Students, Yet Receive the Fewest Resources

The prevailing impulse by policymakers in response to poor results is to impose accountability mechanisms on them. For instance, a number of states have shifted toward systems that fund institutions based in part on student progress. But these approaches are unlikely to be effective unless colleges have the resources necessary to provide quality instruction and support, given the needs of the students who typically enroll. We often hear the mantra that community colleges need to do more with less; but if we truly care about improving the promise and performance of two-year schools, we need to investigate, empirically, the importance of resources rather accepting the current level of funding as optimal.

Today, higher education tends to shower the greatest resources on wealthy and high-achieving students with the fewest educational needs, and devotes the fewest resources to economically disadvantaged students with the greatest educational needs.¹⁰ At the most selective four-year colleges, students from the wealthiest socioeconomic quartile outnumber those from the poorest quartile by 14 to 1, yet at community colleges disadvantaged students outnumber those from the richest quarter by 2 to 1 (see Figure 1).¹¹

FIGURE 2



Researchers generally agree that disadvantaged students have the greatest challenges attending college—less access to preparation from high-quality K–12 schooling, greater likelihood of food insecurity during college, and the like. Indeed, researchers estimate that wealthy parents invest about \$6,600 per year on enrichment activities for their children, nine times the amount (\$750) that low-income parents spend.¹² Multiplied over eighteen years, that \$5,850 annual difference amounts to \$105,300. Differential access to K–12 schooling opportunities compound those inequalities.

exclusively on educational instruction.¹⁴ These differences remain substantial after excluding spending on sponsored research and auxiliary enterprises, with private research sectors spending up to three times more than the amount spent by public community colleges in education and related spending.¹⁵

Moreover, research by George Washington University's Sandy Baum and her coauthor Charles Kurose finds that inequalities in spending remain even when one accounts for the common assumption that the first two years of college are less costly than the third and fourth.¹⁶

Even more troubling, these disparities in resources are growing. Educational spending per public four-year college student increased by 16 percent between the 2003–04 academic year and 2013–14; by contrast, during this same time period, per student community college funding increased just 4 percent.¹⁷

Sometimes, the inequity in public spending is generated by explicit policy. In Maryland, for example, state law imposes unequal funding by requiring that full-time equivalent community college students should be funded at 25 percent the level of students at four-year colleges.¹⁸ Moreover, the bottom-line inequality in spending has grown over time. In the period from 2003 to 2013, funding in real terms increased by \$5,413 per FTE student at public research universities, while public community colleges saw an increase of just \$1,044 in real funding.¹⁹

It is important also to note that there is substantial inequality in funding within the two-year sector, in part because community colleges typically receive some local funding, which tends to reflect the wealth of neighborhoods. In a 2006 paper, scholars Alicia C. Dowd and John L. Grant found that the intrastate variation in state and local community college appropriations (as measured by the ratio of the community college appropriation at the ninetieth and tenth percentiles of funding in each state) in half the states studied ranged from 2.0 to 2.8. These levels “are considered high in comparison to K–12 finance inequities,” the authors concluded.²⁰ A 2018 analysis of spending on community colleges by Tammy Kolbe and Bruce Baker, likewise, found “substantial differences in per-FTE spending within states. The extent of variation was on par with levels that have raised alarm bells when evaluating fiscal equity among K–12 school districts.”²¹

Money—Well Spent—Can Make a Difference in Higher Education and Have Big Payoffs in Economic Growth

To meet the goals of providing equal educational opportunity to students and improving efficiency, we need to examine resource inequities. “Supporting the success of community college students requires much more than adequate funding for the students and their institutions,” as Sandy Baum and Charles Kurose noted in a paper for The Century Foundation. “But without adequate funding, significant progress is unlikely.”²²

than 10 percent.³² More generally, research also finds that investments in smaller class sizes and more counselors in community colleges can improve student outcomes.³³

