Florida College System Council of Presidents Business Meeting
Association of Florida Colleges Policy and Advocacy Committee

Friday, December 12, 2025 – 1:00 to 3:00 pm ET

Via Zoom: https://us02web.zoom.us/j/86707357594?pwd=zdGvASq0GY8AD2aWFYcqMUcVaipP1O.1
Meeting ID: 867 0735 7594 Passcode: 431109

COP Business Meeting

1.0 CALL TO ORDER -— President Georgia Lorenz
- 1.1 Welcome and Remarks

2.0 Quorum Check – Tony Carvajal

3.0 Council of Presidents' Minutes – President Georgia Lorenz
- 3.1 Council of Presidents Business Meeting Minutes – November 4, 2025

4.0 Report of the Chair –President Georgia Lorenz
- 4.1 Chair's Report
- 4.2 Council of Trustees – President Ed Meadows

5.0 Policy and Advocacy Committee – President Fred Hawkins
- 5.1 Legislative Agenda Priorities for 2026
- 5.2 Legislative Updates – Seth McKeel

6.0 Report of the Chancellor, Division of Florida Colleges – Chancellor Kathy Hebda

7.0 Report of the Chancellor, Division of Career and Adult Education – Chancellor Ashley Meros

8.0 Other COP Committee and Work Group Reports
- 8.1 Florida College System Risk Management Consortium – Presidents Jim Henningsen/Tom LoBasso with Chauncey Fagler of FCSRMC
- 8.2 Articulation Coordinating Committee – President Paul Broadie
- 8.3 Media and Public Relations Committee – Presidents Angela Garcia Falconetti/Tonjua Williams with Karen Moore of Moore Agency

9.0 COP Support Council Reports

President Kathleen Plinske
- 9.1 Council of Instructional Affairs – Dr. Heather Belmont
- 9.2 Council of Student Affairs – Dr. Jan Lloyd-Lesley
- 9.3 Council for Workforce Education – Dr. Alexia Rolle

President Madeline Pumariega

9.4 Council of Business Affairs – James Duffie, CPA

President Georgia Lorenz

9.5 Florida Council for Resource Development – Dr. Laura Byrd

10.0 Florida College System Activities Association – President Joe Pickens with Kelly Warren

10.1 FCSAA Report

11.0 Association of Florida Colleges Report

11.1 AFC Updates – Dr. Mark Ross

11.2 CEO Report – Tony Carvajal

11.2.1 Update on Economic Impact Study

12.0 Announcements, Celebrations, and Other Business – President Georgia Lorenz

13.0 Adjourn

<u>UPCOMING MEETINGS & IMPORTANT DATES</u>*

January 13, 2026	Opening Day of 2026 Regular Legislative Session
January 21, 2026	State Board of Education Meeting – Tallahassee
January 22 & 23, 2026	COP Professional Development & COP Business meeting – Tallahassee
January 29 & 30, 2026	AFC Leadership Summit, Seminole State
February 16, 2026	FCS Sunshine State Debate (Presidents Day) - Tallahassee
February 20, 2026	State Board of Education Meeting – College of the Florida Keys – Key West
February 23 & 24, 2026	COP Professional Development & COP Business meeting – Tallahassee
March 2 - 4, 2026	AFC/Student Success Center Summit (Admissions, Advising, Recruitment)
March 13, 2026	Scheduled last day for 2026 Regular Legislative Session (60 days)
March 27, 2026	COP Professional Development & COP Business meeting – Virtual
April 15, 2026	State Board of Education Meeting – Naples
April 24, 2026	COP Professional Development & COP Business meeting – Virtual
May 15, 2026	COP Professional Development & COP Business meeting – Virtual
June 3, 2026	State Board of Education Meeting – Miami Dade College (Reminder- the Commissioner's Summit is often tied to this event)
June 18 & 19, 2026	COP Annual Meeting, in person, TBD
July 22, 2026	State Board of Education Meeting – Orlando
September 16, 2026	State Board of Education Meeting – TBD
October 14, 2026	State Board of Education Meeting – TBD
November 18, 2026	State Board of Education Meeting – TBD

(*subject to change, *Ital* indicates change since last report)

Florida College System Council of Presidents

Business Meeting - December 2025

Activity Summary

Our activity focused on executing and supporting the design and development of legislative materials and activities, while developing and executing an outreach strategy to build media momentum throughout the year. We continue to support ongoing social media assets and coordinate efforts for the joint conference.

Professional Development

- Led a roundtable discussion during the PIO meeting in November.
- Presentation on Communicating Under Pressure during the PIO meeting at the AFC Conference.

Public Relations/Earned Media

- Organized "Thankful Stories" Campaign through November for social media platforms.
- Shared earned media stories from across the state on social media channels.

Public Affairs

- Developed LBR One Pager and Booklet.
- Developed six (6) regional workforce one pagers.
- Provided support for the Trustee + President's Legislative Fly-In.




FCS Fall Campaigns: September - November 2025

Overview of Content

World Physical Therapy Day

Highlighted physical therapy programs from state colleges

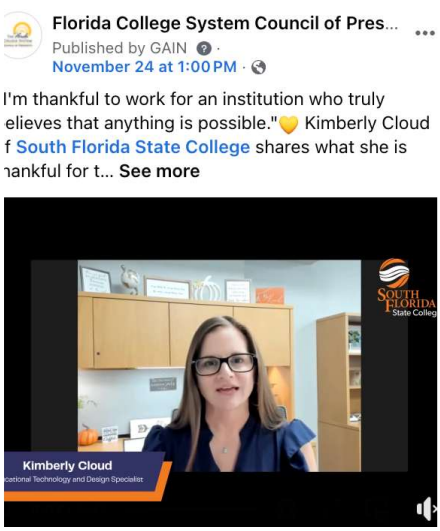
Cyber Security Month

Shared best practices and college program offerings in cyber security

Thankful Stories

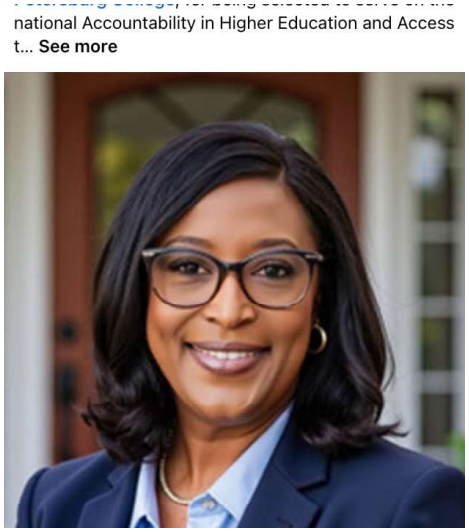
Curated thankful stories from presidents & trustees for social media spotlight

