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FLORIDA BOARD OF EDUCATION  
CABINET MEETING ROOM, THE CAPITOL  
TALLAHASSEE, FLORIDA  
JUNE 18, 2002

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Chairman F. Philip Handy convened the meeting of the Florida Board of Education in the Cabinet Meeting Room, The Capitol, Tallahassee, Florida, at 8:40 a.m., June 18, 2002, with the following members present: Linda J. Eads, T. Willard Fair, Charles P. García, William Proctor, and Carolyn K. Roberts. Ms. Julia Johnson participated by telephone conference call.

Staff present were: Jim Horne, Secretary; John Winn, Deputy Secretary; Georgia McKeown, Deputy Secretary; Larry Wood, Chief Operating Officer; Mary-Anne Bestebreurtje; Sharon Koon; Laura Butler; and Shaunna Speer.

1. Greetings

Mr. Handy welcomed members, staff and guests to Tallahassee. The Pledge of Allegiance was recited.

2. Approval of Minutes of Meeting held May 14, 2002, and Minutes of Meeting held by Telephone Conference Call, June 3, 2002

Mr. Fair moved that the Board approve the Minutes of the Meeting held May 14, 2002, and the Minutes of the Meeting held by telephone conference call, June 3, 2002, as written. Mrs. Roberts seconded the motion.

Dr. Proctor reiterated his interest in the Board's use of workshops to delve more deeply into some of the important policy issues facing this Board. Dr. Eads concurred, noting her interest in the criteria by which the baccalaureate offerings at the community colleges would be evaluated. There were no further comments, and members of the Board concurred.

3. Member Questions/Observations

Dr. Proctor reported on his presentation to the State University Deans Conference and on his meetings with President Young and Provost Colburn at UF. He also reported on a variety of meetings he had attended, including the Trustees meeting of the Florida School for the Deaf and Blind, the Teacher Education Committee of CEPRI, the Higher Education Funding Advisory Council, and the Community Colleges Council of Business Affairs.

Dr. Eads said she had met with the parents of students at the Pine Crest School, and had attended a meeting of the Greater Miami Chamber of Commerce. Mr. García said he appreciated all the comments he had received on his University Accountability

report. He said he had spent two days in Gainesville meeting with Dr. Lombardi and others to discuss accountability.

Mr. Handy said this Board had now served for one year, having been appointed July 1, 2001. He said he was proud of the open and consensual work of the Board and together, they had accomplished the School Code Rewrite, the presentation of a K-20 Budget Request, the reorganization of the Department of Education, and the approval of a new Strategic Plan for education. The Board had engaged in healthy debate of important education public policy issues. He noted that with the release of the School Grades, it was evident that what gets measured, gets done. He said there is clear movement to the new student-centered system.

#### 4. Secretary's Report

Secretary Horne complimented Mr. Handy on his chairmanship of this new Board and the Board's passionate interest in education. Secretary Horne gave the Board a status report on the baccalaureate degree offerings at Chipola Junior College, Edison Community College, and Miami-Dade Community College. He said while he recommended that Chipola be authorized to award the baccalaureate degree in Secondary Education, this was not to be interpreted as a signal that he would routinely concur with the community colleges' requests to award teaching degrees.

Mr. García inquired about the funds provided to Miami-Dade Community College for the new degrees. Mr. Horne said the \$1.7 million included the \$500,000 already appropriated in the budget. Dr. Eads inquired as to the type of funding provided. Mr. Cisek explained that the program was funded out of the restricted category, as the funds were provided for a specific purpose.

Mr. Horne advised the Board on the status of the three Chancellor searches. The recruiting firm was evaluating candidates for the Colleges and Universities position; the search for the Chancellor for Community Colleges was midway through the advertisement period; the search for the Chancellor for Public Schools was just beginning. He said he hoped all the searches would be completed by September.

Secretary Horne advised that he had now completed naming his leadership team, as follows: Ms. Cynthia Burt, Chief Administrative Officer; Mr. Dan Woodring, General Counsel; Mr. Bill Edmonds, Director, Communications. He said he would present his plan for the reorganization of the Department later in the meeting.

He reported on his meetings and presentations in Florida, including meetings with the large district School Superintendents and the rural district School Superintendents. He said he had participated in a Reading Initiative in Columbia County to train 1000 teachers in reading in the rural counties.

Secretary Horne recognized Dr. Robert Schrieffer, Chief Scientist at the National High Magnetic Field Laboratory, with the Board's "Apple Award." He noted that Dr. Schrieffer's work on superconductivity in 1957 led to his recognition as a Nobel Laureate in 1972. He was the first faculty member recruited to the "Mag Lab," where he

continues his research in superconductivity and magnetism and his commitment to students by teaching freshman physics. The Board honored Dr. Schrieffer for his unparalleled life of scholarship and achievement.

