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Minutes of the Meeting of the
COUNCIL FOR EDUCATION POLICY, RESEARCH AND IMPROVEMENT

Wednesday, November 12, 2003
Florida Community College at Jacksonville
Advanced Technology Center
Jacksonville, Florida

Members Present: Akshay Desai Pat Telson
William Gentry Elaine Vasquez
Diane Leone Harold Wishna
Bob Taylor

Member Absent: Bob McIntyre

Chairman Akshay Desai opened the meeting and welcomed the Council members.

Welcome

Chairman Desai introduced Dr. Steve Wallace, President, Florida Community College at Jacksonville. Dr. Wallace welcomed everyone to FCCJ. He introduced Dr. Edythe Abdullah, Campus President. Dr. Abdullah expressed how proud she was to have the Council at the Advanced Technology Center. Dr. Abdullah said that FCCJ is one of the largest workforce development and community colleges in the entire country. The center is uniquely prepared to provide workforce development training as well as Associate in Arts Degree in encumbered worker training. She said that there is an economic impact in the community of over \$732 million. FCCJ has over 198 workforce development programs. There are also 49 non-credit programs. The Advanced Technology Center is one of four international CYSCO academic training centers which means the center trains people from all over the country. She said that at the Kent Campus they have a new center called the Cecil Commerce Center that provides aviation training. Dr. Abdullah said that FCCJ is connected with the military. She said that on-line degrees are provided to military personnel throughout the country.

Approval of Minutes

The minutes of the October 8, 2003, meeting were approved as circulated.

Chairman's Report

Chairman Desai asked Mr. Bob Taylor to report on the Council of 100 meeting. Mr. Taylor said that he and Dr. Bill Proctor attended the meeting and were part of the higher education funding task force. He said that McKinsey and Company gave a presentation on analyzing six different components of university funding. He said that the university presidents, that were present, were pleased with the CEPRI report being completed.

Executive Director's Report

Dr. Proctor said that the presentation given by McKinsey and Company at the Council of 100 was excellent. Dr. Proctor said that all the questions by the CEO's were right on target. Mr. Taylor said that McKinsey created a metric for a return on state funding. He said that this is the first time there has been empirical data.

Dr. Proctor introduced CEPRI's new staff member, Simmie Raiford, to the Council. Dr. Proctor said that Ms. Raiford is a former Duval County Elementary School Principal and teacher, and she served as Director of Staff Development in St. Johns County. She is currently completing her doctorate in Educational Leadership and Policy Studies at Florida State University. He said that Ms. Raiford will be a great asset to CEPRI.

Mr. Taylor suggested making a copy of the McKinsey report and circulating it to the members. He also suggested doing an article on higher education funding.

State Board of Education/Board of Governors' Report

There was no report at this time.

Remarks by Ms. Dayle Timmons, 2004 Florida Teacher of the Year

Chairman Desai introduced Ms. Dayle Timmons, 2004 Florida Teacher of the Year. Ms. Timmons received a warm welcome. Ms. Timmons expressed her excitement for being part of the Council meeting. Ms. Timmons said that she has been teaching for thirty years and has been a special education teacher all her life. She said that she has taught in four states and ten different schools in the last fifteen years in Duval County. Ms. Timmons comes from a family of teachers. Her husband is an elementary physical education teacher, her son is completing his degree in physical education and his wife is a first year special education teacher, and her daughter is at the University of South Florida and is an early childhood major. Ms. Timmons said that she is very satisfied with her job and has recruited her own children into the field.

Ms. Timmons said that she is concerned about statistics showing half the teachers leave the teaching profession within the first five years. Ms. Timmons discussed the value of mentoring for beginning teachers, as these teachers typically lack experience in classroom management and teaching reading. Ms. Timmons believes that most teachers are called into the profession and that adequate support is more important to the retention of teachers than level of pay. She recommends an ongoing program of intensive, research-based professional development in all schools.

Ms. Timmons concluded by stating that teachers need to have opportunities to lead in the decision-making process within schools.

Legislative Assignments

Workforce Education Funding/Panel Discussion – The Council invited five local workforce education professionals to provide testimony regarding the current workforce funding. The following school district, college and state officials served on this workforce panel:

- ❑ Dr. Michael Grego, Assistant Superintendent for Curriculum & Instruction, Hillsborough County Public Schools.
- ❑ Ms. Angela Kersenbrock, Dean of Career Programs, Seminole Community College
- ❑ Dr. Bonnie Marmor, incoming Vice-Chancellor for Workforce Education, Department of Education (formerly associate superintendent, Orange County Public Schools)
- ❑ Mr. Terry Miller, Coordinator of Postsecondary Vocational & Adult Education, Lake County Technical Center
- ❑ Dr. Steven Wallace, President, Florida Community College at Jacksonville

Each panelist provided a short commentary on the current status of workforce education funding in Florida.