Social Media Highlights



South Florida State College

Longest Watch Time



St. Petersburg College

Most Comments

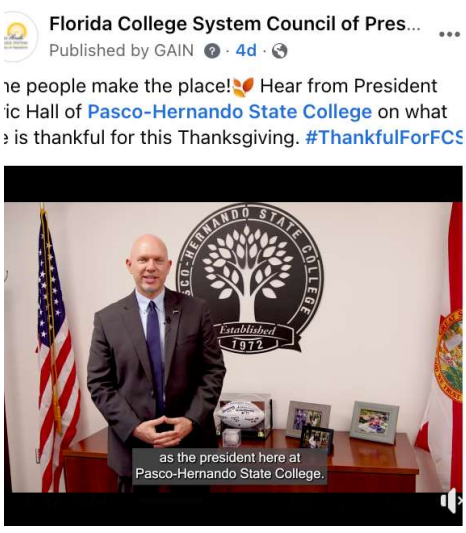
College of Central Florida

Most Likes

Social Media Highlights

Pensacola State College

Most Shares



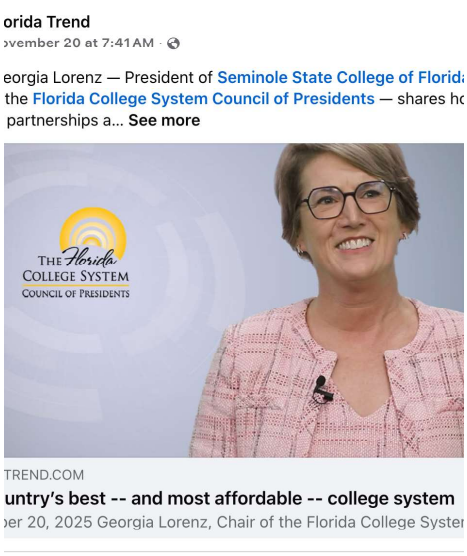
Pasco-Hernando State College

Top Performer

Daytona State College

Top Content

Social Media Highlights

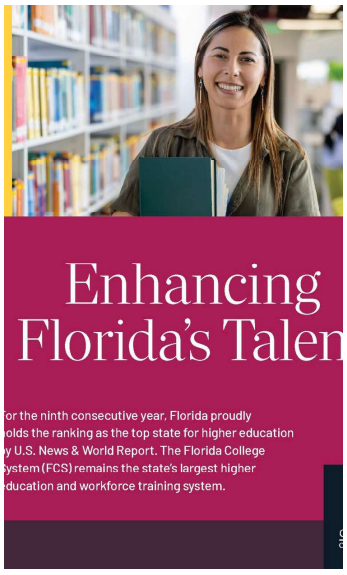


Seminole State College

Tallahassee State College

Palm Beach State College

Legislative Materials



Legislative Booklet

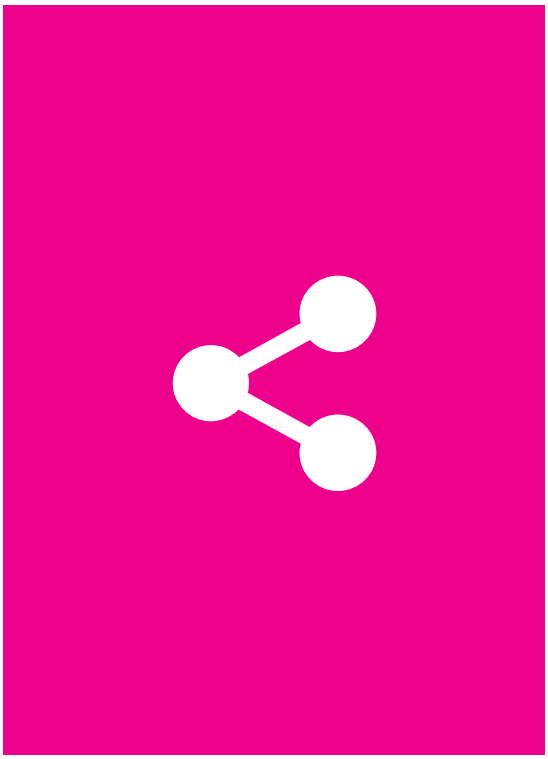
Legislative One Pager

Workforce One Pagers

Legislative Priorities

Follow us on Social @FCSPresidents

Join our vibrant online community and be a part of the conversation. Connect with us on Facebook, Instagram and X (formerly known as Twitter).



FLORIDA COLLEGE SYSTEM COUNCIL OF PRESIDENTS
Business Meeting Minutes *(DRAFT until approved)*

November 4, 2025 – Tallahassee State College Center for Innovation and via Zoom

Call To Order
President Georgia Lorenz welcomed guests and trustees in the audience and called the Council of Presidents (COP) meeting to order at 8:33 a.m. ET.

Roll Call and Quorum Check *(15 presidents required for quorum)*

Broward: President Torey Alston
Chipola: President Sarah Clemmons
Daytona: President Tom LoBasso
Eastern Florida: Phil Simpson as proxy for President James Richey
FL Southwestern: President Jeff Allbritten
FSCJ: President John Avendano
Gulf Coast: President Glen McDonald
Hillsborough: President Ken Atwater
Indian River: Heather Belmont as proxy for President Tim Moore
Lake-Sumter: President John Temple
Miami Dade: President Madeline Pumariega
North Florida: President Jennifer Page
Northwest Florida: President Mel Ponder
Palm Beach: President Ava Parker
Pasco-Hernando: President Eric Hall
Pensacola: President Ed Meadows
Polk: Tamara Sakagawa as proxy for President Angela Garcia Falconetti
Santa Fe: President Paul Broadie
Seminole: President Georgia Lorenz
South Florida: President Fred Hawkins
St. Johns River: President Joe Pickens
St. Pete: President Tonjua Williams
State College: President Tommy Gregory
Tallahassee: President Jim Murdaugh
Valencia: President Kathleen Plinske

A quorum was present.

Council of Presidents Minutes
President Lorenz reviewed the Minutes of the Council of Presidents Business Meeting held October 9, 2025. **A motion was made, seconded, and approved to accept the minutes as amended.**

Report of the Chair
President Lorenz advised that the Council of Presidents would be sending a memo to legislative leaders, signed by all the presidents, in support of the funding formula; thanked President Murdaugh for agreeing to present the COP report at the next State Board of Education meeting; and encouraged presidents to invite State Board members to tour colleges.

President Ed Meadows advised that the Council of Trustees would hold an organizational session during the Legislative Fly-In to approve Bylaws and elect officers. The discussion will be facilitated by Gulf Coast State College Trustee Bill Cramer. President Meadows thanked Bill Mullowney of Valencia College for his assistance in developing the Bylaws.

President Jeff Allbritten thanked members for submitting nominations for the James L. Wattenbarger Award. The Committee will contact the winner to coordinate a time to present the award next spring.

Report of the Chancellor, Division of Florida Colleges
Chancellor Kathy Hebda introduced Dr. Jose Arevalo, the new Executive Vice Chancellor, and Amanda

Roden, president of the Florida College System Foundation, and thanked Karen Moore for her service as chair of the FCS Foundation board. Chancellor Hebda provided updates on the Cybersecurity Competition; the PIO Roundtable to be held in conjunction with AFC Conference; the Sunshine State Debate scheduled for Presidents Day in February; the local career articulation inventory scheduled to be released in December, which will inform an advising an admissions summit next spring being coordinated by the Student Success Center and AFC; and discussions underway for group pricing on Simple Syllabus.

Report of the Chancellor, Division of Career & Adult Education

Chancellor Ashley Meros provided an update on rules submitted to the State Board, including the basic skills and exemptions list, changes to ATD, a new rule on LEA partnerships and the standard contract template for apprenticeship and pre-apprenticeship; and discussed clock-hour dual enrollment; the Money-Back Guarantee report; the State Apprenticeship Report; and PCOG funding, noting additional funds were available for the Grow Your Own Teacher Apprenticeship program. Chancellor Meros also noted that a survey was forwarded to college provosts regarding waitlists for programs at campuses across the state, as a follow up to questions by the House Higher Education Budget Subcommittee. The objective of the survey is to better understand what is driving constraints at campuses (e.g., clinical placement capacity, lab space, lack of instructors, shortage of welding bays, or other issues).

Policy and Advocacy Committee

President Lorenz convened the Policy and Advocacy Committee at 8:51 a.m. and reviewed the proposed legislative budget requests, including program fund, repair and maintenance, campus safety enhancements, and other non-program fund and workforce grants. President Fred Hawkins, the committee chair, provided an update on recent visits with legislators and reminded presidents of the legislative tracking list maintained by The Southern Group. President Lorenz closed the Policy and Advocacy Committee at 9:00 a.m.

COP Committee and Workgroup Reports

Florida College System Risk Management Consortium

President LoBasso advised that the FCSRMC would be paying healthcare expenses through the end of the year before determining how to address any residual funds in early 2026.

Articulation Coordinating Committee

No report.

Media and Public Relations Committee

President Tonjua Williams congratulated Karen Moore for being recognized as a Florida Icon by Florida Trend. Karen Moore of the Moore Agency provided an update on recent marketing activities, discussed the upcoming PIO Roundtable, reviewed the legislative collateral pieces prepared for the Fly-In and upcoming session, and highlighted planned media and messaging opportunities.

COP Support Council Reports

Council of Instructional Affairs

A report was included in the meeting packet.

Council of Student Affairs

Dr. Mark Bukowski provided an update on Council activities, highlighting topics for the upcoming

joint councils meeting, and reviewing the Council's continuing work on three primary issues: retention rates for students who participate in FCSAA activities; funding for mental health services across the college system; and training needs for admissions, recruitment, and advising. Dr. Bukowski also noted that CSA is working to help members respond to upcoming rule amendments related to residency for tuition requirements.

Council for Workforce Education

Dr. Alexia Rolle thanked presidents for updates to the CWE Steering Committee voting members lists and congratulated Shelley Bell, the VP for Workforce Development at Tallahassee State College, who will serve as the chair of the CWE legislative ad hoc committee. Dr. Rolle also provided updates on a review of institutional practices for industry certification data collection (report included in meeting materials); DOE's request for Perkins Act performance targets; and programs flagged for removal on the Master Credentials List. Dr. Rolle noted that CTE audit data for 2023-2024 and 2024-2025, and Perkins performance metrics for 2024-2025, were still pending; and advised that many colleges were still pending receipt of their official grant award notification for PCOG, required to be able to disburse funds.

Council for Business Affairs

Mr. James Duffie noted that the next COBA meeting is scheduled for January 14-16, in Orlando. Mr. Duffie provided an update on Council activities, highlighting discussions on operational audits; annual financial and state reports that are due; updates to the GASB reporting model; and recent meeting with the HR Council and the Risk Management Consortium on software solutions for anonymous reporting.

Florida Council for Resource Development

Dr. Laura Byrd advised that the FCRD newsletter for June through August was included in meeting materials, noting that foundation and grant work garnered $67 million during that period. Dr. Byrd also noted that the estimated total grant dollars received over the 2024-2025 academic year was more than $260 million.

Dr. Byrd provided an update on planning underway for the spring FCRD Conference to be held in Pensacola and shared a sample AI video highlighting the St Petersburg College Titans Up program.

Report of the Florida College System Activities Association

President John Avendano and Mr. Rob Chaney provided an update on FCSAA activities, including the SGA Region retreats; the Model United Nations conference; and various fall sport championships, including cross-country, soccer, and volleyball. Mr. Chaney also acknowledged various Florida coaches were included in the NJCAA Coaches Association 2025 Hall of Fame class and noted that the recent World Series had former FCS athletes on each team.

Report of the Association of Florida Colleges

Mr. Tony Carvajal presented items on behalf of Dr. Mark Ross, president of AFC. His report included thanks to the COP for their continuing support; provided an update on the Annual Conference scheduled for November 12-14 in Orlando; reminded presidents that the AFC elections which were open through November 5; and discussed the upcoming Leadership Summit scheduled for January 29-30 at Seminole State College. Mr. Carvajal also noted that the AFC Foundation was expected to update its bylaws at their annual meeting to designate two seats on its Board to be filled by COP appointees.

Mr. Carvajal provided his CEO report, also thanking the COP for their continuing support, and mentioned

the office space and President's Lounge located on the third floor of the TSC Center for Innovation. Mr. Carvajal reviewed the upcoming release of the Lightcast Economic Impact Study report, embargoed until November 13, and thanked the Helios Education Foundation for the underwriting support.

