

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
October 12 & 13, 2004
DoubleTree Hotel and WEDU TV Station
Tampa, Florida

Members Present: Akshay Desai Bob Taylor
W. C. Gentry Elaine Vasquez (via phone)
Bob McIntyre Harold Wishna

Members Absent: Rajendra Gupta, Pat Telson

Approval of Minutes

The minutes of the August 11, 2004, meeting were approved as circulated.

Chairman's Report

Chairman Desai thanked WEDU Television Station for hosting the October 13, 2004 meeting. He welcomed the panel of district superintendents and thanked them for coming.

Executive Director's Report

Dr. Proctor and Bob Taylor gave a brief report on a meeting of the Lt. Governor's Career Education Study Task Force. Dr. Proctor said he had attended an invitational education leadership conference sponsored by the Western Interstate Commission on Higher Education and the Association of Governing Boards.

Master Plan-Leadership

The panel for the roundtable discussion on school leadership consisted of Dr. Earl Lennard, veteran superintendent in Hillsborough County and Dr. David Mosie, Chief Executive Officer of the Florida Association of District School Superintendents (FADSS). Following is a summary of the points discussed by the panelists and the Council members.

Issues Facing Superintendents and School Leaders

The panelists stated that the most crucial issues faced by school leaders are meeting the demands of accountability created by Florida's A+ Plan and the Adequate Yearly Progress (AYP) requirements of the federal No Child Left Behind (NCLB) legislation. Attaining and maintaining "A" and "B" school status for all schools and making sure that schools meet AYP demands places tremendous pressure on everyone in the educational system, but particularly on the leadership. A second issue is the increasing number of teachers and administrators leaving the system due to retirement and/or participation in the Deferred Retirement Option Plan (DROP). These losses place a demand on the

human resources officials and other district leaders to get an adequate supply of quality candidates in the supply pipeline in order to maintain and achieve high quality schools.

Key Factors in Attaining Successful Schools and School Districts

Three key factors were cited as being essential to creating high quality schools and school districts:

- Stability in the leadership ranks over time
- Successful working relationship between the superintendent and school board
- Understanding of the role distinction of the superintendent and school board members

Dr. Lennard expressed the importance of having stable leadership in place over time to help ensure that improvement initiatives are fully implemented and assessed. He cited Pasco County as an example of a district with stable leadership at the top of the organization, noting the fact that the district has had only three superintendents in the last 30 years. Stability allows the superintendent or any school leader to establish relationships with critical stakeholders and build trust with constituencies and build the organization around a steady vision.

Dr. Lennard went on to explain that turnover in leadership is a major problem by virtue of the fact that it tends to cause the organization to “freeze.” In other words, when those in the organization do not have a clear idea of the goals and expectation of the leader, there is a tendency to “freeze” or go to a state of inaction, until such time when it is deemed “safe” to take action. “Freezing” at the district or school level slows and sometimes prevents needed change and progress and prevents the system from operating at maximum effectiveness.

When asked by the Council what factors create stability in leadership, Dr. Lennard stated that having a strong supply of principal candidates is crucial. He cited resources such as the University of South Florida’s Leadership Institute and Hillsborough County’s Executive Leadership Institute as two examples of organizations dedicated to training and preparing aspiring school leaders and practicing leaders seeking to enhance their professional practice. Having a strong program for identifying, training and mentoring school leaders builds leadership capacity throughout the organization and creates a strong foundation for leadership over the long term.

Adjournment

The meeting adjourned at 6:30 p.m., Tuesday, October 12, 2004.

State Board of Education Report/Board of Governors’ Report

Ms. Krista Mooney announced that Mr. John Winn was appointed Commissioner of Education September 1. He is reevaluating where the DOE and State Board are with respect to their strategic plans. His focus lately has been hurricane preparedness and recovery.

Two consulting firms are assisting in the BOG strategic plan effort. One of the consultants is working on a model that will produce undergraduate, graduate and professional degrees in the most cost-effective manner at each university based on the goals in the BOG strategic plan. The other consultant is doing a written analysis of key challenges facing the BOG in meeting degree production in targeted programs, a second written analysis on cost-effective strategies for reaching

the goals identified by the board, and a final written estimate of the operating and fixed capital outlay costs of each strategy they identified in their previous deliverable.