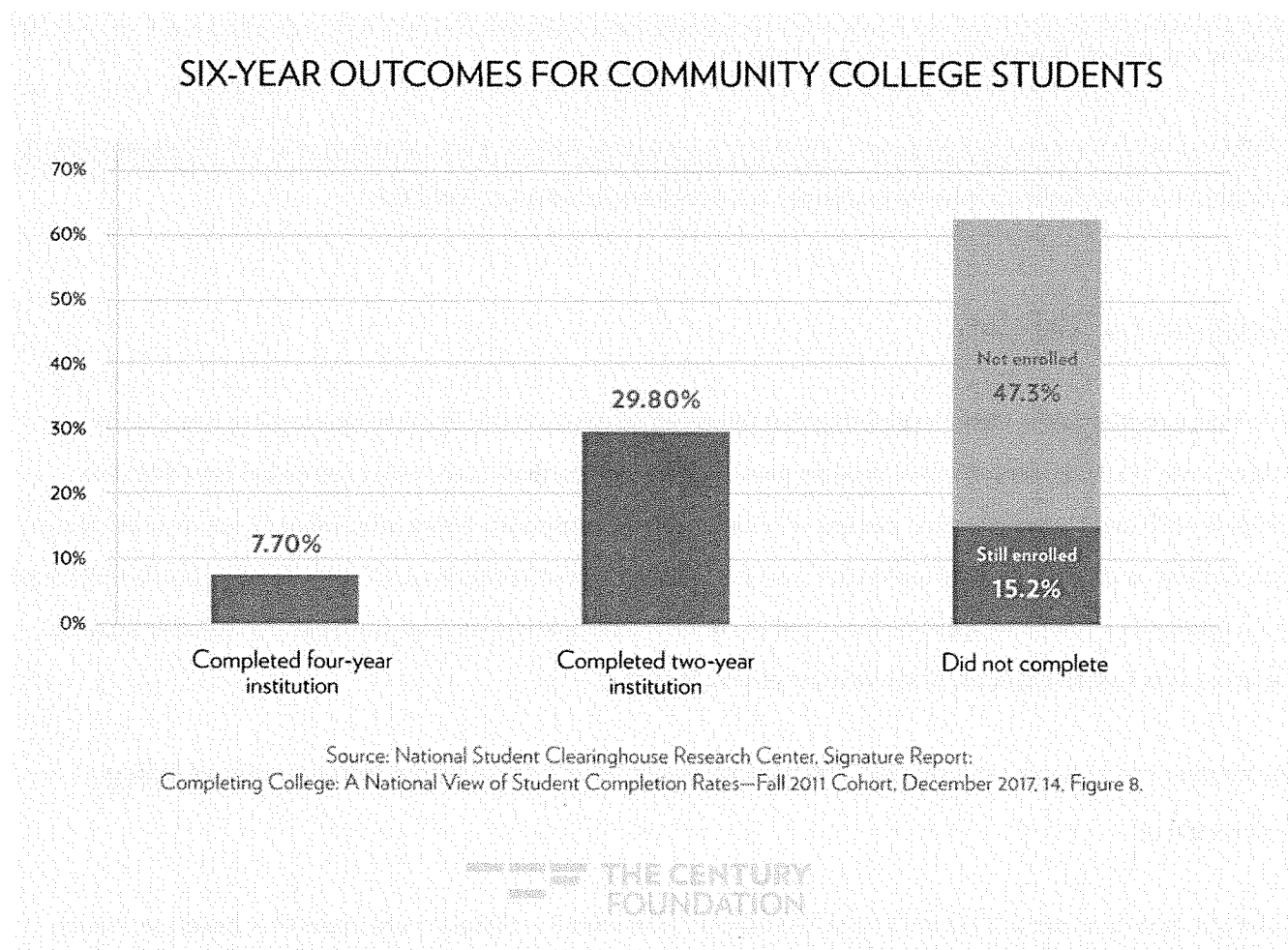
- **High-impact practices.** The Center for Community College Student Engagement has found a positive relationship between thirteen “high-impact” practices—orientation, accelerated developmental education, first year experiences, student success courses, learning communities, academic goal setting and planning, experiential learning beyond the classroom, tutoring, supplemental instruction, proper assessment and placement, registration before classes start, alerts and interventions, and structured group learning experiences—and positive student outcomes.³⁴ Numerous other studies find positive results from redesigned developmental education, academic support services, and other interventions.³⁵ We mention these examples of productive spending not to suggest that a straightjacket be imposed on community college presidents to spend resources in a particular way, but rather to illustrate that these practice often require increased investments.

Rigorous research on the four-year college sector has also found that resources can have a powerful influence on outcomes for students. John Bound of the University of Michigan, Michael Lovenheim of Cornell, and Sarah Turner of the University of Virginia, for example, found in an important 2010 study that declining completion rates over time were due primarily to declines in resources per student.³⁶

Research evaluating the importance of resources in the K–12 level is also particularly relevant to the community college arena given the similar demographic populations served by the two sectors. In a 2017 analysis, Bruce Baker, after analyzing national and state-specific studies, concluded: “The preponderance of the evidence shows that resources do matter.”³⁷ Likewise, in a February 2018 study of California’s K–12 funding increases, Rucker Johnson of the University of California, Berkeley, and Sean Tanner of WestEd, looking at the effects of the Local Control Funding Formula, “found strongly significant impacts of LCFF-induced increases in district revenue on average high school graduation rates for all children.” In particular, they found that “a \$1,000 increase in district per-pupil revenue from the state experienced in grades 10–12 leads to a 5.3 percentage-point increase in high school graduation rates, on average, among all children.”³⁸

A better-funded system of community colleges could have a big payoff for society at large. In 2012, annual average earnings for associate’s degree holders were \$12,000 (51 percent) more than for high-school graduates with no college. The present value of those net additional lifetime earnings is \$246,000.³⁹ While some believe that it is appropriate to put the cost burden of education primarily on students, because they will reap private gains from education, in fact there is a long line of research suggesting that there are enormous spillover benefits to expanding higher education opportunities for society as a whole. The higher earnings of community college graduates can fuel more economic growth and more tax revenue for states. The present value of lifetime taxes paid by an individual

FIGURE 4



Granted, there can be valuable learning gained from taking courses without receiving a credential. However, to the extent that enrolling students hope for a benefit in terms of their earning potential, the evidence of wage gains from attending some college without receiving a certificate or degree is mixed.⁴⁶

The underfunding of the community college sector may also be cost inefficient to the extent that it pushes students toward for-profit colleges and online learning—neither of which has a particularly good track record for students. After a two-year investigation of thirty for-profit companies, the U.S. Senate Committee on Health, Education, Labor, and Pensions reported in 2012 that while community colleges and for-profit two-year programs have similar retention rates, “the cost of the for-profit programs makes those programs riskier for students and Federal taxpayers.” The committee noted: “While 96 percent of those attending a for-profit college borrow to attend, just 13 percent of community college students do so.”⁴⁷

need more financial support in order to succeed? What are the extra costs associated with institutions that have concentrations of such students? What are the costs associated with different disciplines, different geographic locations, and different college sizes?