Mr. Carvajal closed with a review of the logistics for the Legislative Fly-In.

Other Business and Announcements

President Williams reviewed the important work accomplished by the Great 28, made possible by the great staff at the colleges.

President Lorenz thanked President Murdaugh and Tallahassee State College for hosting the COP and the Legislative Fly-In.

Adjourn

There being no further business, the Council of Presidents meeting adjourned at 9:51 a.m. ET.

Prepared and respectfully submitted by Tony Carvajal
DRAFT until approved

A Review of Florida College System Tutoring Services

Learning Resources Standing Committee

Tutoring Workgroup

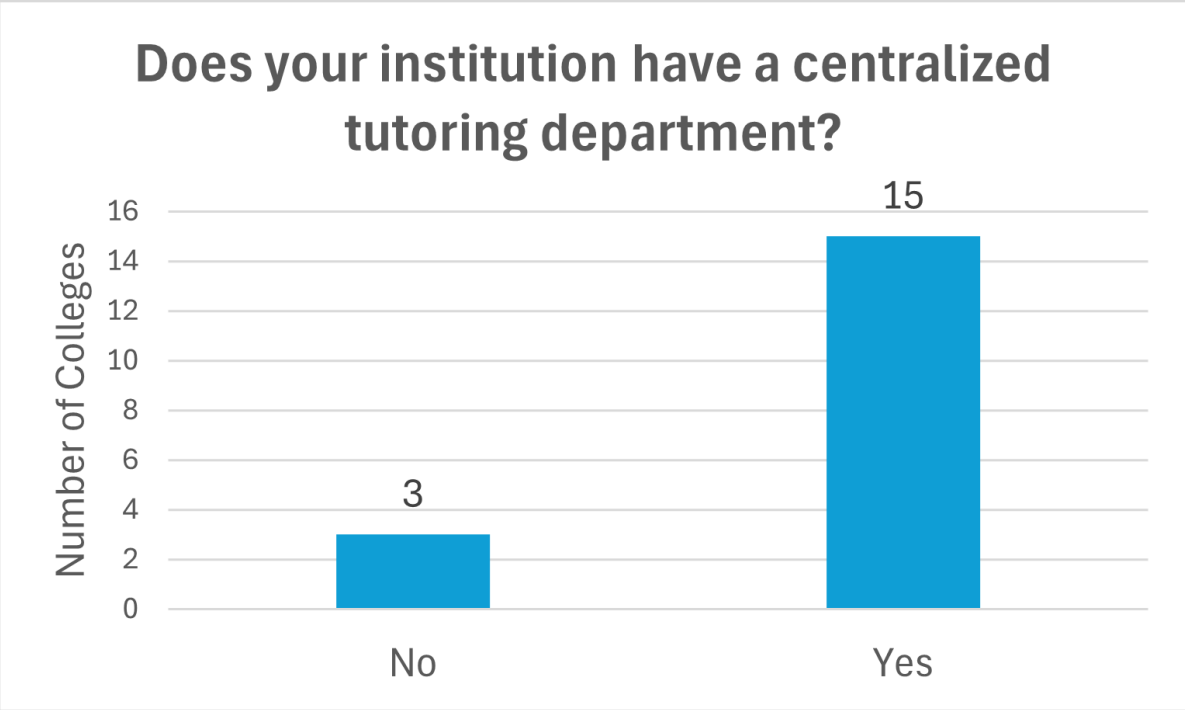
Updated November 2025

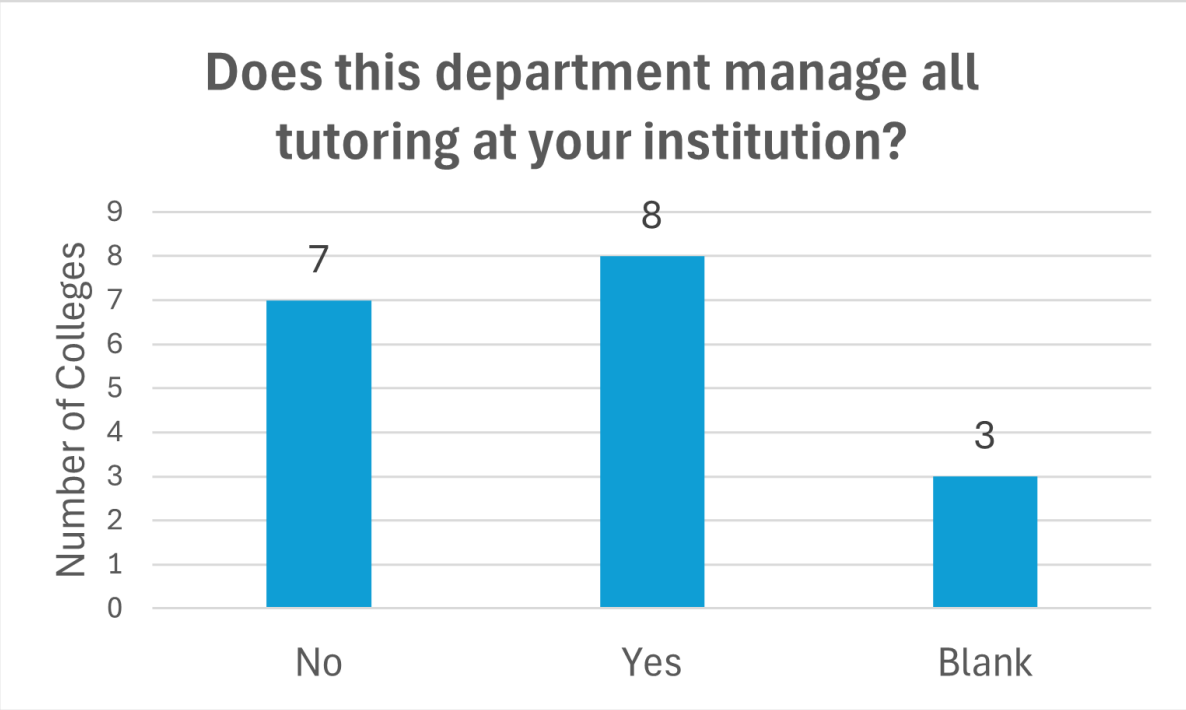
Overview of Tutoring Services Survey

- At the request of CoP via the CIA, the survey was sent to Learning Resources/Tutoring Center contacts at each Florida College System institution.
- Survey was sent out **Monday, August 18**, with a deadline of August 26th. A reminder was sent **August 25th**, but the survey was left open for additional responses. Remained open until November 4
- N=**18 respondents,** a **64% response rate**. Several institutions submitted double entries. Their qualitative responses were combined, and quantitative responses were validated.
- **44 questions** that covered in person, online, and third-party tutoring solutions.

Organization of Tutoring Services

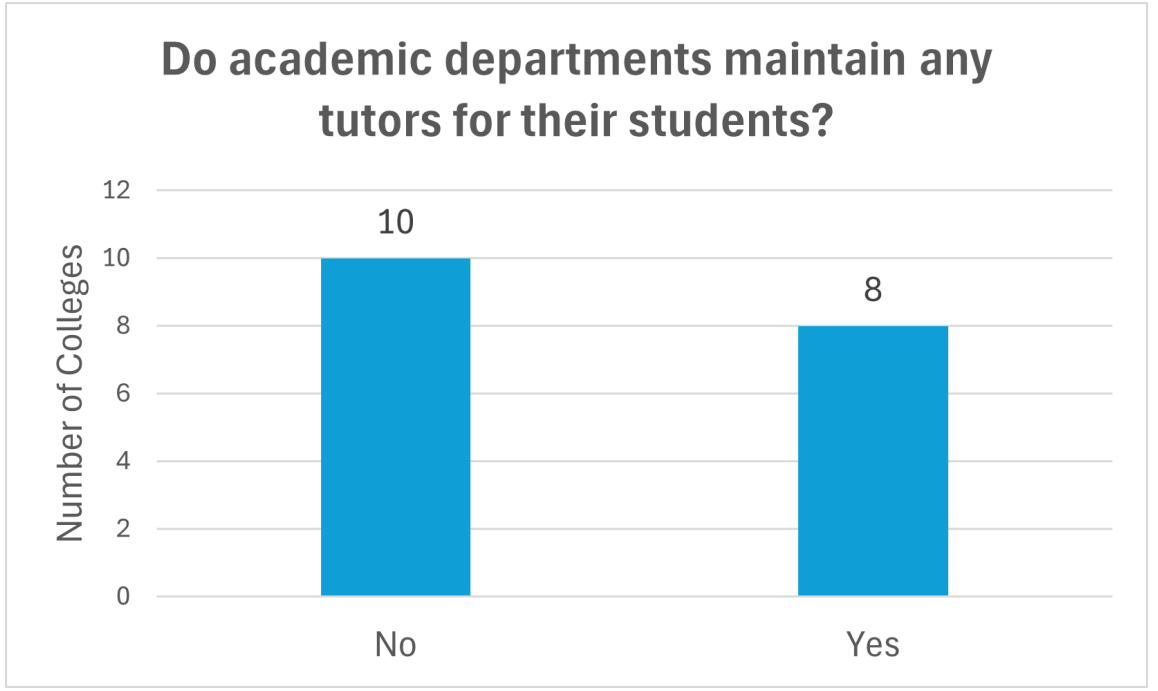
- Most institutions have a **centralized tutoring department** – 83%
- However, nearly half of the tutoring areas are **not managed** by the centralized department – 46%