Dr. Steven Wallace expressed the belief that the real issues for workforce education is the amount of funding being provided, regardless of any funding formula. Dr. Wallace would like the CEPRI study to address the significant impact of fee exempt enrollments on funding as well. He noted that for some colleges, more than half of their students attend without paying fees. Dr. Wallace stated that any recommendations should not compromise local autonomy and asked that funding for community college workforce programs should be reintegrated into the community college program fund (CCPF). Additionally, it is his opinion that adult education is improperly placed within the workforce education fund because it has no political constituency and gets dragged down by the workforce funding. For making the K-20 connection, he expressed support for the career academy model. In addition to base funding, Dr. Wallace noted that the current formula lacks funding for program development and that the capitalization incentive grants were a successful model. Also, he requested that workload be a consideration in any new methodology.

Dr. Michael Grego indicated that school districts were very accepting of the current funding methodology with support for the ability of colleges and universities to earn over 100% in high performing districts. He noted that tremendous gains have been made since the model was adopted and that current staff members understand and embrace performance. In contrast to Dr. Wallace, Dr. Grego favored keeping adult education together with workforce because it is beneficial to the customers. Also, he was concerned that, politically, it is a problem to break the funding into smaller and smaller piles and does not believe they could gather additional support in separate categories. Dr. Grego suggests that any few funding mechanism have a hold harmless mechanism and that if performance is not going to be paid for, the formula should be reconstituted with a workload factor. He supports the use of occupational and literacy completion points (OCPs and LCPs). With regard to governance, Dr. Grego believes that the local areas are the best for determining what their needs are. Some programs are better served at the community colleges and others by the districts. For apprenticeship programs, he noted that the programs bring a lot of things to the table, but there are a variety of local arrangements and decisions regarding the programs. Also, in Hillsborough County, the K-20 connection begins with their graduation requirements; no student is prepared in a general education track, all students have a focus or concentration.

Dr. Bonnie Marmor stated that with performance funding, the focus is on accountability and on what is best for the students. Dr. Marmor noted that there are differences between community colleges and districts regarding the appropriate place for workforce funding. School districts are not necessarily in favor of re-integrating workforce funding into the FEFP like community colleges favor for their CCPF. Additionally, she noted that most districts have not had the opportunities to start new programs like the colleges have. On the issue of governance, Dr. Marmor said that there

are many opportunities for people to get the training they need and truncating options is detrimental because students need a variety of paths.

Mr. Terry Miller represents a small county (Lake) located near a large urban center (Orlando). Mr. Miller expressed his opinion that the problem is not the formula. His rural county has faced large scale faculty and staff cutbacks in recent years. The current formula allows us to know which programs are performing. His district is currently starting to make access decisions due to the lack of funding. Mr. Miller believes that the future is in collaborations with business and industry. In addition, an enrollment growth factor is needed in the funding model. With regard to governance, Mr. Miller agreed with rest of the panel that one size does not fit all.

Ms. Angela Kersenbrock agreed with Dr. Wallace on several issues regarding local control and that workforce funding for community colleges needs to be put back into the community college program fund. Ms. Kersenbrock expressed supports for challenge grants (a matching program for private donations) and capitalization incentive grants.

Chairman Desai inquired the panelists as to what innovative approaches to funding they have embarked upon given the budgetary realities of the recent past. Mr. Miller mentioned that Lake County had partnered with local hospitals, EMS providers, and the sheriff's office to provide technical training. However, he noted that cuts in existing programs were used to fund these partnerships with local businesses. Mr. Miller added that this funding was beginning to disappear.

Dr. Proctor asked whether a new funding base for the institutions needed to be established. Mr. Miller stated that a new funding base, dependent on current enrollment needed to be created. Dr. Wallace agreed that base funding must be restored before moving on to any new funding model. In light of the new performance funding requirements for all education sectors (HB 915), he noted that institutions had learned what to measure based on their recent experience with the current workforce funding methodology. However, they did not yet know how the State will establish standards. Dr. Marmor added that an enrollment factor must be incorporated in the funding base beyond the first year of its establishment.

Mr. Taylor questioned why workforce education has not received a high priority by the State in the budget, despite the recognized need for these programs. Dr. Marmor noted the continued stigma attached to workforce education as a possible reason. Mr. Miller added that workforce programs represent a relatively small portion of the total budget. Dr. Wallace stated that when the Workforce Development Education Fund (WDEF) was first established, it was seen as an opportunity for the State to invest in workforce education. However, recent history shows that the WDEF has been a target for cuts, rather than invest. A contributing factor to this, Dr. Wallace notes, is that lack of a constituency for workforce education.