The DCU staff has been working with House of Representatives and the DOE General Counsel's office on the House interim project on governance. They are commenting on and reviewing more than 650 statutes that have been identified by House staff to ensure that the BOG responsibilities are reflected in statute.

There are five new doctoral programs up for consideration at the BOG meeting in October. They include a PhD in Counseling at FAU, a PhD in Geography and Environmental Science, Biomedical Engineering, Physical Therapy at USF, and a doctor of Public Health at FAMU. Each has gone through the standard review process.

Dr. Desai asked about the current status of matching funds for major donors. Ms. Mooney said the BOG had proposed amendments that were approved in March that reduced some of the state match percentages, revised the donation scale, and capped the annual state contribution for a single gift. The BOG is also considering allowing the BOG Foundation to receive private donations for state matches and directing local donations to priorities that will assist the universities in meeting the system-wide goals in both their university priorities.

There was a discussion about the status of recommendations contained in the CEPRI report on university contracts that had been presented to the BOG. Dr. Proctor was asked to write a letter to the SBOE to ask what had been done with the contract proposal report.

Study Assignments

Public Broadcasting - A panel of five representatives of Florida public broadcasting convened to discuss current issues in public broadcasting with the Council. The main topics of discussion revolved around the following questions: 1) Does Florida public broadcasting serve mainly a white, liberal, upper class audience? 2) Is it appropriate for the Legislature to help fund public broadcasting? 3) If it is appropriate, should this funding be through the education budget?

With regard to audience diversity, the panel informed the Council that Florida public broadcasting demographics showed relatively large numbers of blacks and Hispanics and also showed surprisingly large percentage of listeners with incomes under \$34,000 per year. Furthermore, public broadcasting is available to 99% of Florida's population regardless of whether they are paid subscribers or not. The panel also pointed out that a large part of public broadcasting's educational programming is directed at children from low income families.

The panel noted that State appropriations to Florida public broadcasting constituted only some 20 percent of revenues. Panel members discussed at length the numerous educational programs, both on air and off air that public broadcasting produces. The audience for these programs ranges from pre-K to university level. They concluded that it was therefore entirely appropriate for the State to help fund public broadcasting and that it was logical to do so from the education budget.

The Council noted that it was surprising that public broadcasting did not market itself more aggressively than it does. The Council also requested the panel members develop some hard

statistics that could be used to illustrate the scope and quality of public broadcasting's educational programming.

Community College Baccalaureate Proposals – Dr. Jon Rogers summarized the authorizing statute and process for the review of proposals by a community college to deliver a baccalaureate degree and summarized the proposal submitted by Daytona Beach Community College.

Daytona Beach Community College (DBCC) proposes to establish a bachelor of applied science program for individuals with an associate in science degree and employed in the Volusia County area. Staff reviewed the proposal and solicited input from the Division of Universities, Division of Community Colleges and Independent Colleges and Universities of Florida (ICUF). Analysis found that need assessment was conducted through surveys of existing AS students. No specific workforce demand for baccalaureate-level individuals was identified that would be met by graduates of the proposed program. External support for the college for the establishment of the proposed degree program centers on the desire to raise the general education level of the area's workforce and to provide access to bachelor's degrees for working adults.

Staff confirmed that the University of Central Florida at Daytona Beach is located on the campus of DBCC and offers 15 complete bachelor's degree programs and eight tightly articulated AS to BS degree programs. In Volusia County, baccalaureate programs are also offered at three independent institutions. In consideration of the most efficient use of available resources, UCF has expressed the desire to expand existing partnerships with DBCC to meet the baccalaureate needs of the region. Accordingly, staff does not recommend that DBCC proceed with the proposed program

Dr. Kent Sharples, President of DBCC, discussed the existing and projected growth in the Daytona Beach region and the evolution of the educational services of the College. He explained that the college wants to deliver a very specific degree for supervisors and managers in the region. He said this program will address the growth in high skill-high wage jobs and will meet the higher education needs for the place bound working adults. Dr. Charles Carroll, DBCC Vice President, provided additional information on existing DBCC/higher education partnerships, projected education needs for the region and workforce demand for the baccalaureate. Mr. Rick Fraser, President of the Workforce Development Board of Volusia County, discussed the education needs of the local business and industry and said that he assists the development of partnerships with institutions in the region to deliver the needed training. He believes that the BAS degree program will assist the economic development in the region and will attract industries who are seeking a higher trained workforce.

