

NOTE: THESE MINUTES ARE SUBJECT TO APPROVAL BY THE FULL COUNCIL AT ITS NEXT MEETING. SHOULD REVISIONS BE MADE, THEY WILL BE INCLUDED AS AN ITEM IN THE MINUTES OF THAT MEETING.

Minutes of the Meeting of the
COUNCIL FOR EDUCATION POLICY, RESEARCH AND IMPROVEMENT
Tuesday, March 12, 2002
Hillsborough Community College
Tampa, Florida

Members Present: Diane P. Leone
Bob McIntyre
Edwin Moore
Philip Morgaman
Jacob Stuart
Robert Taylor
Pat Telson
Mary Watts

Members Absent: Akshay Desai

Chairman Philip Morgaman opened the meeting and welcomed the Council members. He also gave recognition to Dr. Bill Proctor and Dr. Linda Eads from the Florida Board of Education.

The minutes of the February 12, 2002, meeting were approved as circulated.

Welcome

Dr. Robert Chunn, President of Dale Mabry Campus, welcomed everyone to Hillsborough Community College.

Chairman's Report

Chairman Morgaman said that the Council would be discussing several important items today: community colleges and baccalaureate degrees, and constitutional amendments. He said that it is important for the Council to identify real solutions to these issues.

Executive Director's Report

Dr. Proctor referred the members to his report included in the meeting packet due to the heavy agenda.

Faculty Productivity Issues in the State Universities

Study consultant Ms. Nancy Stepina-Robison, Senior Associate with MGT of America, Inc., outlined the contents of the final draft report. The report includes an overview of national perspectives and issues on faculty productivity, a report of activities in other states, a review of state university productivity measures, a data analysis of ten years of faculty work and a budgeting/formula analysis. The report concludes with study findings and recommendations.

Dr. Larry Abele, Vice President for Academic Affairs at Florida State University, reviewed the role that faculty play in providing Florida students with a college education, which continues to

be a fundamental value to society. He presented specific indices of annual faculty productivity in Florida: 240,000 students served, 4.6 million credit hours, 35,437 bachelor's degrees and nearly \$900 million in contracts and grants. Dr. Abele concluded by stating that Florida receives a tremendous return on its investment in state university faculty.

Dr. Tom Auxter, President of the United Faculty of Florida, stated that state university faculty is highly productive and very efficient, particularly in its high production of student credit hours and its research productivity. He said that Florida's support for higher education remains near the bottom nationally, which makes faculty recruitment a challenge. Dr. Auxter compared the University of Florida faculty to faculty at similar institutions (Wisconsin, Illinois, Michigan) and found that UF academic departments typically contain half the number of faculty as their counterparts. He will provide the Council with a memo of his comments and perspective.

Chairman Morgaman recommended a deferral of action on the report in order to further review the report recommendations.

Community College Baccalaureate Degree Program Proposals

Chairman Morgaman outlined the process for consideration of the proposals before the Council: a staff report followed by testimony from each college submitting one or more proposals, remarks by other interested parties, and then Council discussion and action. Dr. Proctor reviewed the authorizing legislation and noted that the law was permissive. Mr. Taylor commented on the reference to addressing local workforce needs in the statute.

Dr. Proctor reviewed the three proposals from Chipola Junior College. He said that the nursing program was not recommended because it would not result in the production of any additional nurses, and because the BSN program is currently available to Chipola students from FSU via distance learning. He said that the programs in business administration and secondary education are not recommended at this time and suggested that the college renew efforts to develop a collaborative approach with one or more public or private four-year institutions.

Dr. Dale O'Daniel, President of Chipola Junior College, said that his institution does not want to become a mediocre four-year college, however, he felt the opportunity presented by the legislation to offer a limited number of baccalaureates was worth pursuing. He said that Chipola transfer students perform as well as native state university students, and noted that the college is not a threat to Florida State University. He said it is very expensive for a university to deliver programs at Chipola. Dr. Kitty Myers, Director of the University Center at Chipola, said that 50 percent of their students cannot afford to commute or go away to school. She noted that for the past three years the University Center has been supported by a grant from the Fund for the Improvement of Postsecondary Education and currently serves over 200 students; however, efforts to obtain a full-time secondary education or business administration degree through a four-year institution have been unsuccessful.