Mr. Fair moved that the Board approve the Secretary's Report. Dr. Proctor seconded the motion, and members of the Board concurred.

5. Status Report, Higher Education Funding Advisory Council

Mr. Larry Wood reported that at its last meeting, the Higher Education Funding Advisory Council had focused on research and common threads in research and development. Florida lags Georgia in attracting research support; members asked what the State could do to improve its record. It was important to have the infrastructure in place to attract graduate research. At present, Florida has no universities ranked in the top 50 institutions for research dollars. The Council hopes to present its final report in September.

Dr. Proctor said there were many issues involved in addressing the topic of higher education funding, including not only state support but also tuition paid by the students. He commented that, with regard to state support, Florida compares favorably with a number of highly ranked research universities. When tuition rates are added to state support, Florida falls considerably behind such institutions. He suggested that as the projects were identified for Strategic Imperative 8, there be a priority order of the steps to be taken to reach the goal of that Imperative. It was critical that this Board help the universities define their research mission. Mr. Handy noted that the Board had earlier stated that the conclusions of this Advisory Council would determine the objectives and projects in priority order for this Imperative.

Mr. García recommended that the Board invite a staff member from The Center at UF to address the Board on their work evaluating the research universities in the United States. Secretary Horne added that businesses in Florida, generally, were not clamoring for research and development, so there is no strategic plan for research and development in Florida. Mr. García said that improving performance requires very little additional funding. If an institution meets certain specified performance indicators, there should be a pool of money available to reward outstanding performance. He said it was expensive to be a Research I institution. As the universities review their mission statements, this Board would also have the opportunity to review them. He said he looked forward to receiving the recommendations of the Advisory Councils. Mr. Handy said the recommendations would address Bright Futures Scholarships, the Florida Pre-Paid Program, differential tuition, tuition flexibility, a research and development component, and the State's need for more citizens with degrees.

6. Status Report, K-20 Accountability Advisory Council

Mr. Winn reported on the last meeting of the Accountability Advisory Council, a panel discussion of accountability. He said he had discussed the issues with Dr. John Lombardi and Mr. García, and had been advised to focus on a limited number of performance measures and to identify key areas for accountability. The report will be

presented to the Board and to the Legislature with the intent that performance funding would be linked to the Board's priorities.

7. Delivery System Action Items

Mr. Handy advised the Board members that FAU's Campus Master Plan Amendment had been withdrawn from the Agenda, pending further negotiation with the host local government. Mr. Fair moved that the Board approve the following items, as presented. Mrs. Roberts seconded the motion, and members of the Board concurred.

A. Dual Enrollment Credit Equivalency Recommendations

Dr. Proctor said he was unsure of the basic objectives of the Dual Enrollment Policy, whether it is to accelerate students from the high schools to alleviate over-crowding, or whether the courses in high school are so diluted that the best students are not challenged by them. He questioned whether a one semester college course could equal the material covered in a year in a high school course. Mrs. Roberts asked if the universities accepted the credits earned at the community college.

Mr. Winn responded that the law required the Articulation Coordinating Committee to recommend to the Board the courses identified to meet high school graduation requirements. If a student was taking a college-level Algebra course, the issue was whether that course satisfied the high school credit requirement as determined by the content of the college course. He said the issue was coverage of the content. Dr. Proctor said he was concerned about the premise of awarding a full high school credit for a one-semester college course and how this reflected on the difficulty of the high school curriculum. Mr. Winn said the first list of accepted credits covered math and science courses. The more difficult review would involve the courses in Social Science, History, English, and Literature. Mr. Handy said the current policy for Dual Enrollment was part of a larger accountability issue, and should be the subject of further discussion by this Board.

The Board approved the list of dual enrollment courses, and the high school credit hours awarded for completion, presented by the Articulation Coordinating Committee that meet high school graduation requirements, for implementation beginning with the 2002 school year. These recommendations will be submitted for approval by the State Board of Education.

B. Request to Sublease Property, FSU, 28.61 acres, Lake Bradford Road

The Board approved the sublease of a parcel of land containing approximately 28.61 acres located in Tallahassee, Leon County, Florida, and authorized the Chancellor, Division of Colleges and Universities, or

his designee, to execute the documents required by the Florida Department of Environmental Protection for the transaction, as presented.

C. Request to Sublease Property, FSU, 37.5 acres, Ocala Road

The Board approved the sublease of a parcel of land containing approximately 37.5 acres located in Tallahassee, Leon County, Florida, and authorized the Chancellor, Division of Colleges and Universities, or his designee, to execute the documents required by the Florida Department of Environmental Protection for the transaction, as presented.