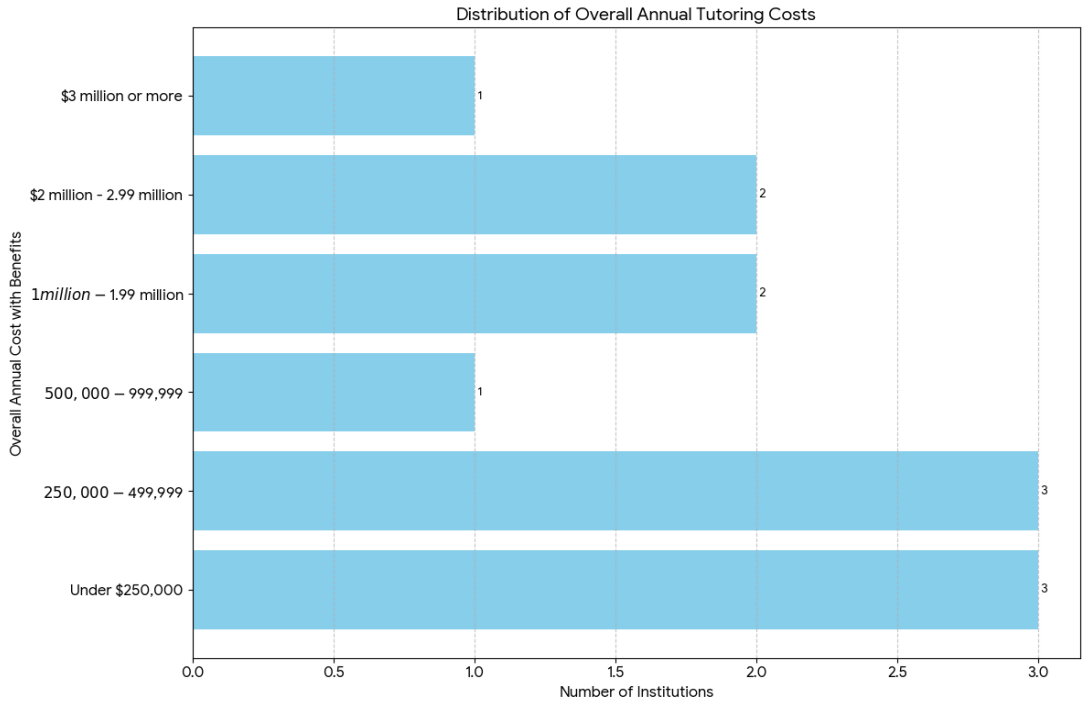
Organization of Tutoring Services

- **44% of academic departments maintain their own tutors**.
- Some report the need for departmental tutoring because of specialized knowledge and/or equipment.
- Examples include Adult Education, Disability Services, Nursing, Military & Veterans' Services, and TRIO.
- Decentralized management can cause:
  - Segregated reporting and data systems.
  - Silos of data is a challenge for assessment.
  - Inconsistent student experience.



Tutoring Staff

1. **Staff Budget**
   - The data shows that there is a wide range of annual costs, from under $250,000 to over $2 million. Most institutions fund these expenses through their **General operating budget,** and supplement it with **student lab fees,** and **general student fees**
2. **Key Trends:**
   - Investment in full-time staff
   - Reliance on Part-Time and Peer Tutors
   - Cost and Tutor Mix



Training

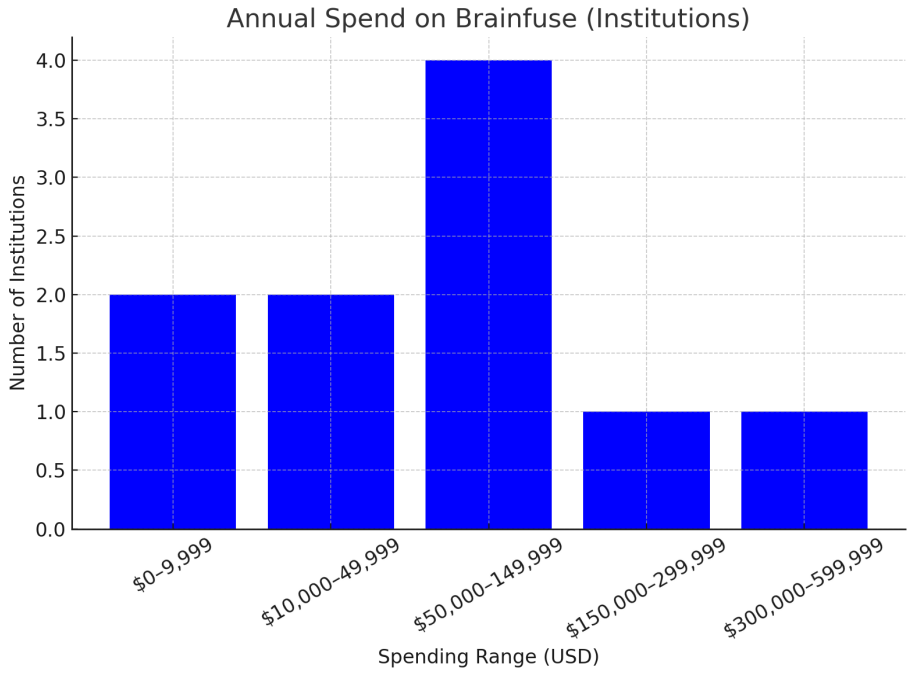
- **College Reading and Learning Association(CRLA):** The most common form of formal certification mentioned is the survey
- **In-House Training:** Many colleges have developed their own in-house training programs.
- **Specific Training Topics:** The training programs cover a variety of topics, including:
  - **Tutoring skills and techniques:** This is a core component of most programs.
  - **Specific subject training:** Some institutions focus on individual subject training.
  - **Technology and AI:** provide training on the "ethical and effective use of AI" and other emerging technology.
  - **Customer service:** Recurrent training topic.
  - **Safety and policy:** General initial training includes campus safety, cybersecurity, and FERPA.

In-Person Tutoring Services

- **66%** of respondents have a **dedicated tutoring lab**.
- **Location** of tutoring services:
  - More than half of respondents, **63%, co-locate** tutoring services inside the Library.
  - Few respondents, **27%**, offer free-standing tutoring centers.
- **Common partnerships** between tutoring services and both academic and non-academic departments:
  - Testing centers
  - Library services
  - Veteran's services
  - Writing centers

Online Tutoring Services

- **Brainfuse** is the only third-party tool in use by respondents and is used by 12/18 institutions.
  - FLVC has a statewide contract with Brainfuse that offers a discounted rate per hour.
  - The majority of institutions spend $50,000-$149,000 annually.
- All but two respondents (n=18) offers online tutoring by the institution's tutors using various platforms:
  - Zoom
  - Brainfuse (institution tutors integrated into Brainfuse)
  - Teams
  - LibAnswers (in partnership with the library)



Embedded Tutoring

- **Slightly more** institutions offer embedded tutoring.
  - 11 = Yes; 9 = No; 1 = unsure
- Subjects include **wide representation across the curriculum i**ncluding languages, math, English, writing, humanities, STEM, nursing, etc.
- Embedded tutoring **services include**:
  - Course-level or department-level assistance in online course shell.
  - Classroom assistance with student questions during projects or labs.
  - Assigned tutors attend classes consistently to assist students with course assignments, projects, or exam prep in/out of the classroom.
  - Regular communication with faculty to ensure academic goal alignment.
  - Outreach, workshops, and intervention with at-risk students.

Tutoring and Generative AI

1. The survey indicates that most Florida colleges are either **using** AI tools or actively **exploring** their use to support tutoring services.
2. **Most Common Tools:** The most frequently mentioned AI tools are **Grammarly, Microsoft Co-Pilot,** and **ChatGPT**.
3. **Purpose of AI:** The primary uses for AI are to:
   - Provide students with **extra examples or practice problems** to help them better understand class concepts.
   - Serve as a **learning aid** that is available to students 24/7.
4. Most colleges are currently training tutors in **GenAI tools** use for productivity and teaching and learning purposes.

Tutoring Trends Across Respondent Colleges

Staffing Challenges

- Persistent shortage of qualified tutors, especially in **math and sciences**.

Modality Shifts

- **In-person tutoring** demand is rising again.
- **Online tutoring** usage has declined since its COVID-era peak, though some colleges report increased virtual sessions.
- Students prefer **on-demand help** (walk-ins) over scheduled appointments or workshops.

Student Needs & Behavior

- Increased support needed for **tech navigation** (LMS, software).
- Ethical use of **AI tools** is emerging as a tutoring topic.

Tutoring Trends Across Respondent Colleges (cont.)

Operational Pressures

- Rising need to **justify tutoring with metrics** and demonstrate ROI.
- Funding constraints leading to ideas like **pay-per-session models**.

General Observations

- Stronger **faculty partnerships** are seen as key to tutoring effectiveness.
- Growing concerns around **basic math skills**, **test anxiety**, and **communication skills** across disciplines.

Emerging Areas for Further Study in Tutoring Services

- **User Satisfaction & Awareness**
  - Evaluate satisfaction levels for **third-party platforms** (e.g., EAB Navigate, Brainfuse).
  - Improve student and faculty awareness of tutoring services, especially at **off-site locations**.
- **Data & Infrastructure**
  - Develop **structured data collection** methods across all tutoring service locations.
  - Explore **site or group licensing** options for platforms like Brainfuse and EAB Navigate.
- **Dual Enrollment Support**
  - Assess tutoring needs for dual enrollment students.
  - Provide **specialized training** for tutors working with high school learners.