Ms. Vasquez pointed out that workforce education continues to be perceived as vocational-technical programs. She noted that this is a public relations problem. She asked whether local boards are providing resources and support. The panelists unanimously agreed that local boards are providing support. In regard to the public relations issue, Ms. Vasquez questioned whether there are vehicles currently available to "sell" the importance of workforce education. Dr. Wallace noted that a network of business leaders is being developed to deliver that message to the legislature.

Ms. Leone agreed that perception and image are a problem facing workforce education. She added that though businesses may understand the importance of these programs, parents are probably not

as informed. Ms. Leone advocated a repackaging and re-branding of workforce education to different audiences (e.g., businesses, parents, students). Dr. Wallace concurred that institutions need to communicate to parents that technical programs, such as career academies, are college preparatory. In order for seamless K-20 articulation to occur, Dr. Wallace added, institutions need to deliver on that promise to parents. Mr. Miller noted that repackaging has already occurred at his institution. Ms. Kersenbrock added that her institution has started to turn students away. She argued that the issue really is funding, not image. Dr. Marmor stated that there needs to be respect for the integrity of work. The technical training path is no less worthy than the traditional college route.

Ms. Telson indicated that career academies can serve as a vehicle to lessen the stigma currently attached to workforce education. Mr. Miller agreed with the benefits of such a non-traditional approach (i.e., career academies). However, he noted that state funding continues to be based on the traditional education path (i.e., K-12 plus college). Dr. Grego also agreed that career academies can be beneficial, but he noted that the legislature recently cut funding for vocational education in middle schools.

Mr. Taylor noted that the consensus of the panelists was that restructuring the delivery of workforce education would not solve the problems facing workforce education. Without the necessary resources, structure does not matter.

Public testimony was provided by five members of the audience. Mr. Dan Meyer, Executive Director, Associated Builders & Contractors, asked that the Council consider a seat-time basis for funding apprenticeship programs. In addition, Mr. Meyer feels that the current block grant gives the local educational agency (LEA) all of the power in the decision-making process regarding funding and that the overall funding needs to be increased with an identifiable dollar level associated with each apprentice. Mr. Carl Williams, Chairman of the Jacksonville General Apprenticeship Association, expressed support for the Council's 2002 recommendation regarding the collection of fees and the transfer of dollars with apprenticeship programs. He would like to see funding follow the students rather than just be distributed to the LEAs. Mr. Gerald Frisby, Dean of Adult Education and Training at Daytona Beach Community College, supported Dr. Wallace's recommendation that adult general education is fundamentally different and should not be part of the workforce education funding. It is more appropriately aligned with other reading initiatives in the State like "Just Read Florida." Mr. Jim Sullivan who represents the apprenticeship community in Central Florida and Central Florida Electrical JATC, expressed the opinion that our problem is that we are not telling the public what we do in the workforce education area, referencing a recent article in the Orlando Sentinel. Mr. Sullivan stated that Florida will not grow as a state if we do not have a skilled workforce. Ms. Mary Bruno, Director of Career Technical and Community Education at Volusia County Schools, supported local control and said that the appropriate decision makers are the business community, boards of trustees, school boards, and other groups.

Lunch Presentation/Schultz Center Representative and Dr. Steven Wallace

Dr. Pat Dallet introduced Dr. Susan Wilkinson, Director of the Schultz Center, and her associate, Dr. Lynda Lewis. Dr. Wilkinson said she has served on the Duval County School Board for eight years. She said that she believes that the Schultz Center is the hidden success story for education in the State of Florida. The Schultz Center was conceived in 1998. The business community stepped up and said that they need to start helping the public schools in the community and need to find ways to do it effectively. As part of the discussion, the business community became aware of two

teacher training institutes in the country; the Mayerson Academy in Cincinnati and the Gaines Academy in Kentucky. These two academies began work on what they thought would be a small project, but grew very quickly into a Northeast Florida Regional Teacher Training Institute. Dr. Wilkinson said that in 1999, Senator Horne, Chair of Senate Appropriations, managed to get legislation through the Legislature that contemplated for regional training institutes throughout the State of Florida. The Legislature appropriated 4 million dollars per regional institute which had to be a dollar for dollar match by local money. Dr. Wilkinson said that the local community raised 4.3 million dollars to design and develop a training institute. Dr. Wilkinson said they are celebrating their second year of operation this coming February. She said the vision is the important element to being successful. There are five elements of the vision; (1) research and best practices, (2) develop and deliver the best educational practices, (3) maximize effective use of resources, (4) coordinate efforts throughout the entire Northeast Florida region, and (5) bring school districts together.