With regard to the 50 percent of students unable to go on, Chairman Morgaman noted that 38 percent of high school students do not graduate, but questioned whether building more high schools was the answer. In response to Ms. Pat Telson, the Chipola representatives indicated that cost was the major barrier to more collaboration with four-year institutions.

Ms. Elizabeth Stullenbarger, Director of the School of Nursing at the University of Central Florida, said that the BSN was not an appropriate level for those who prepare nurses. She said

that there is little if any pay differential between ADN and BSN nurses so the impact on the region would be limited. She said that student interactions are not limited by a distance learning approach and that the UCF program is available anywhere in the State.

Mr. Bob Taylor noted that three years ago the K-20 system was not in place. He suggested that institutions should be making a renewed effort to work together. Ms. Mary Watts asked if it was expensive for a university to offer the programs, how would Chipola manage. President O'Daniel replied that the costs would be less at Chipola. Chairman Morgaman questioned whether a new program would be less than the incremental cost of adding students to an existing one.

The secondary education program was discussed in light of the difficulties of hiring teachers due to budget cutbacks and competition from larger districts. Mr. Morgaman said he was not sure the proposed program would solve this problem. Mr. Ed Moore suggested that persons trained locally might be more likely to remain there for employment. Mr. Jacob Stuart asked if there would be any harm if a student were trained at Chipola and then moved to another area of the State to work. The Chairman replied that he did not know if there would be, but asked what is the unmet need in the workforce.

Dr. Larry Abele, Provost of Florida State University, noted that the State has invested a significant amount in the FSU/Panama City campus but the facility is not covering its own infrastructure costs. Ms. Telson asked about the possibility of investing in transportation for the students. Chairman Morgaman agreed that this was a good point and underscored the need to look for creative solutions. Mr. Taylor said that given the transition to a new system of governance now might not be the time to make this kind of systemic change. Ms. Watts asked what criteria were used to support the establishment of St. Petersburg College. Mr. Robert McIntyre said he did not see justification for this extraordinary solution in this case. Ms. Diane Leone suggested looking for more creative solutions such as technology with the assistance of the Division of Colleges and Universities. Mr. Moore said he agreed with the staff recommendations but also recognized that the limited opportunities for bachelor's degrees in the five county area warranted further attention. He said that perhaps the college should be looking at increasing the college going rate of high school students. He suggested that the Council focus on the education needs of this area in the coming months.

On a motion by Mr. Stuart, which was seconded by Ms. Telson, the staff recommendations were adopted unanimously.

Chairman Morgaman discussed the possibility of considering incremental costs in future analyses. He said that from his experience educating a class of 15 costs about the same as a class of 20. Dr. Proctor noted that the state university funding per FTE, contained in the General Appropriations Act, represents what is generated for additional enrollment or workload not necessarily what is spent.

Dr. Proctor reviewed the staff recommendations for the proposals submitted by Miami-Dade Community College. He said that the college had identified several critical shortage areas in Education, but also said that a number of institutions in the area have additional capacity in these programs. In summary, the Elementary Education proposal was not recommended, while consideration of the programs in Secondary, Exceptional Student and Early Childhood Education should be deferred until the Fall when the teacher education program at St. Petersburg College

could be assessed in terms of its impact on either increasing or redistributing the pool of candidates for the teaching profession.

Dr. Eduardo Padron, President of Miami-Dade Community College, discussed the size and diversity of Miami-Dade County. He noted that while Miami has seven institutions of higher learning, Boston with a smaller population has 35. He noted that MDCC graduates more students than any other community college in the nation. He said the college has 72 articulation agreements with major institutions throughout the country. President Padron said both the President and Governor have encouraged educators to think outside the box, while the Florida Board of Education has identified teacher education as the number one strategic imperative. He said that just as Florida International and Florida Atlantic grew from upper division to full four-year institutions, the college can expand its role. He noted the proposals have widespread community support as well as from the entire Miami-Dade delegation. He said that Miami and St. Petersburg were very different, so waiting for results from the latter would not be helpful. He said the proposals represented a unique opportunity since funds are available now, and that the Council's decision would impact many lives.