Participants – 64% response rate

Broward College

College of Central Florida

Daytona State College

Florida State College at Jacksonville

Gulf Coast State College

Hillsborough Community College

Indian River State College

Lake-Sumter State College

Miami Dade College

North Florida College

Pasco-Hernando State College

Pensacola State College

Polk State College

Santa Fe College

St. Johns River State College

St. Petersburg College

Tallahassee State College

The College of Florida Keys

Council of Presidents Update

December 2025

The Joint Councils and AFC Meeting was held November 12–14, 2025, at the Renaissance Orlando at SeaWorld. This three-day event, organized by the Association of Florida Colleges (AFC) and the Council of Instructional Affairs (CIA), featured:

- A Q&A session with President Georgia Lorenz
- A presentation on the integration of artificial intelligence beyond the classroom
- A briefing from the Department of Education

The CIA hosted several breakout sessions, including meetings for Chief Academic Officers (CAOs), the Learning Resources Standing Committee (LRSC), and two new workgroups: one for Institutional Research professionals and another for curriculum oversight.

During the CIA business meeting, Dr. Nate Southerland of Santa Fe College was elected as Chair-elect for the CIA.

Committee and Workgroup Highlights

- **FCSAA (Matthew Liao-Troth):**
  The Council of Presidents approved revised rules for student standards of conduct, aligning academic and athletic standards. A list of competitions was presented, and colleges interested in starting a team are encouraged to contact Matthew Liao-Troth, St. Petersburg College for more information.
- **LRSC (Nance Lempinen-Leedy):**
  At the request of the COP, the online tutoring survey was re-open to allow for additional college participation. Key findings include:
  - Most institutions have centralized tutoring, though some academic departments maintain their own tutors.
  - Many institutions use the College Reading and Learning Association's certification for professional development.
  - Brainfuse is the only online tutoring platform in use.
  - Staffing challenges persist, especially for math and science tutors.
- **FLVC:**
  Updates included progress on accessibility and closed captioning initiatives, and a reminder about the instructional design network. A January webinar will focus on agentic AI. Notable statistics for Fall 2025:
  - 3,348 course sections now carry a zero-textbook cost (ZTC) indicator.
  - There has been a 2.6% increase in transient applications, totaling 65,627.
  - The OER Summit will be hosted virtually on May 20–21.

- **EAP Consortium:**
  The consortium has reconvened and conducted a survey on the EAP landscape at Florida College System institutions. Key statistics and findings:
  - Most colleges offer 3–6 EAP levels, with a mix of face-to-face, blended/hybrid, online, and live-online courses.
  - Online offerings are typically limited to higher-level courses (levels 4–6).
  - Class sizes have increased, with some colleges reporting up to 30 students per class.
  - Larger programs tend to have more full-time faculty, but adjunct faculty remain common.
  - Many colleges report challenges with consistency across campuses, advising, and financial aid for EAP students.
  - Several institutions, including Palm Beach State College and Florida State College at Jacksonville, offer non-credit ESL or intensive English programs as precursors to EAP.
  - There is a strong desire for more faculty involvement in program oversight, smaller class sizes, and improved student advising, particularly for online and hybrid learners.

EAP Survey Results

General Overview:

- **Program Administration**: The majority of colleges report that EAP is overseen by individuals with some level of administrative role, such as Deans, Coordinators, or Academic Managers, but not always with a specific ESL/EAP background. Many programs are housed within departments like English, Humanities, or Communications.
- **Enrollment**: Enrollment varies, with some programs showing solid or growing numbers while others note a decrease post-COVID, particularly for lower-level EAP courses. Enrollment is often described as robust in larger colleges and fluctuating for smaller ones.
- **Course Availability**: Most colleges offer EAP courses across multiple campuses, with some offering courses year-round, including during the summer. However, course offerings, especially in specific levels, may vary by campus (e.g., one campus may only offer lower-level courses, while another offers the full range).

Program Structure:

- **Levels Offered**: Most colleges offer 6 levels, although the actual number can range from 3 to 6 depending on the institution. Some colleges also integrate skills (combining reading, writing, and grammar in a single class), while others focus on skills-based instruction (separating reading, writing, grammar, and listening/speaking).
- **Modes of Delivery**: A mix of **face-to-face**, **blended/hybrid**, **online**, and **live-online** courses are offered. The availability of online courses is often restricted to higher-level classes (e.g., levels 4-6), with fewer or no online offerings for beginner levels.
- **Compressed/Express Courses**: Some institutions offer compressed courses (e.g., 8-week, 12-week) for higher levels or specific skill sets.

Placement and Testing:

- **Placement**: Placement is typically overseen by a team or individual, with a combination of reading tests, writing samples, grammar tests, and sometimes listening tests. The **Accuplacer** and **LOEP** are commonly used placement tests. Some institutions allow retakes, but usually with restrictions (e.g., no more than twice or after waiting a specific period).
- **Placement Determination**: Placement is generally made by faculty, coordinators, or a combination of people, with some colleges offering placement based on test results and faculty recommendations. In a few cases, students can skip levels if their performance is exceptional.

Faculty and Class Sizes:

- **Full-Time vs. Part-Time Faculty**: Colleges with larger EAP programs tend to have more full-time faculty, though part-time (adjunct) faculty are common, especially in larger institutions.
- **Class Sizes**: Class sizes have generally increased, with some colleges reporting classes of up to 30 students. This is particularly problematic for language classes, where smaller sizes are often preferred for more individualized attention.

Challenges and Areas for Improvement:

- **Consistency**: Many colleges face issues with consistency across campuses, particularly with course offerings, textbook choices, and placement practices. Some institutions are working on improving this by centralizing their structures or streamlining processes.
- **Advising and Support**: A common concern is the lack of dedicated advisors for EAP students. Many institutions also noted a desire to see smaller class sizes and more faculty control over placement and oversight of the program.
- **Financial Aid**: A few institutions reported that EAP students sometimes face issues with financial aid, particularly if they are taking ESL courses, which may not always be recognized for financial aid purposes.

Program Highlights:

- **St. Petersburg College**: Streamlined placement and course offerings are working well; however, they would like dedicated EAP advisors.
- **Florida State College at Jacksonville**: Their EAP program is described as strong with high success rates in ENC 1101 for students completing EAP.
- **Seminole State College of Florida**: Challenges include a lack of designated full-time EAP faculty and the need for more program input from faculty.
- **Broward College**: Challenges with large class sizes (up to 30 students), as well as the placement of low-level students in higher levels, are notable. They also reported fewer students enrolling since the pandemic.
- **Palm Beach State College**: Strong program but issues with adjunct-heavy teaching and would prefer smaller class sizes.

Additional Programs:

- **Non-Credit ESL**: Several colleges, including **Palm Beach State College** and **Florida State College at Jacksonville**, offer non-credit ESL courses or intensive English programs, often as a precursor to EAP.

Faculty Satisfaction and Program Improvement:

- Many colleges expressed a desire for more faculty involvement in program oversight, smaller class sizes, and improved student advising, with a particular emphasis on addressing the unique needs of EAP students, such as those in online or hybrid formats.

This summary highlights the variety of approaches taken by different colleges to manage their EAP programs, but it also underscores shared challenges, such as enrollment fluctuations, faculty workload, and the need for more consistency across campuses.