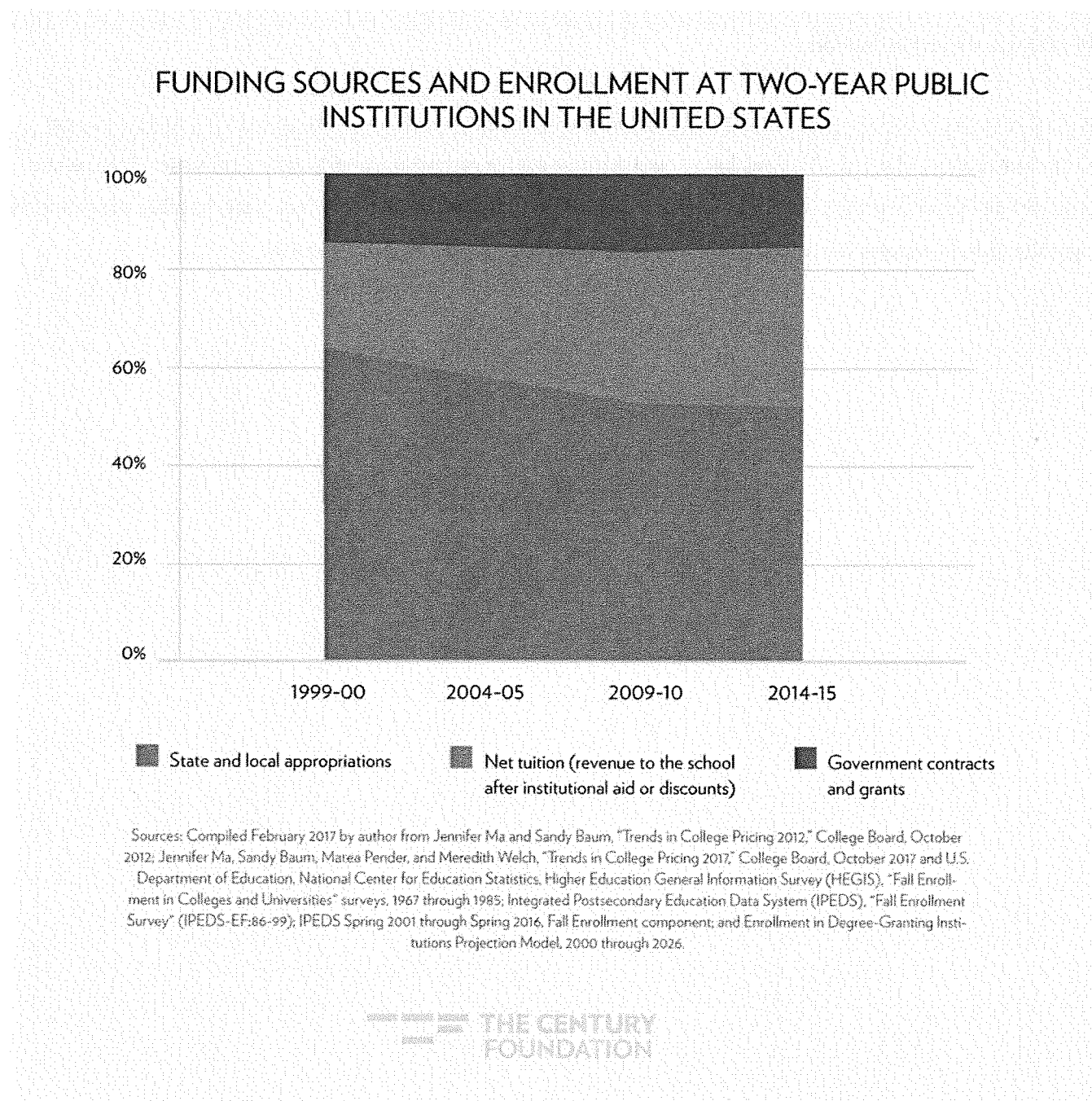
To guide the group's work, The Century Foundation (TCF) commissioned a few reports. In the first, Bruce Baker of Rutgers University and Jesse Levin of the American Institutes of Research tackle the question of how K–12 costing out analysis might apply to community colleges. The report notes the absence of rigorous analyses of what it costs to provide an adequate community college education. It observes that models are widely employed at the K–12 level to conduct such cost analyses. While acknowledging critical differences between higher education and K–12 schooling, it makes recommendations on how K–12 costing methodologies could be adapted to community colleges.⁵³

In the second report, Anthony Carnevale, Jeff Strohl, and Artem Gulish of Georgetown University analyze the appropriate metrics by which to judge community college performance. In order to determine the costs of an adequate community college program, one must first identify clearly defined goals for the program. The authors propose that, in order to be “adequate,” a community college education should not only provide a reasonable likelihood of completion, but also produce skills for gainful employment that allow for the full flourishing of individuals. Specifically, the authors propose a two-part test for economic self-sufficiency: (1) “a program must leave its graduates earning more than \$35,000 per year ten years after they have completed it”; and (2) “over that ten-year period, that program also must provide its graduates with a sufficient earnings premium, compared to the earnings of workers with only a high-school diploma, to cover the program's total cost to the student.”⁵⁴ These background reports will help inform a set of working group recommendations that outline a framework for conducting a rigorous costing-out study at the community college level.

Barriers to Equity Baked Into the Current Systems Funding Community Colleges

Even if researchers are able to articulate a defensible number for what it costs to provide an adequate education—and for the premium needed to educate disadvantaged students well—three other barriers to equitable funding exist, related to where money comes from, how it is allocated, and the political structures that control the system.