D. Resolution Authorizing the Issuance of USF Parking Facility Revenue Bonds to Finance Parking Garage II, USF, Tampa Campus

Dr. Proctor inquired whether this Board retained bonding authority for the universities. Dr. Blackwell stated that it did.

The Board approved the financing plan and adopted a resolution authorizing the issuance of revenue bonds in an amount not to exceed \$13.7 million to finance a new 1200 space parking garage at the University of South Florida, and further, authorized the Secretary or the Chairman of the Florida Board of Education, or the Chancellor of the Division of Colleges and Universities, to execute any documents in relation to the bond issue, as presented.

E. Resolution Authorizing the Issuance of FAU Parking Facility Revenue Bonds to Finance Parking Garage II, FAU, Boca Raton Campus

The Board approved the financing plan and adopted a resolution authorizing the issuance of revenue bonds in an amount not to exceed \$10 million to finance a new 1000 space parking garage at Florida Atlantic University, and further, authorized the Secretary or the Chairman of the Florida Board of Education, or the Chancellor of the Division of Colleges and Universities, to execute any documents in relation to the bond issue, as presented.

F. Tenure Nominations, FAMU, FIU, and USF; and Tenure as a Condition of Employment, FIU

Dr. Proctor inquired whether there were any limitations on the award of tenure. He suggested that the Secretary make recommendations regarding tenure as a condition of employment and the percentage of the faculty which should have tenure, as this responsibility is devolved to the university Boards of Trustees.

Mr. Fair added that this Board needed to be cognizant of all the issues as they were devolved to the local Trustees, so that this Board remained accountable.

The Board approved the award of tenure and tenure as a condition of employment to the nominees, as presented.

- G. Distribution of 2002-2003 PECO Funds: Maintenance, Repairs, Renovation and Remodeling

The Board approved the distribution of the 2002-2003 PECO Funds, contingent upon the appropriation becoming law, as presented.

- H. Adoption of Campus Master Plan Amendment, Five Year Update, FAU

This item was withdrawn from the Agenda.

- I. Use of Funds from Academic Improvement Trust Fund

The Board approved the request from Polk Community College to use funds from the Academic Improvement Trust Fund, as presented.

- J. Review of Audit Reports from the Direct Support Organizations, Community Colleges

Dr. Proctor inquired about the negative responses to the question about the trustees approving transactions of the Direct Support Organization. Mr. Cisek clarified that the response was a “not applicable” response.

The Board acknowledged the review of the Direct Support Organization audit reports, as presented.

8. Secretary’s Presentation of the Reorganization of the Department of Education

Secretary Horne presented his proposed reorganization of the Department of Education. He said this was a challenge, but he was confident that the reorganized Department, and the effective merger of three delivery systems, could focus on serving its core customers and on meeting the strategic goals. He reviewed the history leading to this reorganization, and the number of employees in the Department. He noted that over half of the employees in the Department were with Vocational Rehabilitation and Blind Services, and that he still needed a better understanding of their activities. Dr. Proctor noted that if the Secretary were responsible for these employees, he was similarly responsible for their performance. Secretary Horne said he was separating the program areas from the administrative functions. He proposed a flat organizational structure, with a limited number of positions reporting directly to him. Dr. Proctor said he understood the organizational structure as presented but inquired as to how independent institutions were represented, as such institutions were represented in all three delivery systems.

Secretary Horne described Customer Contact Management, noting that he expected frequent customer contacts with the Department. He then reviewed the

functions to be assigned to each member of his leadership team, noting that he had not yet determined the “naming” convention for the team leaders. He said the reorganization would begin July 1, 2002, and would be completed by September 30, 2002. He thanked Commissioner Crist for his support.

Mr. García suggested that Secretary Horne title the Chief Communications Officer, similar to the Chief Operating Officer, rather than Deputy Secretary. Dr. Eads congratulated the Secretary on this outstanding plan and inquired whether External Affairs would be better served from the Secretary’s Office. Secretary Horne said that had been his first thought, but that there was a bigger effort needed to communicate the message of the Department. Dr. Proctor thought the placement of the Commission for Independent Education within the Accountability Office was awkward. Secretary Horne agreed.

Mr. García said the ARM Office needed a research and development component to evaluate the curriculum and to prove the effectiveness of education programs. Dr. Eads noted that the responsibilities of the three Chancellor’s offices differed. The higher education Chancellors had responsibility for academic standards; the K-12 Chancellor lacked any budget responsibility. She noted that School Choice and Charter Schools fell under community and family outreach; she was concerned about losing sight of these important alternatives. Secretary Horne noted that the School Choice Office would report directly to him for the next six months. Mr. García inquired who controlled the Secretary’s agenda. He replied that that was the duty of the Chief Operating Officer.