A Review of Florida College System Tutoring Services

Learning Resources Standing Committee

Tutoring Workgroup

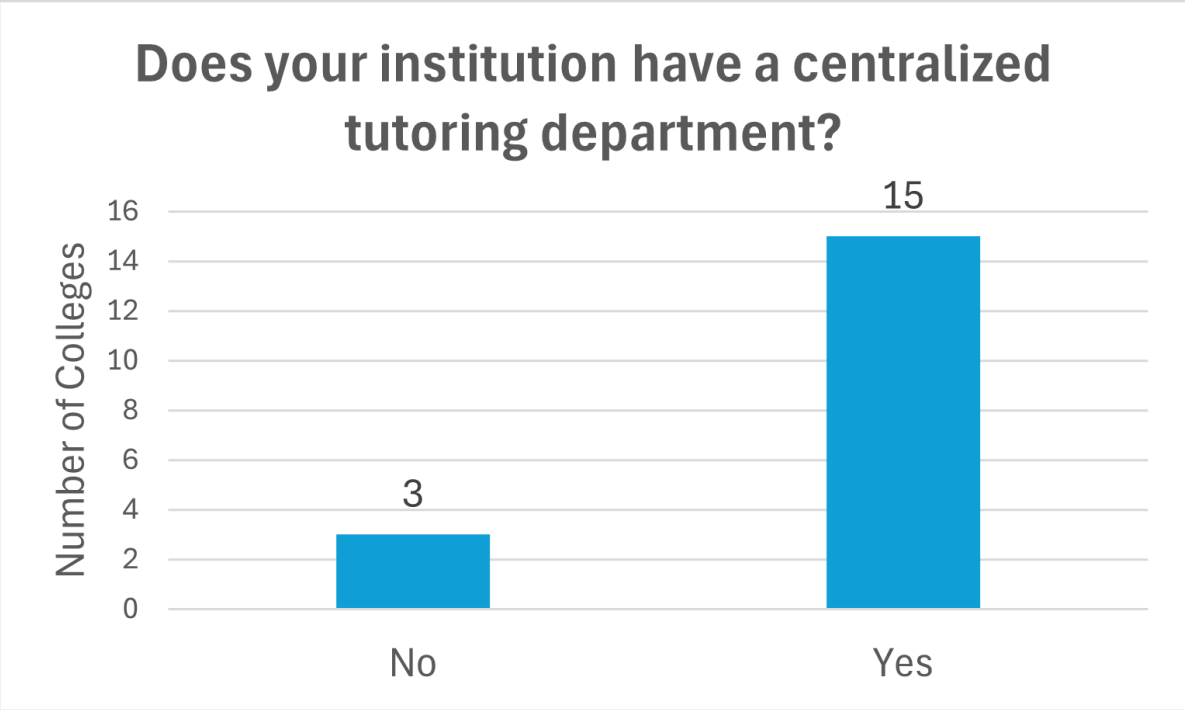
Updated November 2025

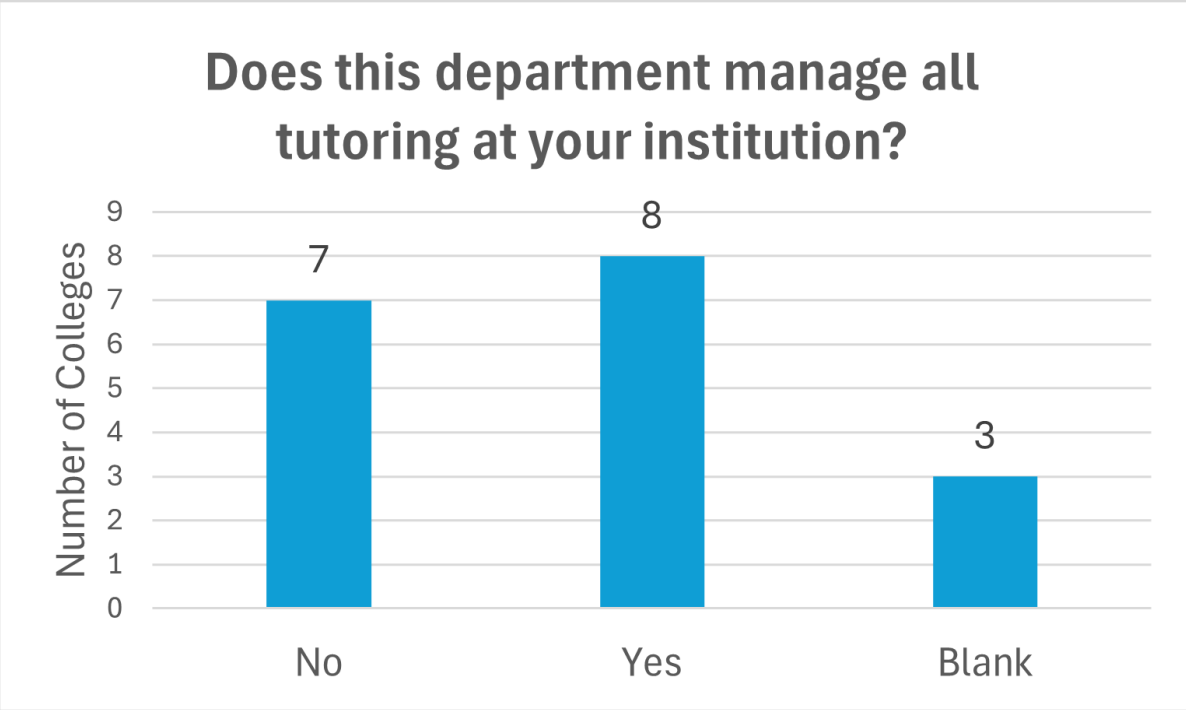
Overview of Tutoring Services Survey

- At the request of CoP via the CIA, the survey was sent to Learning Resources/Tutoring Center contacts at each Florida College System institution.
- Survey was sent out **Monday, August 18**, with a deadline of August 26th. A reminder was sent **August 25th**, but the survey was left open for additional responses. Remained open until November 4
- N=**18 respondents,** a **64% response rate**. Several institutions submitted double entries. Their qualitative responses were combined, and quantitative responses were validated.
- **44 questions** that covered in person, online, and third-party tutoring solutions.

Organization of Tutoring Services

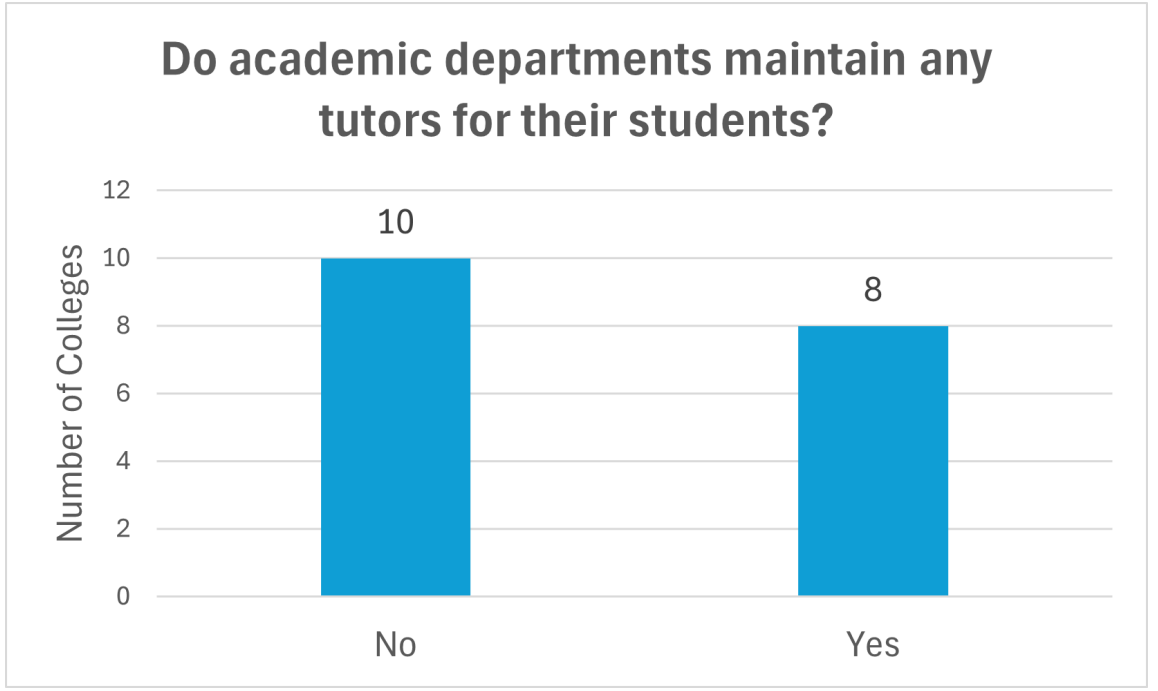
- Most institutions have a **centralized tutoring department** – 83%
- However, nearly half of the tutoring areas are **not managed** by the centralized department – 46%





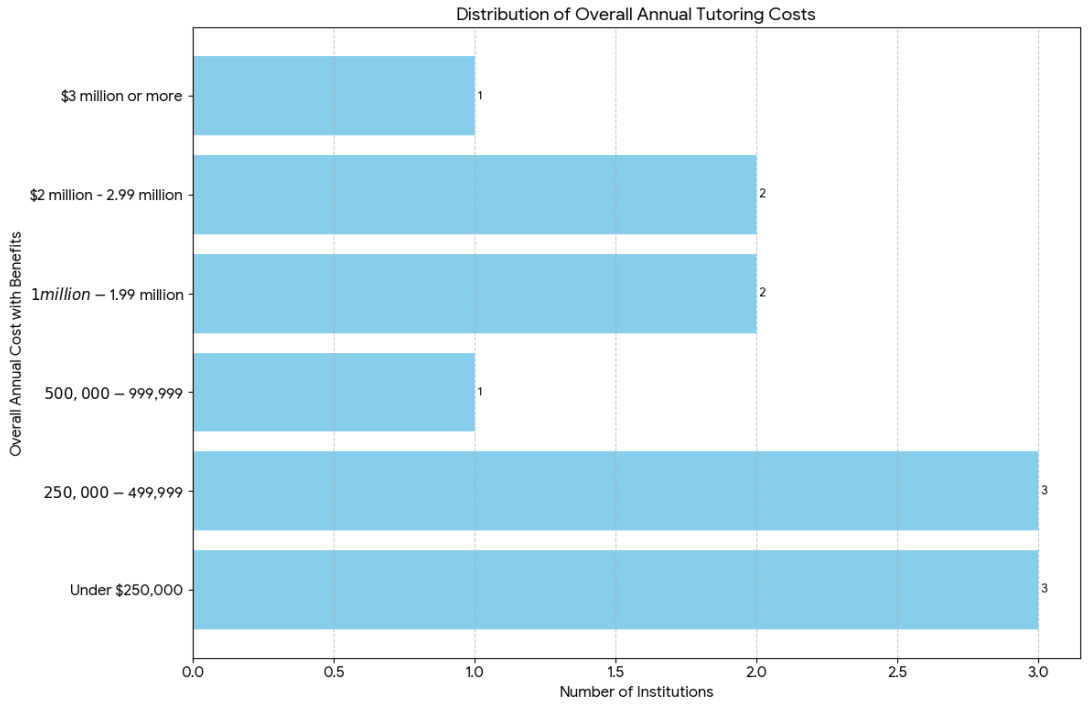
Organization of Tutoring Services

- **44% of academic departments maintain their own tutors**.
- Some report the need for departmental tutoring because of specialized knowledge and/or equipment.
- Examples include Adult Education, Disability Services, Nursing, Military & Veterans' Services, and TRIO.
- Decentralized management can cause:
  - Segregated reporting and data systems.
  - Silos of data is a challenge for assessment.
  - Inconsistent student experience.