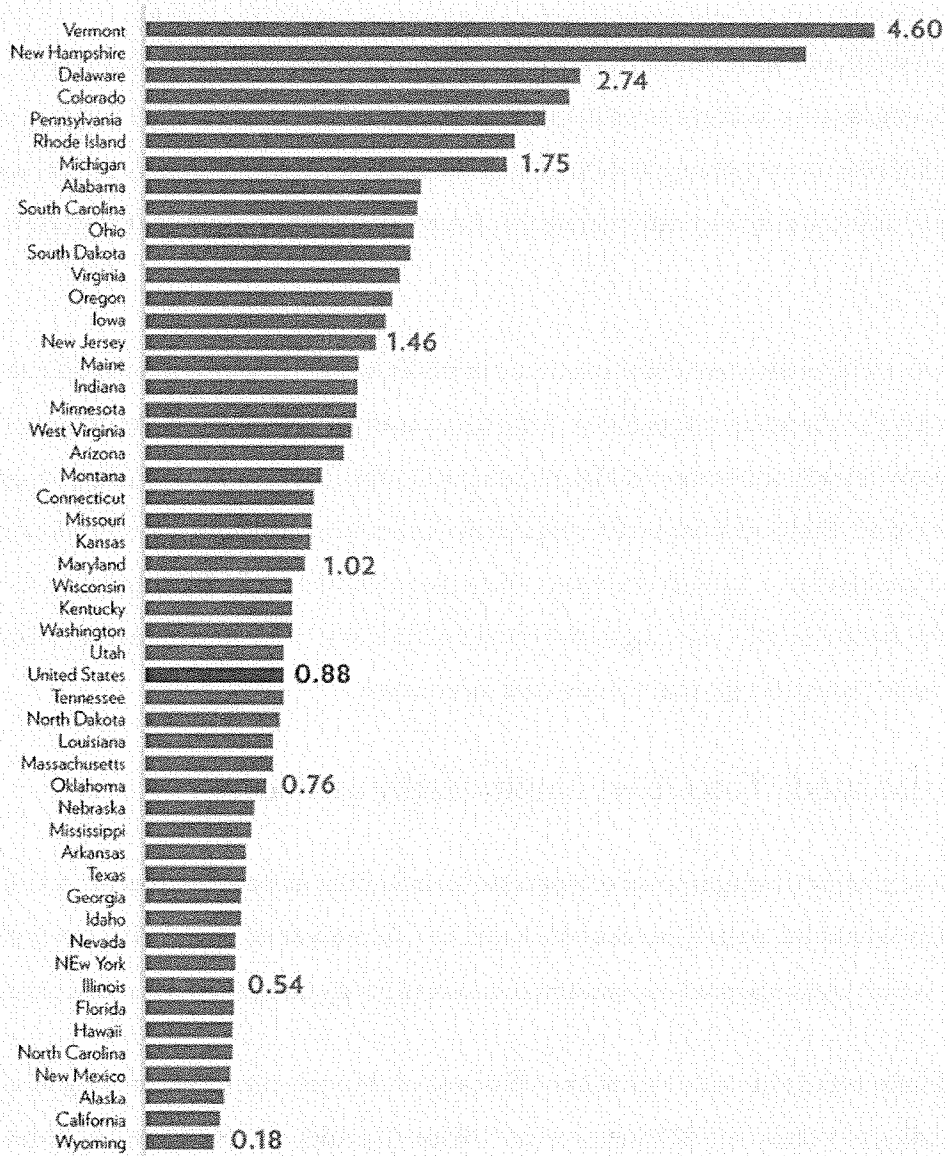
FIGURE 5



The shift was facilitated by federal financial aid. Tuition support that was available first from the GI Bill after World War II, and then from federal student aid programs in the 1960s and 1970s, encouraged public institutions to join private colleges in the use of tuition revenue as a way to pay to costs of greater student enrollment. From an institutional standpoint, increasing enrollment without charging tuition would place the added financial burden squarely on the state or local government, while switching to charging tuition would bring in per-student funds

FIGURE 6

NET TUITION REVENUES RELATIVE TO TOTAL APPROPRIATIONS
FOR PUBLIC HIGHER EDUCATION, BY STATES, FISCAL YEAR 2014



Source: National Center for Education Statistics, "Integrated Postsecondary Education Data System," 2014.

In the states that do use formulas, most use various measures of enrollment of state residents or so-called performance funding (which has not generally been found to produce better results for students.).⁵⁹ SRI International did not find any state that allocated formula funds to community colleges specifically for financial aid, though California now has such a program.⁶⁰

Even in states where there is a formula based on enrollment—so that college can establish a budget and ensure that there is an adequate number of instructors and classroom space—it is usually based on a *prior* year's enrollment. In other words, in any particular year, the colleges are not necessarily able to get more money for the school year by enrolling more students; nor are they faced with a budget cut if their enrollment drops from the previous year. The increased or decreased allocation comes in a later year.

When a state decides to make funding available for additional enrollment, it frequently does so as a percentage increase to all of its colleges. While an “equal percentage” may seem like an equitable approach, consider what would happen if it was applied in the K–12 context: budget growth would be unrelated to need, such that shrinking communities would have stable funding for their emptying schools, while communities with population growth would soon have five-year olds without a school nearby to attend. Such a lack of kindergarten access would be obvious and would be addressed, but in higher education, the lack of adequate access spurs little response.

The strong presumption in favor of funding community colleges according to their historical enrollment levels can mean that geographic areas end up being under-served by their community colleges because those colleges are not able to grow commensurate with local needs. A study of California colleges used counts of adults without a college degree as an indicator of need, and found that access was higher by a factor of three or four in some areas of the state compared to others.⁶¹ To address inadequate access in particular geographic areas, California revised its formula for allocating “growth” funds so that the formula includes consideration of the number of adults who lack a college degree, are unemployed, or are in poverty, compared to the community college enrollment of the population in the area. Those districts with larger gaps between need and current enrollment are allocated more growth.⁶²

Unfortunate Political Structures that Support Current Inequitable Funding Mechanisms

Current funding levels for community colleges are the result of important political realities that must be recognized. Scaling investments to meet adequate levels of funding for community colleges faces three critical political challenges associated with political power realities, state budget constraints, and declining support for higher education as registered in public opinion research.

only.⁶⁸ Research also demonstrates that the income gap in degree attainment has widened. According to research by University of Michigan economists Martha J. Bailey and Susan Dynarski, children of wealthy families are six times as likely to graduate from college as those from poor families.⁶⁹

However, disinvestment in higher education is the wrong reaction to these trends, as it tends to reinforce this inaccessibility rather than alleviate it. Community colleges are often the campuses doing the most to offer diverse options to underserved populations and the working class.

Reasons for Optimism for a Path Forward

Although the current funding system—and the political dynamics underlying it—is deeply troubling, some reasons for optimism exist. This section outlines five areas where political trends give reason for hope that community college funding can be reformed. It also looks to K–12 funding in certain states, and to higher education funding in places such as Ireland and England, as sources of inspiration.

New Positive Political Trends Offer Levers for Change

Several political opportunities are available to elevate the need for adequate funding for community colleges related to workforce development, populism, local control, the free college movement, and even performance funding.

