



**Quality Assurance and Compliance
Onsite Monitoring Visit
for
Career and Technical Education
North Florida Community College**

March 28, 2016

Final Report



State Board of Education

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Division of Career and Adult Education

April 25, 2016

Mr. John Grosskopf, President
North Florida Community College
325 NW Turner Davis Drive
Madison, Florida 32340-1610

Dear Mr. Grosskopf:

We are pleased to provide you with the final monitoring report for the career and technical education programs at the North Florida Community College. The final report will also be placed on the Quality Assurance and Compliance website at <http://fldoe.org/academics/career-adult-edu/compliance>.

We appreciate the leadership and professionalism demonstrated by your staff during our visit. If we can be of any assistance, please contact Tashi D. Williams, director of Quality Assurance and Compliance, at 850-245-9033 or Tashi.Williams@fldoe.org.

Thank you for your continuous commitment to improve educational services for Florida's students.

Sincerely,

Rod Duckworth

RD/tlb

Enclosure

cc: David Dunkle, director Economic Development, Workforce, and Career Education
Gloria Spradley-Brown, bureau chief, Grants Administration and Compliance
Tashi, D. Williams, director, Quality Assurance and Compliance
Michael Swift, program specialist, Quality Assurance and Compliance

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Florida Department of Education
Division of Career and Adult Education

**North Florida Community College
Career and Technical Education
Quality Assurance and Compliance Monitoring Report**

I. INTRODUCTION

The Florida Department of Education (FDOE), Division of Career and Adult Education (division), in carrying out its roles of leadership, resource allocation, technical assistance, monitoring and evaluation, is required to oversee the performance and regulatory compliance of recipients of federal and state funding. The Quality Assurance and Compliance section is responsible for the design, development, implementation and evaluation of a comprehensive system of quality assurance including monitoring. The role of the quality assurance system is to assure financial accountability, program quality and regulatory compliance. As stewards of federal and state funds, it is incumbent upon the division to monitor the use of workforce education funds and regulatory compliance of providers on a regular basis.

II. AUTHORITY

The FDOE receives federal funding from the U.S. Department of Education (USDOE) for Career and Technical Education (CTE) under the Carl D. Perkins (Perkins) Career and Technical Education Act of 2006 and for Adult Education (AE) under the Adult Education and Family Literacy Act of 1998. FDOE awards subgrants to eligible providers to administer local programs. FDOE must monitor providers to ensure compliance with federal requirements, including Florida's approved state plans for CTE and adult education/family literacy. Each state shall have procedures for reviewing and approving applications for subgrants and amendments to those applications, for providing technical assistance, for evaluating projects, and for performing other administrative responsibilities the state has determined are necessary to ensure compliance with applicable statutes and regulations pursuant to 34 CFR 76.770, Education Department General Administrative Regulations (EDGAR) and the Uniform Grant Guidance (UGG) for grant awards issued on or after December 26, 2014. The Florida Department of Education, Division of Career and Adult Education is required to oversee the performance of subgrantees in the enforcement of all laws and rules (Sections 1001.03(8) and 1008.32, Florida Statutes).

Additional citations noting pertinent laws and regulations and authority to monitor are located in the 2015-2016 Quality Assurance Policies, Procedures, and Protocols, Module A, Section 1.

III. QUALITY ASSURANCE POLICIES, PROCEDURES, AND PROTOCOLS

The Quality Assurance Policies, Procedures, and Protocols manual was revised in the 2015-16 program year. The manual is provided to each provider prior to the monitoring visit. The manual provides a summary of each facet of the monitoring design and the process. It also contains protocols that may be used as agencies are monitored or reviewed. References may be made to the manual in this document; it is located on the division's website at <http://fldoe.org/academics/career-adult-edu/compliance>.

IV. PROVIDER SELECTION

Various sources of data are used throughout the implementation of the quality assurance system. The monitoring component of the system is risk-based. Risk assessment is a process used to evaluate variables associated with the grants and assign a rating for the level of risk to the department and the division. A

risk matrix, identifying certain operational risk factors is completed for each provider. The risk matrix for each program monitored is located in Appendix A. The results of the risk assessment process and consideration of available resources are used to determine one or more appropriate monitoring strategy(ies) to be implemented.

The monitoring strategy for North Florida Community College (NFCC) was determined to be an onsite visit. Notification was sent to Mr. John Grosskopf, president of NFCC, on November 23, 2015. The designated representative for the agency was Mr. David Dunkle, associate dean, Economic Development, Workforce and Career Education.

The onsite visit to the agency was conducted March 28, 2016, by two representatives of the Quality Assurance and Compliance section of the division: Mr. Michael Swift, program specialist IV and Mr. Tashi Williams, director of Quality Assurance and Compliance.