Tutoring Staff

1. **Staff Budget**
   - The data shows that there is a wide range of annual costs, from under $250,000 to over $2 million. Most institutions fund these expenses through their **General operating budget,** and supplement it with **student lab fees,** and **general student fees**
2. **Key Trends:**
   - Investment in full-time staff
   - Reliance on Part-Time and Peer Tutors
   - Cost and Tutor Mix



Training

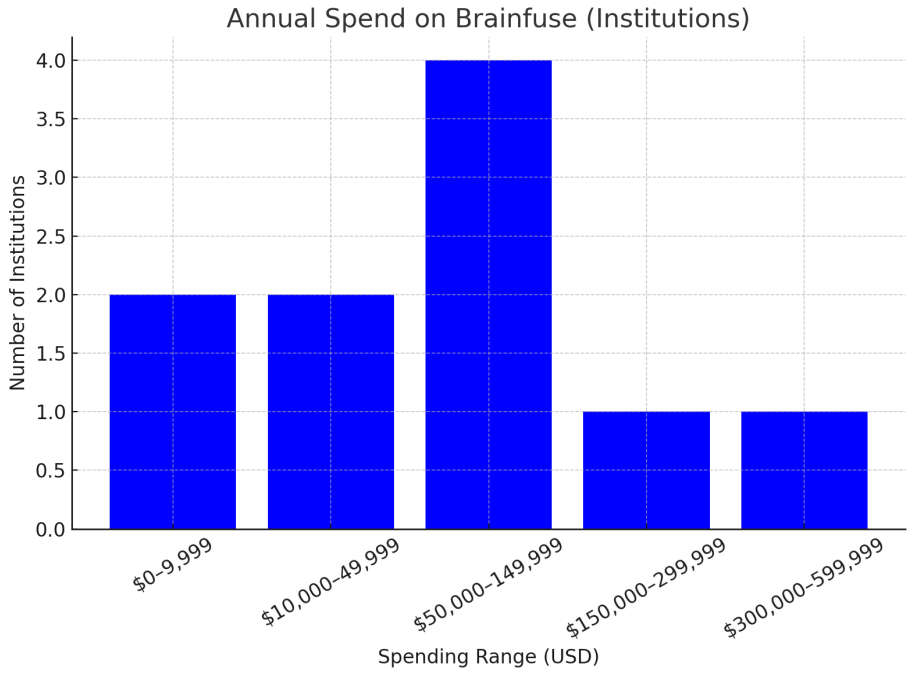
- **College Reading and Learning Association(CRLA):** The most common form of formal certification mentioned is the survey
- **In-House Training:** Many colleges have developed their own in-house training programs.
- **Specific Training Topics:** The training programs cover a variety of topics, including:
  - **Tutoring skills and techniques:** This is a core component of most programs.
  - **Specific subject training:** Some institutions focus on individual subject training.
  - **Technology and AI:** provide training on the "ethical and effective use of AI" and other emerging technology.
  - **Customer service:** Recurrent training topic.
  - **Safety and policy:** General initial training includes campus safety, cybersecurity, and FERPA.

In-Person Tutoring Services

- **66%** of respondents have a **dedicated tutoring lab**.
- **Location** of tutoring services:
  - More than half of respondents, **63%, co-locate** tutoring services inside the Library.
  - Few respondents, **27%**, offer free-standing tutoring centers.
- **Common partnerships** between tutoring services and both academic and non-academic departments:
  - Testing centers
  - Library services
  - Veteran's services
  - Writing centers

Online Tutoring Services

- **Brainfuse** is the only third-party tool in use by respondents and is used by 12/18 institutions.
  - FLVC has a statewide contract with Brainfuse that offers a discounted rate per hour.
  - The majority of institutions spend $50,000-$149,000 annually.
- All but two respondents (n=18) offers online tutoring by the institution's tutors using various platforms:
  - Zoom
  - Brainfuse (institution tutors integrated into Brainfuse)
  - Teams
  - LibAnswers (in partnership with the library)



Embedded Tutoring

- **Slightly more** institutions offer embedded tutoring.
  - 11 = Yes; 9 = No; 1 = unsure
- Subjects include **wide representation across the curriculum i**ncluding languages, math, English, writing, humanities, STEM, nursing, etc.
- Embedded tutoring **services include**:
  - Course-level or department-level assistance in online course shell.
  - Classroom assistance with student questions during projects or labs.
  - Assigned tutors attend classes consistently to assist students with course assignments, projects, or exam prep in/out of the classroom.
  - Regular communication with faculty to ensure academic goal alignment.
  - Outreach, workshops, and intervention with at-risk students.

Tutoring and Generative AI

1. The survey indicates that most Florida colleges are either **using** AI tools or actively **exploring** their use to support tutoring services.
2. **Most Common Tools:** The most frequently mentioned AI tools are **Grammarly, Microsoft Co-Pilot,** and **ChatGPT**.
3. **Purpose of AI:** The primary uses for AI are to:
   - Provide students with **extra examples or practice problems** to help them better understand class concepts.
   - Serve as a **learning aid** that is available to students 24/7.
4. Most colleges are currently training tutors in **GenAI tools** use for productivity and teaching and learning purposes.

Tutoring Trends Across Respondent Colleges

Staffing Challenges

- Persistent shortage of qualified tutors, especially in **math and sciences**.

Modality Shifts

- **In-person tutoring** demand is rising again.
- **Online tutoring** usage has declined since its COVID-era peak, though some colleges report increased virtual sessions.
- Students prefer **on-demand help** (walk-ins) over scheduled appointments or workshops.

Student Needs & Behavior

- Increased support needed for **tech navigation** (LMS, software).
- Ethical use of **AI tools** is emerging as a tutoring topic.

Tutoring Trends Across Respondent Colleges (cont.)

Operational Pressures

- Rising need to **justify tutoring with metrics** and demonstrate ROI.
- Funding constraints leading to ideas like **pay-per-session models**.

General Observations

- Stronger **faculty partnerships** are seen as key to tutoring effectiveness.
- Growing concerns around **basic math skills**, **test anxiety**, and **communication skills** across disciplines.

Emerging Areas for Further Study in Tutoring Services

- **User Satisfaction & Awareness**
  - Evaluate satisfaction levels for **third-party platforms** (e.g., EAB Navigate, Brainfuse).
  - Improve student and faculty awareness of tutoring services, especially at **off-site locations**.
- **Data & Infrastructure**
  - Develop **structured data collection** methods across all tutoring service locations.
  - Explore **site or group licensing** options for platforms like Brainfuse and EAB Navigate.
- **Dual Enrollment Support**
  - Assess tutoring needs for dual enrollment students.
  - Provide **specialized training** for tutors working with high school learners.

Participants – 64% response rate

Broward College

College of Central Florida

Daytona State College

Florida State College at Jacksonville

Gulf Coast State College

Hillsborough Community College

Indian River State College

Lake-Sumter State College

Miami Dade College

North Florida College

Pasco-Hernando State College

Pensacola State College

Polk State College

Santa Fe College

St. Johns River State College

St. Petersburg College

Tallahassee State College

The College of Florida Keys

MEMORANDUM

TO: Dr. Kathleen Plinske,
Council of Presidents, Presidential Liaison

FROM: Dr. Jan Lloyd-Lesley, Co-Chair, Council of Student Affairs
Dr. Mark Bukowski, Co-Chair, Council of Student Affairs

DATE: December 4, 2025

RE: Council of Student Affairs Report

The Council of Student Affairs had a productive joint council meeting in November. As part of CSA's conversations, we identified some "hot topics" where CSA will coordinate specific virtual meetings to further discuss and share best practices. One of the topics includes the increase in the number of fraudulent applications that are being submitted to gain access to financial aid. Another topic was regarding how to accept transfer credits from former regionally accredited institutions and changes to institution's procedures. The final topic of discussion was about students not being able to graduate due to not passing the civic literacy test.

CSA continues to work on the three goals we have identified for the year:

1. Florida College Student Activities Association (FCSAA) Retention Project – CSA reached out to current Vice President of Student Affairs or other primary contacts to identify someone at their institution to provide retention updates for students engaged in FCSAA activities in 23-24 and 24-25. Many thanks to Tallahassee State College, Lake Sumter State College, Florida State College of Jacksonville, and Polk State College for updating those records. A reminder will be sent to VPSA in January. Initial data from these institutions show a strong retention rate for students who participated in FCSAA activities.
2. Mental Health – CSA reached out to COBA chair for data on mental health finances and has not heard back. A reminder will be sent in January. Otherwise, CSA will follow up with institutions to confirm the budget provided in the original survey in Spring 2024. The goal is to identify possible cost sharing models for third party vendors.

3. Admissions, Recruitment, and Advising Training – CSA held a breakout session as part of the November meeting to gather input from FCS regarding the training needs for front line staff in these respective areas. Utilizing that data, CSA has developed the following objectives (see attached PDF file). CSA would appreciate COP's feedback on the objectives to ensure this meets their expectations. We are coordinating the March conference with AFC and the Student Success Center.

Admissions & Enrollment

- Build a standardized customer-service curriculum focused on personalization, consistency, tone, and inter-departmental support.
- Staff need deeper training on **residency laws, waiver eligibility, documentation**, and troubleshooting unusual cases.
- Reduce variation and increase efficiency through **standard procedures, fraud detection training, and conversion-strategy coaching.**
- Emphasize tech proficiency, CRM workflows, and training on new automated systems.
- Staff need clarity on **testing options, placement rules, and alternative education pathways.**
- Train staff to use metrics to inform outreach, scheduling, and admissions decisions.