- **Workforce development.** As noted above, several states—particularly conservative states—that have increased their commitment to higher education have done so (in part) by tying higher education investments to workforce development. Tennessee’s Reconnect program allows adults to access last-dollar scholarships to community colleges. Kentucky used a \$100 million bond initiative to distribute funding for targeted workforce development grants, and Arkansas approved limited free community college based on workforce needs. Lifting up community colleges as gateways to workforce opportunities continues to resonate.⁷⁰
- **Populism.** Investment in community colleges counters the growing conservative narrative that higher education is elitist by supporting lower-tuition, open access institutions that more likely serve predominantly disadvantaged populations. Community colleges completely bypass the anger directed at elite four-year schools, which are often portrayed as gated communities with very high entrance fees. A 2018 Demos poll found that 85 percent of Americans have a favorable view of community colleges compared with 66 percent who have such a view of private four-year colleges.⁷¹ Likewise, a 2018 poll from New America found that 83 percent of Republicans and 81 percent of Democrats say community college is worth the cost. Adam Harris, writing about

U.S. K-12 Education

In thinking through alternative funding systems, the K-12 system is a reasonable model to consider (even acknowledging key differences between the community college and K-12 systems). This suggestion might seem odd at first blush. Top American colleges and universities rank among the best in the world, and higher education is routinely cited as a model for our elementary and secondary schools. But completion rates in higher education are poor: only about half of all full-time students graduate, compared with nine of ten in our K-12 system. Moreover, our K-12 system has much more experience and success educating a broad cross-section of students. In learning how to educate growing numbers of low-income and minority students, higher education could learn much from what has worked to address funding inequalities in our K-12 schools.

To be sure, there are important differences between K-12 and higher education that need to be acknowledged. (See text box.) Having said that, certain funding principles at the K-12 level may apply to the community college sector.

Roughly speaking, K–12 public schools receive their funding from three sources: local revenues (45 percent), state revenues (45 percent), and federal revenues (10 percent).⁷⁶ Local sources tend to reflect the wealth of communities and give rise to large inequalities; but, over time, federal and state sources have sought to ameliorate those inequalities.

Beginning in 1965, Title I of the Elementary and Secondary Education Act began providing “compensatory” funding on the premise that schools with concentrations of poverty deserve greater resources. To discourage local school districts from using federal funds for disadvantaged children to displace what the district might have otherwise spent on such students, the federal government requires that federal funds must supplement rather than supplant local efforts.⁷⁷

Historically, state K–12 funding has not been particularly progressive, and it remains highly inequitable in many states. But over time, a series of state lawsuits has brought greater progressive change in some states. In the first phase, progressive litigators brought lawsuits to ensure that an equal amount of money be spent on low-income and high-income students. But these cases were soon replaced by a desire for “adequate” funding to reach a particular substantive outcome. These adequacy lawsuits were more far reaching in two respects: (1) they sought not just equal inputs in spending, but a substantive level of educational results for all students (such as numeracy and literacy in order to be good citizens); and (2) they recognized that to reach those results, more money must be devoted to disadvantaged students than to advantaged students.⁷⁸ Today, at the state level, thirty-seven K–12 funding formulas recognize that students with greater needs deserve greater resources.⁷⁹ (See Figure 7.)

more-affluent students.⁸² Although many inequities remain in our K–12 system of funding, when federal and state and local resources are considered, high-poverty districts spent an equal or greater amount on students than wealthier districts in forty-five states in 2012.⁸³

None of this is to suggest we should celebrate “mission accomplished” on K–12 funding equity. But a few states—such as New Jersey and Massachusetts—can be considered models.⁸⁴

To be sure, there are myriad differences between K–12 and higher education, which Baker and Levin’s paper acknowledge. To begin with, in higher education, the costing-out process is more complicated than in K–12 because the goalposts vary by institution. Whereas public primary and secondary education institutions within a state have similarly defined expectations and goals for all students, often measured by standardized test scores and graduation requirements, higher education goals are more varied, and measures of success are less firmly established. At certain community colleges, the main goal is to educate students to master a technical skill in order to become certified in a trade. Other community colleges focus on associate’s degrees and transfer to four-year institutions. Similarly, four-year liberal arts colleges have different goals than research universities. To complicate matters further, different degree programs within institutions that generate different types of degrees have different cost structures—science instruction with expensive labs and lower class sizes, for example, may be more costly than instruction in history.

Nevertheless, as Baker and Levin’s paper demonstrates, it is possible to derive reasonable estimates of costs associated with the instructional goals at a given type of institution (in our case, community colleges). States have already been grappling with these questions as they employ so-called outcome-based higher education funding, meaning they provide some portion of funding based on student outcomes.⁸⁵ As part of this process, states have necessarily devised standards of success that offer benchmarks to which higher education “adequacy” funding can be tied. Better research is needed to inform these policies.

International Models of Funding for Higher Education

Some international models attempt to incentivize matriculation of nontraditional and low-income students through funding counsels. The countries that employ these models typically have more centralized funding than U.S.-based higher education institutions, and place the responsibility of higher education funding more on the public than on the individual (though they have been shifting toward the latter recently). In particular, the categories of need identified in Ireland’s and England’s funding schemes can provide valuable insights into potential U.S. funding models, as well as both systems’ acknowledgement that serving higher levels of need necessitates greater resources.

Having said that, when providing feedback, some universities and institutes of technology suggested that the scheme failed to sufficiently focus on pre-entry access support for schools and communities, and some schools questioned whether the 33 premium given to an access student is an adequate reflection of the additional costs to support that student. Some respondents also called for better application of access weightings to part-time students.⁸⁸

England: Funding Premium for Students in Low-Income Postal Codes

England maintains a similar commitment to bolstering access and retention through institutional funding schemes.⁸⁹ In 2016–17, England allocated participation access funding to recognize the additional costs of supporting students in three areas: (1) students from disadvantaged backgrounds, (2) students with disabilities, and (3) those students for whom retention might be a concern. These funds are allocated to institutions rather than to students, categorized within funds for teaching.⁹⁰ As in Ireland, schools in England maintain a great deal of autonomy regarding how they choose to spend any additional funds received.

To inform teaching grant allocations, the Higher Education Funding Council for England (HEFCE) uses the Higher Education Statistics Agency (HESA) individualized student record in concert with the Higher Education Students Early Statistics survey (HESES). Together, along with supplemental but equivalent data returns on full economic costs (FECs), these sources provide data on the number of students per institution, their aggregated academic activity (full-time or part-time and program choice), and student characteristics that could be used to determine targeted allocations.