Ms. Charlene Houghton, Executive Director of the Department of Teaching and Learning at Barry University and Ms. Maria Stallions, a graduate of the Two-Plus-Two program and recent Ph.D., provided information on Barry's Two-Plus-Two teacher preparation program which has been in operation with MDCC since the late 80s and produces graduates in three areas: Elementary Education, Pre/K/Primary, and varying Exceptionalities. She said that in 1999 the program was asked to leave the Kendall Campus of MDCC due to space limitations and now serves approximately 280 students in leased facilities nearby. She said the Barry program serves more recipients (44) of the State Minority Teacher Scholarship than any other institution in the State and that through an institutional tuition discount of 45 percent and use of available financial assistance, the cost to the student is comparable to or less than the price paid by students in public institutions.

Dr. Linda Blanton, Dean of the College of Education of Florida International University, said that there are a number of factors contributing to the current teacher shortage including the fact that half leave the profession in their first five years, other opportunities for women, and difficulty recruiting into the field. She said that working together rather than building silos would be more effective. She noted that half of the education students of FIU are minority.

Mr. Sam Horton representing the NAACP and National Alliance of Black School Educators, said that Miami's diverse multi-ethnic population needs teachers with the same background. He asked what was more seamless than a student spending four years at a community college. He said that this issue is not a question of "should" but of "when".

Mr. Moore asked President Padron several questions based on data in the proposal. Given that there are over 5,000 students in education at MDCC and approximately 600 go on to the upper level, what happens to the rest? Dr. Padron said that everyone faces the major challenges noted by FIU and that Colleges of Education are in need of a complete overhaul, while Miami-Dade has the opportunity to start fresh. Mr. Moore noted that of the AA graduates pursuing the field of education, 85 percent are enrolling at the upper division. Dr. Padron replied that there is a larger universe of potential teacher candidates. Dr. Leslie Roberts, Director of the MDCC School of Education, said that the primary target is the 15 percent who do not go on now as well as those who stop out or have an associate degree in another field. Dr. Padron said that some of the 5,000 leave when they obtain whatever certification they are seeking. Chairman

Morgaman asked if additional facilities would be needed and Dr. Padron indicated they would not. He said that the space problem encountered by Barry was due to scheduling needs during prime times. Mr. Moore asked if additional demand created a space problem where priority would be placed – Dr. Padron said on the two-year programs. Mr. Taylor and Mr. McIntyre asked if there would be a problem delaying the program for six months, since it would provide additional time to pursue partnerships. Ms. Watts expressed interest in being assured that the proposal would result in more teachers. In response to a question from the Council, Dr. Houghton said that Barry's Two-Plus-Two model could double its capacity through the use of leased space as well as public schools facilities. Mr. Morgaman asked if Barry would be interested in a strategy that would double the value of the Florida Resident Access Grant for students in critical areas. She said she could not speak for the university on this. Ms. Telson said that, in addition to the reasons already cited, classroom discipline is a major concern and it is not clear that more production would solve the problem. In response to Ms. Leone, Dr. Blanton said that FIU had additional capacity but that recruiting math and science teachers is a national problem. In response to the chairman she said that FIU would be open to learning from MDCC if the college were successful in tapping new recruits. Ms. Watts said that minority students have to be identified and nurtured early in the process. Dr. Blanton mentioned FIU's summer outreach program for seventh and eighth graders but admitted more could be done in cooperation with MDCC. Chairman Morgaman summarized by agreeing there are broader issues, but this should not prevent seeking increased production now. He asked if we might be missing an opportunity to better use the resources and capacity currently available. He expressed concern about clouding the mission of MDCC prematurely and suggested the need for continuity could be addressed by allowing the universities to offer programs on the campuses of Miami-Dade.

On a motion by Mr. Taylor and seconded by Ms. Telson, the Council adopted the staff recommendations with the modification that efforts to fully use existing institutional capacity through collaboration be intensified.

Dr. Proctor provided a summary of Edison Community College's proposal to deliver a baccalaureate program in Public Services Management to working professionals in Southwest Florida. The program will articulate with the College's five AS programs in this area. Staff found that the bachelor's degree is not required for a majority of jobs in public services, and most employers seek specific skills, competencies, certification and work experiences in this field. Dr. Proctor said that other programs exist in the region, including Barry University's BS in Public Administration, International College's BS in Management and Florida Gulf Coast University's Certificate track in public management/administration through its BS in Criminal Justice program. He said that staff does not recommend establishment of the program and recommends a cooperative delivery of the bachelor's program by all interested public and independent postsecondary institutions in the region. Dr. Proctor discussed with the Council a summary of staff inquiries to employers in the region and a memo from the Economic Development Council of Collier County.