Advising

- Advisors need standardized guidance on *which students require advising, when, and under what conditions*.
- Provide training on **how the institution's advising model works**, who handles what, and how to maintain consistency across departments.
- Advisors need deep and ongoing education on the **rules, policies, and pathways** that impact student decisions.
- Ensure advisors are trained on **articulations, PLA/CPL, workforce-to-degree pathways**, and how to explain them clearly to students.
- Advisors need cross training on **financial aid, career exploration, and holistic support services to provide triage advising.**
- Advisors need consistent technical training on the **platforms used to track students using predictive analytics, document advising, and monitor risk**.
- Create a **standard checklist** for frontline staff to ensure consistent, thorough advising every time.

Recruitment

- Recruiters need consistent, accurate knowledge of **state requirements and local institutional policies** to avoid misinformation.
- Frontline staff must confidently explain **FA basics**, common misconceptions, and how students can fund college affordably.
- Train staff on **digital-first recruitment strategies**, content creation, and using AI-supported tools effectively.
- Build standardized scripts, FAQs, and training modules so recruiters deliver **consistent, accurate information every time.**
- Incorporate **customer service training, empathy-based communication, and relationship-building** into the recruitment curriculum.
- Make sure recruiters can confidently explain **program options, career outcomes, and the institution's selling points**.
- Develop a **train-the-trainer system** so onboarding and ongoing training are sustainable and consistent.
- Provide **scenario-based training** for specific campaigns and pipelines including nontraditional recruitment.

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Councils of Presidents

Council of Workforce Education Report

November 2025

Submitted by: Dr. Alexia Rolle, Co-Chair Council for Workforce Education
Dr. Brian Mann, Co-Chair Council for Workforce Education

Date: December 3, 2025

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1. Key Activities and Progress

Master Credentials List (MCL) updated on November 6 in time for the December 1 deadline to resolve deficiencies. The revised list reflects the addition of several credentials including Artificial Intelligence and flagged new credentials due to low wage and/or demand. Effective February 2026 credentials flagged on the MCL for two consecutive years due to low wage outcomes and/or lack of demonstrated labor market demand will be removed from the MCL. Programs removed from the MCL are not eligible for the Open Door Grant and are not automatically approved for Perkins funding.

Thank you, to Vice Chancellor Tara Goodman for participating at AFC Joint Councils. Tara presented during Thursday and Friday's CWE breakout sessions including discussion on Perkins Performance Measures, MCL and Workforce Pell. CWE members submitted questions in advance to FLDOE to further along the conversation.

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2. Plans for Next Month

CWE along with AFC begin planning for the next Joint Councils which will be held virtually on February 19.

FSC's are to review MCL one-year flagged credentials in preparation for the July application to resolve deficiencies.

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3. Pending Items

The 28 FSC's are pending release of 2023-24 & 2024-25 CTE Audit data, the 2024-25 Perkins performance metrics and Pathways to Career Opportunities Grant (PCOG) for Apprenticeship Programs.

Florida College System Activities Associatio
Report to the Council of Presidents

December 12, 2025

Information Item: Publications Division

The Florida College System Publications Association held their annual conference at the College of Central Florida, November 13-15. Eighty attendees participated in a series of educational sessions and a celebration of this year's contest winners. Our thanks to the College of Central Florida for hosting. General Excellence winners are listed below, and the full list of category winners can be found here.

General Excellence – Magazine Division A

3rd Place:	Florida Gateway College	Howl!
2nd Place:	Miami Dade College - Padron	Urbana
1st Place:	Daytona State College	Aeolus

General Excellence – Magazine Division B

3rd Place:	Broward College	Panku, Fall
2nd Place:	Miami Dade College – Kendall	Miambiance
1st Place:	Valencia College	Phoenix

General Excellence – Newspaper Division

3rd Place:	Daytona State College	In Motion
2nd Place:	Florida SouthWestern State College	Buc Breakdown
1st Place:	Miami Dade College	The Reporter

Information Item: Student Government Division

The Student Government Division held their November Leadership Conference at Miami Dade College, North Campus, November 13-15. Attendees included 267 students and advisors, who participated in a series of educational sessions. Our thanks to MDC for hosting. Next up for Student Government is the Tallahassee FCSSGA Advocacy Conference, February 10-11, 2026, at Tallahassee State College and the State Capitol. The students will be spending the day at the state Capitol on Wednesday, February 11, and college presidents and college legislative liaisons are encouraged to join them.

Information Item: Athletics - Women's Soccer

NJCAA Tournament Recap: The NJCAA DI Women's Soccer Championship was held in Enid, Okla., where Daytona State College won its second straight National Championship. Like 2024, the Falcons defeated Arizona Western College in the finals. The 2025 match, however, was scoreless through two overtimes and Daytona State won in penalty kicks, 5-4.

Information Item: Athletics - Men's Soccer

The FCSAA Division I Men's Soccer Championship was hosted by Eastern Florida State College on October 30 and Daytona State College on November 1.

FCSAA Division I Champion: Daytona State College
FCSAA Division I Runner-up: Eastern Florida State College
FCSAA Division I Coach of the Year: Joe Avallone, Daytona State College
Tournament's Most Outstanding Player: Daniel Adzah, Daytona State College

FCSAA Division I Men's Soccer Championship Page

Daytona State advanced to the NJCAA Division I Southeast District Championship, November 8 in Lancaster, S.C., where it defeated USC Lancaster, 2-1 in 2 OTs, to earn the automatic bid to the NJCAA DI Men's Soccer Championship as the No. 4 seed.

Eastern Florida State College received an at-large bid as the No. 6 seed.

NJCAA Tournament Recap: The NJCAA DI Men's Soccer Championship was held at Daytona State College. Eastern Florida State College was eliminated in pool play while the host Falcons advanced to the National Championship match but fell to Indian Hills, 1-0.

Information Item: Athletics - DI Women's Volleyball

The FCSAA Division I Volleyball Championship was hosted by Florida SouthWestern State College, November 7-8.

FCSAA Division I Champion: Miami Dade College
FCSAA Division I Runner-up: Florida SouthWestern State College
FCSAA Division I Coach of the Year: Kiko Benoit, Miami Dade College
Tournament's Most Outstanding Player: Eleonora Gicheva, Miami Dade College

FCSAA Division I Volleyball Championship Page

Both Miami Dade and Florida SouthWestern advanced to the NJCAA Division I Atlantic District Championships, hosted by Florida SouthWestern on November 9.

Miami Dade defeated Andrew College, 3-0, and Florida SouthWestern defeated USC Sumter, 3-0. Miami Dade and Florida SouthWestern earned automatic bids to the NJCAA DI Volleyball Championship as the Nos. 1 and 3 seeds, respectively.

NJCAA Tournament Recap: The NJCAA DI Volleyball Championship was held in Clarksville, Tenn. For the fourth straight year, the Championship Match featured Florida SouthWestern State College and Miami Dade College. Miami Dade defeated FSW in the finals, 3-0, to win its first national championship since 2017.

Information Item: Athletics - DII Women's Volleyball

The FCSAA Division II Volleyball Championship was hosted by Indian River State College, November 7-8.

FCSAA Division II Champion: St. Johns River State College
FCSAA Division II Runner-up: Lake-Sumter State College
FCSAA Division II Coach of the Year: Stephanie Champine, St. Johns River State College
Tournament's Most Outstanding Player: Jessica Horn, St. Johns River State College

FCSAA Division II Volleyball Championship Page

St. Johns River State College earned the automatic bid to the NJCAA DII Volleyball Championship as the No. 10 seed while Gulf Coast State College and Pensacola State College received at-large bids as the Nos. 8 and 12 seeds, respectively.

NJCAA Tournament Recap: The NJCAA DII Volleyball Championship was held in Cedar Rapids, Iowa. All three FCSAA teams won its opening round matches, including upsets (based on seeding) by St. Johns River State and Pensacola State. Gulf Coast State upset the No. 1 seed (in straight sets) before falling in the National Semifinals. The Commodores then beat defending national champion Cowley to claim the third-place trophy. Both St. Johns River State and Pensacola State were eliminated in the consolation bracket.

Information Item: Cross Country & Half Marathon

NJCAA DI Men's Cross Country Team Standings: Seminole State College, 28th
Top DI Men's Runner: Myles Egerton, Seminole State College (116th)

NJCAA DII Men's Cross Country Team Standings: Daytona State College, 4th; Pasco-Hernando State College, 13th; Lake-Sumter State College, 21st; Eastern Florida State College, 26th; Florida State College at Jacksonville, 27th; Florida Gateway College, 44th
Top DII Men's Runner: Caden Baker, Daytona State College (15th)

NJCAA Men's Half Marathon Team Standings: Pasco-Hernando State College, 14th; Daytona State College, 21st; Eastern Florida State College, 22nd
Top Men's Runner: Malik Millet, Pasco-Hernando State College (47th)

NJCAA DI Women's Cross Country Team Standings: Seminole State College, 25th
Top DI Women's Runner: Rachel Horsford, Seminole State College (118th)

NJCAA DII Women's Cross Country Team Standings: Daytona State College, T-3rd; Eastern Florida State College, 16th; Gulf Coast State College, 19th; Pasco-Hernando State College, 23rd; Lake-Sumter State College, 29th; South Florida State College, 36th; Florida State College at Jacksonville, 39th; Florida Gateway College, 40th; Tallahassee State College, 42nd
Top DII Women's Runner: Mei Chiang, Florida State College at Jacksonville (8th)
NJCAA Women's Half Marathon Team Standings: Daytona State College, 11th; Eastern Florida State College, 19th; South Florida State College, 20th; Pasco-Hernando State College, 21st
Top Women's Runner: Emma Turner, Daytona State College (34th)