One such target program is the National Collaborative Outreach Programme (NCOP), a new geographically focused, national scheme distributed to twenty-nine local consortia. NCOP targets locales where students have the qualifications and potential to succeed in higher education, but where entry rates remain very low. This program aligns with national goals to double the proportion of disadvantaged young people entering higher education between 2009 and 2020, and raise the number of students from black and minority ethnic communities studying in higher education by 20 percent by that same date.⁹¹ The HEFCE recognizes that “some students need more support than others to see their courses through to completion, because of factors to do with their background or circumstances.”

The HEFCE was dismantled in March 2018; however, evaluators continue to study many of its initiatives. Overall, young student participation rates in England have risen since the 1990s, with most of the increase—six percentage points—occurring since the mid-2000s. Large differences in participation rates of advantaged and disadvantaged young people remain, with the gap suspended at around forty percentage points. However, both advantaged and

We believe a funding formula that recognizes student needs is critical. In some respects, California's new Student Focused Funding Formula, adopted in 2018, represents an important model. For the 2018–19 school year, 70 percent of funding is based on overall enrollment, 20 percent is based on how many low-income and first-generation students are enrolled, and 10 percent is for rewarding student success. By 2020–21, the ratios evolve to 60–20–20. The student success portion of the formula (which looks at course completion, degrees and certificates awarded, and attaining a regional living wage) includes an equity component which provides a bonus for community colleges which succeed with low-income and first-generation students.⁹³

In order to reach the objectives of college access and quality to support success, we think it may be possible to harness three existing trends in higher education if—and only if—policies are implemented with a focus on equity:

- **Setting state goals.** Many scholars have noted that K–12 reform—and investment of resources—accelerated when states began to articulate clearly defined goals and standards. State litigation for “adequate” spending, for example, faced a dilemma because courts would be reluctant to establish by themselves standards of what students should know and be able to do. But once states began defining the standards, litigants could point to those state-established standards as a benchmark against which spending could be judged to be adequate or inadequate.⁹⁴ Ireland's system of higher education, which is weighted in favor of institutions serving disadvantaged students and sets clear goals as part of its National Plan for Equity of Access, provides a model for this.⁹⁵ Forty-one states have created goals to increase educational attainment, according to the Lumina Foundation.⁹⁶ How can the existence of state goals, or the setting of further state goals, be shaped to promote adequate resources for community colleges?
- **Pursuing accountability.** Many states have tied funding to accountability schemes. One of the most popular strategies is to fund colleges by “performance” or “outcomes,” a policy that we believe has a mixed and as yet unproven track record.⁹⁷ The question becomes: Is there way to design an accountability system that could actually result in greater equity?
- **Providing free college.** According to Century Foundation senior fellow Jen Mishory, nineteen states have adopted statewide College Promise programs that provide free or debt-free tuition to at least a substantial subset of students. Ten of these programs have been enacted and funded since 2014.⁹⁸ As Mishory and others have noted, there are pros and cons to such programs.⁹⁹ How can this movement be harnessed to also ensure adequate funding for community colleges?

standard of living that residents could achieve under a vibrant system of well-funded community colleges. If, for example, a plan to fund community colleges adequately is expected to increase the total number of students completing by 40,000 individuals, researchers can project the concrete economic benefits to the state.

The goals should also make plain to state voters why equity in funding is paramount. Every state should want to improve performance across the economic distribution of students, but the reality in most states is that the biggest gains are possible among disadvantaged students, for two reasons. First, because of opportunity gaps, disadvantaged students have the most potential to dramatically increase success rates. Second, in many states, disadvantaged students and students of color represent a growing share of the population.

Pursuing Accountability—in Return for a Greater Investment in Equity

Accountability and investment are two sides of the same coin. Accountability schemes are unlikely to produce results when institutions are starved for funds. Conversely, a stronger case can be made for a major investment in education if skepticism about “throwing more money” at schools can be addressed with some type of accountability provisions.¹⁰⁴ Even deep-blue California policymakers, who recently decided to provide extra funding for community colleges with concentrations of disadvantaged students, included accountability measures in its new law.¹⁰⁵

On one level, accountability is meant to be inherent in the process of defining adequate funding. Costing-out research determining a minimally adequate funding level already has accountability baked into its formula because the model is designed to produce a financial level at which a given result can be achieved through *the most efficient means*. Still this does not obviate the need for policy mechanisms to hold institutions accountable.

But there are good ways to promote accountability, and there are bad ways. As outlined above, we are largely skeptical of the use of performance-based funding and prefer models that are enrollment-based, equity-focused, and use authentic forms of accountability that are driven by human judgement, not mechanical formulas. The biggest critique we have of performance-based funding is that, without first providing community colleges with a base level of adequate funding, it makes little sense to punish “poorly performing” institutions by further starving them (and their students) of resources. It is students who are ultimately hurt when funding to an institution is cut. As long as community colleges are located in specific locations serving nearby populations, their future funding—which determines the number of people they can serve based on any assumption of class sizes—needs to be based largely on enrollment and on the needs of the area. Even community college funding formulas such as Tennessee’s that do not use enrollment per se are using multiple factors that are all correlated with enrollment.

First, by providing free tuition, demand for enrollment is likely to grow, so if the intent is to enroll more students, resources must be provided not only to cover tuition, but also to cover the total cost of educating a growing number of students. Without additional funding, the quality of education provided will deteriorate.

Second, given evidence that current levels of funding are inadequate, the new investment in community colleges not only will have to prevent backsliding, but also should enhance per-pupil funding to make the most of the new public investment in making college free. To get the most bang for the buck, policymakers should ensure that these programs are not only free but have the resources necessary to enable students to succeed.

High quality education is something that many of the early proponents of free college insisted upon.¹⁰⁷ In this sense, the free college movement could create an important opportunity. If free college gets more students in the door, it becomes important to policymakers and the public to ensure that this growing population of students is well served, so that the new investment by the state reaps rewards. Providing free tuition to a community college that is inadequately funded and provides few returns for students would be a poor investment.

