

**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**  
November 9 & 10, 2004  
Wyndham Ft. Lauderdale Airport Hotel  
Ft. Lauderdale, Florida

**Members Present:** Akshay Desai                      Bob Taylor  
Rajendra Gupta                                      Elaine Vasquez  
Bob McIntyre                                         Harold Wishna

**Members Absent:** W. C. Gentry, Pat Telson

**Approval of Minutes**

The minutes of the October 12 & 13, 2004, meeting were approved as circulated.

**Chairman's Report**

Dr. Desai stated he had had a very brief discussion with the Governor on the Career and Professional Education report. He said the level of interest is very high.

**Executive Director's Report**

Dr. Proctor reported on the presentation he and Mr. Taylor made to the Council of 100. He then gave a report on the Council of 100 and its focus on education.

**Medical Education Needs Analysis** - Mr. Juan Copa presented 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 and a conference call between June and November. Reflecting the work of this committee, the report contained seven specific policy recommendations pertaining to the quality and availability of data on physicians in Florida, the factors that must be accounted for in developing a model, and the alternatives available to address a physician workforce shortage.

Citing the current lack of reliable data on physician, the report calls on the Legislature to enact the Florida Health Care Practitioner Workforce Database. This database would serve as the official statewide source of valid, objective, and reliable data on the physician workforce. Once more reliable data becomes available, the report recommends the development of a model which accounts

for the following factors: demographics, physician practice status, specialty, place of education and training, quality of care and safety of practice, service delivery conditions, generational changes, public perception, population growth, economic indicators, and issues of the “pipeline” into medical education.

In terms of alternatives available to address a physician workforce shortage, the report recommends that the state should first pursue a policy of creating and expanding medical residency positions in the state. Additionally, the report calls on the Legislature to provide direct state funding at no less than half of the average estimated direct cost for residency training. The report concluded that increasing residency provides the most immediate impact to increasing the physician workforce in Florida given the quicker turnaround in producing practicing physicians that residency training provides compared beginning medical school (3-5 years compared to 7-10 years) and the greater likelihood that residency completers remain in-state to practice as opposed to medical school graduates (61 percent compared to 49 percent). Additionally, Florida currently ranks 46<sup>th</sup> among the states in M.D. and D.O. residency positions.

The report also recommends that the state provide funding to loan forgiveness and scholarship programs already in statute as a means to attract more physicians to Florida and to provide physicians to critically underserved areas of the state. The study recommends that only after the more immediate policies of increasing residency positions and funding scholarship and loan forgiveness programs are implemented should the state pursue medical school expansion. The options of increasing existing medical school capacity, expanding through regional partnerships, or establishing new medical schools should be prioritized based on cost-efficiency.

Following Council discussion, the report and recommendations were approved unanimously.

**Council for Educational Change** - Ms. Sisty Walsh, Communications Director, provided the Council with an overview of the programs and services offered by the Council for Educational Change. The Council is a successor organization of the South Florida Annenberg Challenge which made significant strides in South Florida school reform initiatives during the past seven years by establishing and supporting inter-institutional partnerships.

The current focus of the Council is to be a catalyst for school leadership. New and expanded programs and tools are being offered throughout the State for the improvement of school leadership, particularly principal leadership in under-performing schools. The Council has established and expanded partnerships with business and industry and their programs are based on research, data-driven tools and practitioner input. Program standards are aligned with the Florida A+ Plan and with the federal NCLB legislation. Successful programs such as the Partnership to Advance School Success (PASS), the Florida School Report (FSR), the Florida Leadership Academy and the Accelerated School Administrator Program (ASAP) were summarized by Ms. Walsh. She said that the Council has improved the leadership skills of over 1,400 school-based educators in over 230 schools in the State.

Ms. Walsh concluded her remarks by stating that increased student achievement can be achieved through active community and business partnerships, effective and empowered school leadership and quality resources and tools.

## **State Board of Education/Board of Governors' Report**

No report at this meeting.