Dr. Proctor also summarized the proposal to deliver a baccalaureate program in Computer Technology. The proposed program will articulate with the College's existing AS programs in computer-related fields. Staff found that the bachelor's degree is not required for a majority of jobs in computer-related occupations, and most employers seek certification in specific skill sets and work experiences in this field. Florida Gulf Coast University offers a variety of bachelor's programs in computer science and information systems and International College offers a BS in IT. These programs have considerable excess capacity and program resources. Dr. Proctor

said that staff does not recommend establishment of the program and recommends inter-institutional collaboration to deliver programs in these fields. He added that the Horizon Council, an organization of chambers of commerce in the region, does not endorse the need for bachelor's degree programs to be delivered by the community college.

Dr. Vern Denning, Vice President for Academic Affairs at Edison Community College, addressed the Council and provided a handout of responses to the staff analyses of the proposals. He expressed concern with the increasingly rigid criteria used by the Council to evaluate need. Edison's proposals address the State's abysmal production of baccalaureate degrees by offering programs that are needed in the region. Dr. Denning said that the proposals respond to the need for baccalaureate-trained individuals and will not exhaust the need. He stated that the costs to deliver the programs are less, both for students and for the State, and emphasized that the proposals will address hidden costs required for AS students to pursue a bachelor's degree. Dr. Denning also discussed the difficulties faced by AS graduates who attempt to pursue a baccalaureate degree and said that these students lose a significant amount of credits through this transfer process. He concluded by stating that the College's proposed programs will enable many individuals in the region to improve their lives.

Dr. Brad Bartel, Provost at Florida Gulf Coast University, stated that there is no unmet need for bachelor's degree programs in these fields and reiterated that the Collier County Economic Development Council did not endorse these proposals. He said that most employees in these fields need and seek courses and training to achieve skills certification. Dr. Bartel identified the existing degree programs and tracks that FGCU offers in both public services management and computer science and said that the State has a significant investment in FGCU as the state university for this region. He said that FGCU has excess capacity and is prepared to meet the needs of the community. FGCU has been fully funded in its development years in order to deliver needed programs. Dr. Bartel discussed how the two institutions have successfully worked together to deliver programs to the five-county service area. He said that FGCU is committed to work directly with Edison to develop new articulation agreements in these program areas.

In further discussion, Dr. Bartel reaffirmed for Chairman Morgaman that FGCU desires to continue to meet with Edison representatives to work out articulation issues involved in the delivery of these programs, and that the incremental costs to provide these programs are minimal. From a state policy perspective, Chairman Morgaman asked why the two institutions should not be expected to get together to work out issues of program delivery and student articulation. Responding to this point, Dr. Denning said that the articulation process for AS students is very difficult and students often lose credits in the process. Ed Moore responded that students make a choice to pursue an AS degree program with an awareness of its requirements and outcomes, and when a new degree path is chosen, there should be an expectation that additional requirements are a possibility.

Chairman Morgaman expressed support for the staff recommendations, primarily due to confirmation that the senior institution is willing to cooperate with the community college and has been pre-funded for program growth, such that very little additional costs would be expected to deliver the proposed programs. He also expressed concern with an over-riding theme of these deliberations: at the institution level, the education process is far from seamless. Following additional discussion, the Council unanimously adopted the staff recommendations that ECC should not establish the proposed programs.

Mr. Moore agreed with several references which had been made to the new system being student centered, but noted that we are also representing taxpayers. He said that institutions should be encouraged to work together rather than separately but in the case of Chipola opportunities are limited. He said this was an area that deserved attention during the planning process.

Dr. Proctor reviewed two additional recommendations: First, that community colleges and universities in a region jointly conduct a baccalaureate degree needs analysis and forward the results and a plan for addressing the needs to the Florida Board of Education. Second, that funding for baccalaureate degree access should be maintained in the 2002-03 state budget. Chairman Morgaman noted that although these initial proposals were not recommended, this does not mean this is not a viable option. After further discussion, the Council adopted these recommendations after amending the first to provide for copies of any analyses and plans to be submitted to the Council as well as the Florida Board. The Council also suggested that flexibility be allowed in the use of the baccalaureate access funds to provide support for collaborative efforts as well as independent programs.