As many proponents of free college have suggested, the goal must be not only that tuition is free to students, but that funding is provided for supports to increase the likelihood of student success.¹⁰⁸ For example, a student who is homeless, or hungry, or has no child care support for offspring he or she has, is much less likely to succeed in college.¹⁰⁹ (30 percent of community college students have dependent children.)¹¹⁰ Just as policymakers have long recognized that certain K–12 pupils need publicly supported transportation to get to school and free breakfast and lunch while on campus, policymakers need to acknowledge that community colleges, as an extension of elementary and secondary public education, need to grapple with providing critical supports to particularly needy individuals. Americans understand this reality. A 2018 Demos poll found that six in ten Americans agree that full-time public college students who work part-time should not have to go into debt to pay for “books, groceries, transportation, and rent.”¹¹¹

In a joint statement, Complete College America, the College Promise Campaign, and Achieving the Dream suggested colleges and states deliver a “Promise with a Purpose.” College promise programs are “empty” if “newly accepted students don’t go on to complete their chosen credential,” the groups suggested. In order to be built for completion, students need, among other things, “proactive advising” and “financial affordability supports.”¹¹²

expansion are Alaska, Arizona, Arkansas, Indiana, Kentucky, Louisiana, Montana, North Dakota, Ohio, and West Virginia. All told, thirty-three states (including Washington, D.C.) have adopted Medicaid expansion programs even though twenty-six states have Republican control of the executive and legislative branches.¹¹⁷

In some ways, a matching funding program for community colleges could be even more attractive to state legislators and governors than Medicaid funding. One key difference, of course, is that because Medicaid is an entitlement program whose budgetary commitments are open-ended, community college funding can be more easily circumscribed and involves a more predictable set of financial commitments. In addition, community college educations are not means-tested in the way that Medicaid is, so states may experience relatively greater political pressure from middle-class constituencies to sign onto a federal-state partnership that supports two-year institutions than to those supporting Medicaid. Finally, states have comparatively stronger reasons to invest in higher education to keep talented students in-state and avoid a “brain drain,” whereas the same pressure to retain low-income families using Medicaid within state borders does not exist.¹¹⁸

We think that, in the right political environment, a federal-state partnership could be attractive to federal policymakers. Many have grown frustrated that in years past, the federal government has substantially increased funding for the Pell Grant program, only to see state public institutions increase tuition as state governments withdraw resources. Federal financial aid expenditures tripled from \$50 billion to over \$150 between 1995 and 2015 in constant 2015 dollars, while state appropriations per full time equivalent student fell in inflation-adjusted dollars by 28 percent.¹¹⁹ A matching funds program would assure federal policymakers that states would do their part as well.

Conclusion

Any effort to devise a new and fairer system to provide adequate funding for community colleges faces an uphill battle, since the existing allocation of resources is to some degree the result of longstanding political power dynamics. Many state legislators direct public resources toward four-year institutions, similar to the ones they themselves attended, or their children or grandchildren attend. So long as higher education funding is seen as a zero sum game, four-year and two-year institutions will fight over the crumbs and community colleges will struggle.

2. James Rosenbaum, Caitlin Ahearn, Kelly Becker and Janet Rosenbaum, *The New Forgotten Half and Research Directions to Support Them* (New York: William T. Grant Foundation, 2015).
3. We use the term “performance” rather than “outcomes” because overall performance includes how well a community college recruits students as well as how well students are served once enrolled. Performance better captures the fact that community colleges do not have a captive clientele in the same way that K–12 schools do. For an adult to decide to enroll at a community college requires the college to cater to the interests and needs of that adult, a task that can be particularly challenging with disadvantaged populations. Performance also includes students making progress toward their goals and society’s goals, marked by earned credentials.
4. Nick Anderson, “‘We serve the top 100 percent’: California community college chief responds to Trump,” *Washington Post*, February 16, 2018 (quoting Eloy Ortiz Oakley, chancellor of the California community college system), https://www.washingtonpost.com/news/grade-point/wp/2018/02/16/we-serve-the-top-100-percent-california-community-college-chief-responds-to-trump/?noredirect=on&utm_term=.12854ad991a9.
5. 81.4 percent, to be precise. Laura Horn and Paul Skomsvold, *Community College Student Outcomes 1994–2009* (Washington, D.C.: U.S. Department of Education, Institute of Education Sciences and National Center for Education Statistics, November 2011), Table 1 (2003–04 cohort).
6. 13.4 percent. D. Shapiro, A. Dundar, F. Huie, P.K. Wakhungu, X. Yuan, A. Nathan, and Y. Hwang, *Tracking Transfer: Measures of Effectiveness in Helping Community College Students to Complete Bachelor’s Degrees*, Signature Report No. 13 (Herndon, VA: National Student Clearinghouse Research Center, September 2017), Figure 4.
7. National Student Clearinghouse Research Center, “Signature Report: Completing College: A National View of Student Completion Rates—Fall 2011 Cohort,” December, 2017. Some estimates are more optimistic. See Kevin Carey, “Revised Data Shows Community Colleges Have Been Underappreciated,” *New York Times*, October 31, 2017, <https://www.nytimes.com/2017/10/31/upshot/revised-data-shows-community-colleges-have-been-underappreciated.html>.
8. Century Foundation Task Force on Preventing Community Colleges from Becoming Separate and Unequal, *Bridging the Higher Education Divide: Strengthening Community Colleges and Restoring the American Dream* (New York: Century Foundation Press, 2013), 31–32.
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11. Century Foundation Task Force on Preventing Community Colleges from Becoming Separate and Unequal, *Bridging the Higher Education Divide: Strengthening Community Colleges and Restoring the American Dream* (New York: Century Foundation Press, 2013), 17.
12. Robert Putnam, *Our Kids: The American Dream in Crisis* (New York: Simon & Schuster, 2015), 125–126.
13. Donna M. Desrochers and Steven Hurlburt, *Trends in College Spending 2003–2013* (Washington D.C.: American Institutes for Research, 2016), 24–27.