Mr. Handy said the Secretary needed to articulate the values driving the Department. Mr. García agreed, and said he hoped the Board would have this discussion at its next meeting. Mr. Horne said the missing piece seemed to be the business community; historically, the business and education communities had not worked together. Mr. Horne said he hoped to address this, as business in Florida was the ultimate customer, as they employed the “products” of the educational institutions.

There were no further comments. Members congratulated Secretary Horne on his proposed reorganization of the Department.

9. Presentation on Development of Management Project Abstracts for the Board’s Strategic Plan

Secretary Horne advised the Board that a myriad of projects were underway. He thanked Mr. John Dolan from Accenture for his outstanding leadership of the Strategic Plan process. Mr. Dolan said the Board had now adopted eight Strategic Imperatives, and 22 Management Objectives. The Team Leaders had recommended 49 projects to implement the Objectives. The work now underway was to describe the projects, identify the target audience, the timeline for implementation, and the estimated budget.

Mr. García thanked the Chairman and the Secretary for this excellent Strategic Plan. He recommended that the Secretary share the process with the school districts so they might adopt similar terminology. He said he was also pleased to see that

funding decisions would be aligned with this Plan. The action plan for the implementation of the Projects would be brought to the Board in September.

10. Presentation of One Florida Accountability Commission Report

Dr. Lawrence Morehouse, President, Florida Education Fund, and Chair, Accountability Commission Subcommittee on Education, said he had served on the Commission for two years. He described the enrollment patterns in the universities and the results of the Equity in Education components of One Florida. In addition to the increased enrollment of minority students, the Commission was also focused on the retention of these students. He reported on the increase in the number of AP courses taken by minority students and the expectation that this would result in an increase in university admissions of minority students.

The Commission had made a total of 27 recommendations; some required action as early as elementary school. The Commission recommended enrollment in rigorous academic courses and encouraged the study of foreign language. Board members were particularly interested in the enrollment of minority students in AP courses. Mr. García inquired whether need-based aid had kept up for the Talented 20 students. Mr. Horne said the universities were involved in new collaborative efforts in their communities and needed to continue these efforts as a high priority.

11. Overview of Statewide Assessment Programs in Florida

Dr. Tom Fisher said there were approximately 170 different accountability measures. The Department collects a great amount of data. He explained the types of tests used in Florida and when they were administered. He said Florida uses assessment and achievement tests, not aptitude tests. He explained Florida's competency tests, as follows, the FCAT tested fourth grade reading, reading and math were tested in the tenth grade, and the CLAST measured the competencies achieved after the first two years of college. He described the litigation surrounding the implementation of the test required of all students in the 11<sup>th</sup> grade, noting that the Court had ruled that students needed to be given significant opportunities to take the test more than once. He described some of the myths surrounding the FCAT.

He advised the Board members that students do not pay for tests administered in K-12, nor for the PSAT; students do pay for the SAT and ACT tests. Mrs. Roberts inquired about ways to track teacher performance. This was an area that the Department was just beginning to explore.

12. Overview of Florida's School Grades for 2001-2002

Dr. Gerry Richardson reported that Commissioner Crist and Secretary Horne had released the School Grades for 2001-2002. He described how the grades were determined, noting that the Department had reviewed some 2.5 million student records. He said nearly 90 percent of the students had been tracked from one year to the next. He noted that the FCAT scores would change again in 2004.

Dr. Richardson noted the increasing percentages of "A" and "B" schools since 1999, and the comparable decrease in the percentage of "D" and "F" schools. Mr. García said he was interested in the "A" schools identified within so-called "at risk" neighborhoods. He said he was also interested in the class size of the high-performing schools. Mr. Winn said staff were beginning to look at that data. Mr. García suggested that the Secretary match the low-performing schools in a district with high-performing schools and institutionalize those school matches. He suggested that the graduation rate should be a factor added for a high school to achieve an "A."

Mr. Handy noted that establishing these benchmarks and "grades" as priorities assured that these were addressed. He thanked Dr. Richardson for his report.

13. Miscellaneous

Mr. Handy said Board members had the scheduled meetings for the remainder of 2002 on their calendars. He asked staff to advise them if there were any changes to the schedule.

Mr. García asked the Secretary to explain the news reports that the Department had experienced a loss of \$31 million in federal funds for Title I programs. Secretary Horne explained the issue and the calculation of average daily attendance for the purpose of calculating these funds. Corrective information was provided in March 2002. He said staff in the Department were working to correct the error; he expected it to be fixed. He noted that the Departmental reorganization would assure the proper reporting of this type of information.

14. Adjournment

Having no further business, Chairman Handy adjourned the regular meeting of the Florida Board of Education at 3:25 p.m., June 18, 2002.

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F. Philip Handy,  
Chairman

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Mary-Anne Bestebreurtje,  
Corporate Secretary