### **Studies/Assignments**

**In-service Education** – A roundtable discussion focusing on issues surrounding in-service education in Florida was conducted with panelists Debbie Cooke from Palm Beach County School District, Lynda Lewis and Dawn Wilson from the Schultz Center for Teaching and Leadership in Duval County, and Alice Bamberger from the University of Central Florida's Academy for Teaching, Learning and Leadership. The panelists discussed in-service education from each of their perspectives as providers of training.

Ms. Cooke, the training director in Palm Beach County, represented a large urban school district and spoke of the challenges and opportunities inherent in providing high quality training experiences for teachers that are focused on increasing student learning. One of the recent improvements in the quality of these experiences has been the enactment of professional development protocols by the Florida Department of Education. The protocols, which are based on standards from the National Staff Development Council, emphasize strengthening the connection between training to enhance instructional practice and improved student outcomes. Ms. Cooke stated that the protocols provide a benchmark upon which the quality of their training activities can be measured for increased accountability.

Lynda Lewis and Dawn Wilson represented a unique public-private partnership in Duval County in which an organization run by a private foundation works with the public school system to provide instructional and leadership training for the teachers and administrators in Duval County. The Schultz Center has a cadre of teacher trainers and standards coaches that work with schools and individual teachers, particularly in the area of literacy. These district standards coaches work closely with school-based coaches who in turn work directly with teachers to model and monitor the implementation of the instructional strategies in the classroom. The Schultz Center is looking to include CEPRI as a partner in its efforts to devise an assessment model of in-service education, designed to show the impact of training on student achievement.

Alice Bamberger, training coordinator for University of Central Florida's Academy for Teaching, Learning and Leadership, provided an overview of their Mathematics and Science Professional Development Program (MSPD). Currently in its three-year research and development phase, the MSPD program received \$7.4 million dollars from the Florida legislature which enabled the development of six 30-hour institutes in math and science that focus on intermediate and middle school teachers. Since 2000, over 7,400 teachers have attended MSPD institutes, impacting over 140,000 students throughout Florida.

**Community College Baccalaureate Proposal** – Dr. Bill Proctor updated the Council on activities relating to the proposal submitted by Daytona Beach Community College (DBCC) to establish a bachelor of applied science degree program. He said that he and Dr. Rogers visited the joint campus of DBCC and the University of Central Florida at Daytona Beach and interviewed academic staff at each location. Staff also met with a group of employers in the Volusia County region who explained the need in the region for experienced employees with leadership and supervisory skills. The employers clearly expressed the need for a degree program in which their experienced workers

can obtain skills in supervision, leadership and business management and achieve a bachelor's degree.

Dr. Proctor reported that, based on the new information, there is an unmet need for a baccalaureate degree program for individuals in the Volusia County region with an associate in science technical degree and work experience who desire education and skills in supervision and management. He recommended that the new degree program be developed collaboratively by UCF Daytona Beach and DBCC.

Dr. Kent Sharples, President of DBCC, provided additional testimony on the need for the program. He said that the Volusia County region is on the edge of the I-4 Corridor that continues to experience significant growth in business and industry. He believes that the growth potential is there and that it will be sustained.

Dr. Proctor added that the Council recommendation should include a date for completion of planning for the new program in order to ensure action by all involved parties. Dr. Bernard Jensen, Director of the UCF Eastern Regional Campuses, confirmed that the university wants to partner with DBCC and other regional colleges, and submitted a letter of intent to the Council.

The Council discussed the draft recommendations and agreed on a May 31, 2005 date for completion of program planning. If action does not occur by this date, the Council will reconsider the DBCC proposal. The Council approved the staff recommendations and directed staff to forward its proposal review and recommendations to the State Board of Education.

**Workforce Needs Analysis** – Tara Goodman presented a brief summary of the progress on the joint study, with the Agency for Workforce Innovation, on the need for new apprenticeship and workforce education programs in Florida. The final report will be presented at the December meeting.