23. Richard D. Kahlenberg, "Community of Equals?" *Democracy Journal*, Spring, 2014, <https://democracyjournal.org/magazine/32/community-of-equals/>.
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25. David J. Deming and Christopher R. Walters, "The Impact of Price Caps and Spending Cuts on U.S. Postsecondary Attainment," National Bureau of Economic Research, Working Paper 23736, August, 2017, Table 4.
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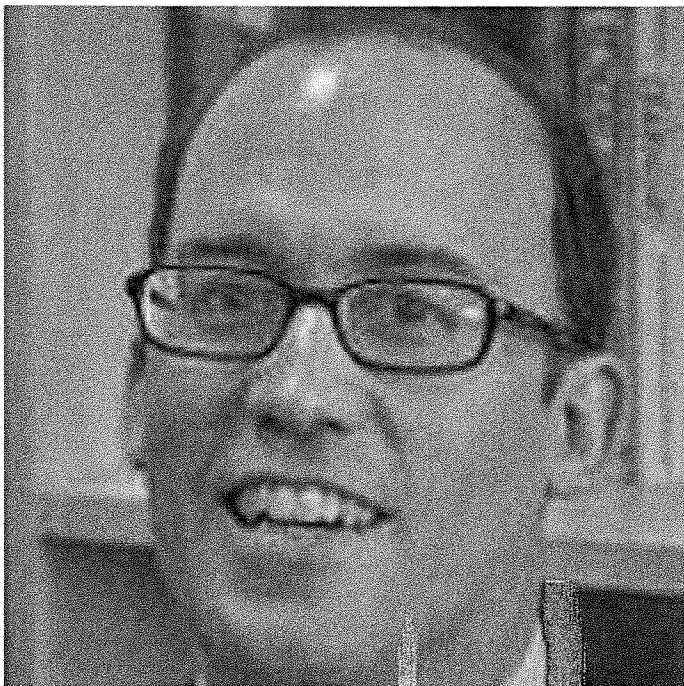
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120. Even in cases where legislators reject new research costing out the adequate spending levels required to reach a given result, an appeal can be made to equity. For example, for community college students who are required to take remedial education courses, a powerful argument can be made that they should receive funding support at the same level the state provides to high school students until those community college students reach levels of proficiency that enable them to take credit-bearing college courses. The share of students taking remedial courses in community college is large: 68 percent of community college students who entered in 2003–04 took at least one remedial class by 2009. See Harry J. Holzer and Sandy Baum, *Making College Work: Pathways for Success for Disadvantaged Students* (Washington, D.C.: Brookings Institution Press, 2017), 20.

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ds collected from the FCS Cares initiative and the financial support from Helios Education Foundation will help colleges provide resources that are desperately needed as students continue their educational journeys and faculty and staff return to campus to dedicate their time and effort to supporting students. Together with the strength, passion and resilience of communities throughout the state, the impacted institutions will get through the storm recovery and rebuild stronger than before.



BEST PRACTICES

Library Intervention Model for Information Literacy

With the number of students who turn to the internet for information, it is important to provide assistance that helps students know the difference between accurate and false information shared online. Often, students may struggle with identifying factual and valid research due to the lack of understanding of information concepts. With the purpose of better educating students with research and citation knowledge, Lake-Sumter State College (LSSC) deployed the Library Intervention Model (LIM) to all sections of ENC 1101 College Composition I. Through this model, personal librarians are embedded in the College's learning management system and assist students both on campus and online directly with research help, citations, information literacy concepts, and technology concerns.



Lake-Sumter
State College

The program involves three required sessions with a librarian and a fourth optional session, which are termed interventions, and each intervention focuses on important aspects of information literacy as described by the Association of College and Research Libraries framework. The library interventions are spaced throughout the semester into 3-week increments and coincide with a week in the curriculum where the expertise of librarians would be most useful to students. Librarians who are embedded in each section of ENC 1101 College Composition I instruct students by examining annotated bibliographies, research papers and other assignments to correct issues with citation and formatting that are common across all sections.

The outcome of this model has proven effective. Utilizing embedded course reflections and surveys, LSSC Libraries discovered that 75 percent of students specifically mentioned at least one positive aspect of the LIM in their responses. The most discussed benefits of the LIM were citation, interactions with the librarian and use of the databases for research. The LIM helps accelerate a student's progress to college-ready status for information literacy, improves citation usage, improves research skills and increases a college student's English course success, which improves retention and college completion rates.



PROGRAM SPOTLIGHT

Governor Rick Scott Announces Nearly \$30 Million in Awards for Florida Job Growth Grant Fund Projects



LAKE COUNTY, FL

Economic Development

Business Opportunity Centers – Small Business Development Center

The Lake County Office of Elevate Lake has partnered with the Small Business Development Center (SBDC) to bring this unique "Entrepreneurial Ecosystem" to Lake County. Training and seminars, one-on-one consulting and a multitude of other business resources, including mentoring, meet-ups and other networking events, are offered at each of three (3) Centers conveniently located throughout the County.



Hosted by



Lake Tech Center for Advanced Manufacturing (CAM)

The 24,000 square foot state-of-the-art Center for Advanced Manufacturing is located on the main Lake Tech campus in Eustis and is a combination of revitalized existing buildings and new construction. Previously, the welding students had access to 18 welding booths, and they now have 40 available for high-tech training. The CNC students will hone their skills on Haas CNC mill and lathe machines. Both classes also utilize virtual simulators.



The CAM will become an American Welding Society (AWS) accredited testing center later this year which will allow Lake Technical College to test and qualify welders from across the state.

With the support of public and private entities, Lake Technical College was awarded \$750,000 by the Florida Legislature in the Fiscal Year 2019 budget to support the purchase of equipment for the CAM. This infrastructure has and will continue to allow local talent to be trained for high wage jobs.

Health Sciences Collegiate Academy

The Health Sciences Collegiate Academy (HSCA) is an accelerated academic program offering South Lake County students the opportunity to explore careers in STEM and health sciences through hands-on activities and early exposure to college courses. HSCA is a unique partnership among Lake-Sumter State College, South Lake Hospital, Lake County Schools, Montverde Academy, and the University of Central Florida. Students can apply to the four-year program (9-12th grades) or the two-year program (11-12th grades).