Dr. Bernard Jensen, Director of the UCF Eastern Regional Campuses, confirmed that UCF has many successful partnerships with DBCC. He said that UCF was not consulted by DBCC during the planning of the proposal. According to Dr. Jensen, UCF does not currently offer a BAS program, but has begun the investigative process for the establishment of such a program. Mr. Ed Moore, Executive Director of ICUF, discussed issues of cost effectiveness to deliver such a program in light of limited state resources. He discussed the existing piecemeal approach of reviewing such proposals one-at-a-time and expressed concern with the lack of planning at the state level for the delivery of baccalaureate education.

Following additional discussion, the Council voted to defer action on the DBCC proposal until its November 9 meeting in Ft. Lauderdale.

Medical Education Needs Analysis - Mr. Juan Copa provided a brief status report of the Medical Education Needs Analysis. In March, the Board of Governors called on CEPRI to define the parameters of a model to be used to quantify the adequacy of the State's physician workforce; project the extent to which a physician shortage exists; and to develop cost/benefit estimates of various alternatives to produce the required number of additional physicians. CEPRI was asked to complete these tasks in collaboration with an advisory committee including representatives of the Council of Florida Medical School Deans, the Graduate Medical Education Committee, and representatives from other interested Florida universities. Under the direction of Chairman Desai, the advisory committee convened three meetings between June and September. Over the course of the meetings, the committee developed a matrix of parameters to assess physician workforce needs and discussed various alternatives to address the need for additional physicians. A report and recommendations, reflecting the work of this committee, will be submitted to CEPRI [in November for discussion and action](#).

Instructional Materials Pilot Project - Dr. Pat Dallet referred to a copy of the Department of Education evaluation of the first year of the pilot program concerning potential savings from the purchase of used materials and provided members with a draft reporting format for the districts involved in this year's evaluation being conducted by the Council at the request of the Legislature. He noted that, in the 1988 Master Plan, the Postsecondary Education Planning Commission had identified the quality of textbooks as a key factor affecting student preparation. He cited a recent report released by the Fordham Institute entitled *The Mad Mad World of Textbook Adoption* and said that while the issues identified in this report are probably beyond the scope of the current pilot study, they can inform current deliberations and provide possible opportunities for future analysis once the current evaluation has been completed.

Master Plan-Major Initiatives

Early Learning - Dr. Glenda Rabby provided an overview of the council's recommendations regarding the voluntary, universal pre-Kindergarten Program. She noted that those recommendations (discussed at an earlier meeting) would be presented to the State Board of Education and the Legislature before legislative committee hearings begin on that subject. Dr. Rabby noted that Mr. Taylor had provided her with some suggestions for more clearly focusing the council's key recommendations and that she would revise the document based on those and any other ideas provided by members. Mr. Gentry asked Dr. Rabby to clarify the recommendations regarding state funding of the pre-K amendment and to circulate those changes to the members. The Council agreed that the document should reflect its conclusion that a high quality pre-Kindergarten program would be a significant opportunity to improve the overall effectiveness of Florida's education system while enhancing the learning capacity of thousands of the state's four-year-olds. The Council emphasized that a quality Pre-K program must include well-qualified and well-compensated teachers, small classrooms, low student-to-teacher ratios and proven literacy focused, age appropriate curricula. Members reiterated their support of the Universal Pre-Kindergarten Education Advisory Council's recommendation that the VUPK program be located in and administered by the Florida Department of Education. Mr. Taylor noted that it was important that pre-kindergarten be regarded as an integral component of Florida's educational system. After further discussion, the members voted unanimously to approve the document subject to the changes discussed and final review of the chairman. Dr. Rabby said that the Council would continue to discuss the overall Early Education (PreK-3) Master Plan Initiative.

Stay the Course – This report was deferred.

Other Items of Interest

There were no other items of interest at this time.

Next Meeting

The next meeting will be held Tuesday, November 9, 2004, and Wednesday, November 10, 2004, in Ft. Lauderdale.

Adjournment

The meeting adjourned at 1:15 p.m., Wednesday, October 13, 2004.



William B. Proctor
Executive Director