Ms. Leone requested that sufficient explanation of the Council's decisions be provided to the Florida Board of Education. The Chairman noted the reasons for rejecting each of the proposals were unique:

Chipola – The proposal did not demonstrate significant needs that could not be met in another way. The Council did recommend that the Business Administration and Secondary Education proposals should be resubmitted if attempts at collaboration with an existing baccalaureate provider were not successful within the next year. The Council recognized the challenges faced by Chipola as the only academic postsecondary institution in its five county region and called for an in-depth examination of the most appropriate strategies for addressing education needs in this area.

Miami-Dade – This proposal identified areas of significant need, but given the capacity of existing institutions in the area-renewed efforts of collaboration should be first addressed.

Edison – There is no reason to duplicate the State's recent and major investment in a public four-year institution in this area.

Mr. Moore observed that these proposals illustrated why the decisions could not be quantified according to a strict, weighted formula.

Mr. Taylor observed that given that no proposal presented a compelling case on all criteria the Council was reluctant to move forward on a decision with systemic implications. Second, this time of major transition in education governance is not the time to make major institutional changes. Finally, he noted the Council should keep an open mind on this issue if collaboration does not occur then the proposals should be revisited.

Master Plan

Chairman Morgaman reviewed the results of a poll of the members regarding priority strategic imperatives addressed first and committee assignments. He said the charge to each committee would be to begin with the strategic imperative identified by the Council overlaid with the

work of the Florida Board of Education. He said the goal will be to determine where the system needs to be 10 to 15 years out, and that a planning horizon and timeframe should be in place after the first committee meetings. He asked that the committees plan to meet in April via conference call or in person and be prepared to report at the next council meeting on May 6 and 7, 2002. It was agreed that the full Council will now meet bi-monthly with the intervening month available for committee work. He stressed that all identified imperatives will be addressed and that the three selected are a starting point. Committee assignments are:

- **Governance/Structure**
Mr. Bob Taylor, Chairman
Mr. Jacob Stuart, Vice Chairman
- **Teaching Profession**
Mr. Ed Moore, Chairman
Ms. Mary Watts, Vice Chairperson
- **Economic/Workforce Development**
Mr. Robert McIntyre, Chairman
Ms. Diane Leone, Vice Chairperson
Ms. Pat Telson

Chairman Morgaman indicated that he and Vice Chairman Desai would be available to work with each committee.

Constitutional Amendments

Dr. Nancy McKee said that in 1997, the Florida Institute of Government did a study for the Florida Chamber on revising the constitution through the initiative process. She said Florida provides five methods for amending the constitution, which is more than any other state. One of those methods is by citizen initiative, which has emerged as the most controversial process for amending the constitution. Dr. McKee noted that research revealed several concerns about that process, including the lack of relevant information that is available and disseminated to voters. She said that one of the perceived advantages of citizen initiatives is that the public can initiate governmental reforms that might otherwise be difficult to achieve. Conversely, the initiative process can produce deceptive campaigns and generate voter confusion.

Dr. McKee said the citizen initiative process is as follows: 1) Political Committee formed; 2) Division of Elections has to approve the format of the petition; 3) Political Action Committee collects signatures and turns names in to the Supervisors of Elections; 4) When 10% of the required signatures have been collected, the petition is sent to the Attorney General's Office for review; 5) Attorney General has 30 days to forward it to the Supreme Court (The Attorney General basically reviews it to determine if it confers with the single subject requirement and if the ballot summary is clear and accurate); and 6) Supreme Court issues an opinion.

Dr. McKee presented the proposed constitutional amendments and the Council continued with discussion.

Technology in K-12 Education

Mr. Glenn Mayne presented research done on an overview of technology in Florida's K-12 system. He presented a summary of the pertinent details from the report in graphic formats,

along with the conclusions and recommendations. The formal presentation concluded with excerpts from district MIS directors. Dr. Proctor responded that the presentation would be made available to legislative and executive branch staff, as well as interested education stakeholders in other states.

A motion was made and seconded by the Council that the report be approved with modifications. The conclusion will be added to the first page of the executive summary and the recommendations restated in a clearer manner.

Other Items of Interest and Member Concerns

There were no other items or concerns.

Public Comment

There was no additional public comment.

Next Meeting

The next meeting will be held in Coconut Creek on Monday and Tuesday, May 6 and 7, 2002.

The meeting adjourned at 4:57 p.m. on Tuesday, March 12, 2002.

William B. Proctor
Executive Director