### **Master Plan – Major Initiatives**

**Leadership** – Dr. Simmie Raiford provided a demographic profile of district and school level administrators in Florida. In her Power Point presentation, she reviewed data on superintendents, district administrators, and principals. Highlights of the presentation include the following:

- There is one superintendent in each of the 67 Florida school districts. Forty-four of the superintendents are elected for four-year terms, and 23 superintendents are appointed by the locally elected school boards
- Sixty-two of Florida's school superintendents are white and five are black. There are currently no Hispanic, Asian, or American-Indian superintendents.
- The category of "other district-level administrators" includes the fourteen other job classifications in addition to superintendent and deputy/associate/assistant superintendent, recognized by the state of Florida. These include:
  - ◆ Business/Finance
  - ◆ Management Info.Services (MIS)
  - ◆ Research and Evaluation
  - ◆ Media Services
  - ◆ Vocational Ed.
  - ◆ ESE

- ◆ Data Processing
- ◆ Personnel/Human Resources
- ◆ Facilities
- ◆ Transportation
- ◆ Student Services
- ◆ Federal Programs
- ◆ Food Service

- There are currently 7,804 district and school-based administrators in Florida public school systems
- Salaries for school and district administrators vary greatly from district to district across the state. The range between the highest and lowest salaries varies by approximately \$45,000 for principals and \$30,000 for superintendents.

	Highest Average Salary	Lowest Average Salary
Elementary Principal	Broward County: \$90,507	Franklin County: \$53,848
Middle School	Broward County: \$97,914	Baker County: \$49,550
High School Principal	Broward County: \$97,914	Baker County: \$49,550
Superintendent	Dade County: \$210,002	Liberty County: \$81,694

- Salaries vary based on the size of the district and the structure of the district’s salary schedule for administrators. This group of employees does not fall under collective bargaining and thus does not have any built-in guarantee of annual raises. Superintendent salaries are determined through negotiations with the local school boards and are frequently tied to improvement in school performance.
- The Deferred Retirement Option Plan (DROP) was described and the impact of its implementation was illustrated by the numbers of administrators who are projected to exit the system over the next ten years.
- Members of DROP who planned to leave in 2003 included 787 administrators, representing 8.6 percent of the administrators employed at the time, including 7.8 percent of the principals and assistant principals and 9.7 percent of district-based administrators.
- Because of DROP and the age profile of administrators, the number of administrators retiring in 2002-03 was about 75 percent higher than the prior year.
- Nearly 3,000 administrators have joined DROP during the period from 1998 through 2003.

After the presentation, several members of the Council had questions regarding the changing nature of the demands on school leadership positions and how leaders are coping with these demands. Answers to these questions will be featured in the next section of this report that will be discussed during the December meeting.

**Stay the Course** – Dr. Dallet referred to the timeline and other materials in the meeting materials which described efforts to date related to this initiative. He discussed the Learning First Alliance (LFA), an organization consisting of twelve national educator entities including the Council of Chief State School Officers, PTA, teachers’ unions with membership totaling ten million. He said LFA has supported state collaborative efforts to promote student achievement in Kansas, Michigan, Ohio and several other states. However, a preliminary effort to get something started in Florida a year or two ago was not successful. He noted that one limitation was the lack of involvement from the business and private sectors. He said a more promising initiative is the Florida Educator Forum, which is being spearheaded by the Florida Association of District School Superintendent with

support from a private benefactor and the involvement of Florida State University. The Forum is examining the feasibility of forming an independent non-partisan education group possibly modeled after Kentucky's Pichard Committee for Academic Excellence or the Public School Forum of North Carolina, to propel and sustain education reform in Florida. The Forum will have its first meeting in December following the CEPRI meeting and Mr. Taylor and Dr. Proctor have been invited to participate.

Mr. Taylor suggested it would be helpful to have a paper summarizing the need for the type of collaborative entity envisioned in the Stay the Course initiative and a template for a recommended course of action. He said exactly what we are looking for does not appear to exist anywhere else, and we will have to take the initiative in its design. Dr. Dallet suggested that a starting point for the paper could be the proposal submitted to the Bell South Foundation this past spring and agreed to follow up with Mr. Taylor on this.

### **Other Items of Interest**

There were no other items of interest at this time.

### **Next Meeting**

The next meeting will be held Tuesday, December 7, 2004, and Wednesday, December 8, 2004, in Tampa.

### **Adjournment**

The meeting adjourned at 1:00 p.m., Wednesday, November 10, 2004.



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William B. Proctor  
Executive Director