Dr. Wilkinson said that Mr. W.C. Gentry was a substantial donor to the Schultz Center. Dr. Wilkinson said that the Center was formed as a non-profit organization. This was by design to better solicit private funds and private grants. The Center's current budget is approximately 5 million dollars. Dr. Wilkinson said that 65 percent of that comes from the local school districts. She said that an additional 35 percent comes from state, federal, and private sources. Dr. Wilkinson said that the Center is partnered with Florida Community College of Jacksonville, Jacksonville University, University of North Florida, Florida Institute of Education, Florida Center for Public Policy, Alliance for World Class Education, Crown Consortium, PACE in the Panhandle, and the Department of Education.

Dr. Wilkinson said that there are four areas that strategic initiatives are concentrated, and the initiatives are driven by what will best improve student achievement. The four areas are: (1) instruction, (2) technology, (3) leadership, training and development, and (4) connecting the training and partners with best practices.

Dr. Lynda Lewis said that they are targeting areas that impact the Reading First and the No Child Left Behind legislation. Dr. Lewis said that the Center does offer programs that have a regional impact in the need for literacy. Dr. Lewis said that their vision is to go statewide. She said that they focus on the train the trainer's model. They have over 800 teachers participating in an elementary literacy training program at the Schultz Center. Dr. Lewis said that they envision that one day the Schultz Center will be a sister-ship with the State of Florida.

Mr. Taylor asked if the Schultz Center was basically focused on professional development. Dr. Lewis responded by saying that is correct. Dr. Lewis said that the Schultz Center is able to work with the colleges and universities on their needs. The Center is also working with both the University of North Florida and Jacksonville University to help grant out more alternative certification programs for those students that are not college of education graduates.

Dr. Wallace invited the Council to hold a meeting at the Schultz Center. He said that it is physically an operational and spectacular roll model in the country. Dr. Wallace said that FCCJ strives hard to respond to the major employer demands in the community. He said that one significant workforce demand is the area of teachers. Florida is experiencing one of the greatest teacher shortages in history. Dr. Wallace said that in FCCJ's education initiatives, they are dealing with quantity and quality issues. He said that education is the number one student major in FCCJ's Associate in Arts program. He said that because of the teacher shortage, they recently launched an accelerated teacher education program. FCCJ has offered summer reading academies to teachers. Dr. Wallace said that

we need to, as a state, improve capacity and capability with regard to alternative certification. Dr. Wallace said that FCCJ received a grant to offer an intensive summer program for fifty individuals that already have Bachelor's Degrees, who would like to become teachers. He said that within two weeks they received 5,000 telephone calls. He said that they became successful with the program and that all fifty of the graduates are now teaching. Dr. Wallace said that we need to support programs and we need legislation to allow community colleges to offer the alternative certification programs independently. Chairman Desai asked Dr. Wallace to expand on this. Dr. Wallace said that there are three ways under Florida Law to pursue alternative certification: (1) through the school district, (2) through the university, and (3) through a combination of community college and university courses. He said that they will be coming back with legislation. Dr. Wallace said that there is strong support from all 28 community colleges. Dr. Wallace said that FCCJ is very much involved in recertification of teachers.

Ms. Pat Telson asked if pre-K is coming out of the workforce and back into the school. Dr. Proctor said that decision will be determined at the next SBOE meeting. Mr. Taylor asked what made the Schultz Center unique. Mr. W. C. Gentry responded by saying that the Center was contemplated to be a public/private partnership. It first required raising several million dollars of local money that would be matched. By being a local public/private partnership, it requires having support from the local community. Mr. Gentry said that it takes political will to stay the course.

Mr. Gentry asked if Dr. Lewis and Dr. Wilkinson would write an article for the CEPRI newsletter, **Insight**.

To The Point – Trends in Student Aid and College Pricing

There was no report at this time.

Aviation Center of Excellence, Cecil Commerce Center

Several CEPRI staff participated in a tour of the training center at Cecil Commerce Center following the meeting.

Other Items of Interest

Mr. Gentry said that he feels it is important to hear from the Department of Education regarding what is going on with No Child Left Behind to assure that best efforts are being made to coordinate compliance.

Next Meeting

The next meeting will be held on Wednesday, December 10, 2003, at the Hyatt Regency Orlando Airport.

The meeting adjourned at 1:27 p.m. on Wednesday, November 12, 2003.

William B. Proctor
Executive Director