V. NORTH FLORIDA COMMUNITY COLLEGE

Enrollment: (possible duplications at the program level):

Fiscal Year (FY) 2013-14:

CTE Postsecondary

231 (possible duplication at program level)

The provider was awarded the following grants for FY's 2013-14, 2014-15 and 2015-16:

FY 2013-14

<u>Grants</u>	<u>Grant Number</u>	<u>Grant Amount</u>	<u>Unexpended</u>
Perkins Postsecondary	402-1614A-4CP01	\$ 115,436.00	\$ 0.00
Rural and Sparsely Populated	402-1614A-4CR01	\$ 18,327.00	\$ 0.00
Rural and Sparsely Populated	402-1614A-4CR02	\$ 20,681.00	\$ 0.00
Rural and Sparsely Populated	402-1614A-4CR03	\$ 16,292.00	\$ 0.00
Rural and Sparsely Populated	402-1614A-4CR04	\$ 21,162.00	\$ 0.00
Rural and Sparsely Populated	402-1614A-4CR05	\$ 23,631.00	\$ 11,525.58
Rural and Sparsely Populated	402-1614A-4CR06	\$ 35,507.00	\$ 0.00

FY 2014-15

<u>Grants</u>	<u>Grant Number</u>	<u>Grant Amount</u>	<u>Unexpended</u>
Perkins Postsecondary	402-1615A-5CP01	\$ 71,737.00	\$ 0.00
Rural and Sparsely Populated	402-1615A-5CR01	\$ 18,232.00	\$ 0.00
Rural and Sparsely Populated	402-1615A-5CR02	\$ 20,584.50	\$ 0.00
Rural and Sparsely Populated	402-1615A-5CR03	\$ 21,226.50	\$ 0.00
Rural and Sparsely Populated	402-1615A-5CR04	\$ 35,649.50	\$ 0.00
Rural and Sparsely Populated	402-1615A-5CR05	\$ 24,261.00	\$ 0.00
Rural and Sparsely Populated	402-1615A-5CR06	\$ 16,164.50	\$ 0.00

FY 2015-16

<u>Grants</u>	<u>Grant Number</u>	<u>Grant Amount</u>	<u>Unexpended</u>
Perkins Postsecondary	402-1616A-6CP01	\$ 136,042.00	\$ N/A
Rural and Sparsely Populated	402-1616A-6CR01	\$ 17,955.00	\$ N/A
Rural and Sparsely Populated	402-1616A-6CR02	\$ 20,420.00	\$ N/A
Rural and Sparsely Populated	402-1616A-6CR03	\$ 21,203.00	\$ N/A
Rural and Sparsely Populated	402-1616A-6CR04	\$ 23,629.00	\$ N/A

Rural and Sparsely Populated	402-1616A-6CR05	\$	15,940.00	\$	N/A
Rural and Sparsely Populated	402-1616A-6CR06	\$	16,116.00	\$	N/A

Additional information about the provider may be found at the following web address:

www.nfcc.edu

VI. MONITORING ACTIVITIES

The monitoring activities included pre-visit planning conference calls, an entrance conference, interviews with administrators, teachers and students, classroom observations, records review, inventory and an exit conference.

Onsite Visits

The entire monitoring process took place on the campus of NFCC.

Entrance and Exit Conferences

The entrance and exit conferences were both held on March 28, 2016. The participants are listed below:

Name	Title	Entrance Conference	Exit Conference
David Dunkle	Associate Dean, Economic Development	X	X
Julie Townsend	Director of Allied Health	X	X
Dani Mays	Database Applications Specialist	X	X
Frances Adleburo	Dean of Academic Affairs	X	X
Glenn Waller	Staff Accountant	X	
Rick Davis	Director Public Safety	X	
Phillip Wilkerson	Director of Advertising		X
FDOE Monitoring Team			
Mr. Michael Swift	Program Specialist, FDOE	X	X
Mr. Tashi Williams	Director of Quality Assurance and Compliance	X	X

Interviews/Observations

Interviews and/or observations were conducted during the course of the visit with selected administrative staff, teachers, and students. A minimum of 10 interviews and observations were held during the course of the visit.

Records Review

Program, financial, administrative records and student records were reviewed. A complete list is provided in section VII, item G. A minimum of 20 student records were reviewed. Policies and procedures were reviewed and discussed at various times during the visit.

VII. RESULTS

A. **ADMINISTRATION** refers to the management and/or supervision of programs, structure of programs and services, grant oversight and other administrative areas.

- CTE administrators and staff are devoted to the success of their students and respective programs.
- The administration is well experienced and has knowledge and expertise in their program areas.
- NFCC conducts staff development and training annually for all faculty and staff.
- Communication between administrative levels was evident when conducting administrator interviews.
- The administration ensures that students working towards their industry certifications/certificates are aware of the requirements to successfully complete their programs.

B. **DATA AND ASSESSMENT** refers to all the components of the data and assessment system, including test administration, test security, data collection, entry and reporting, as well as procedures. The use of data in program decision-making is also explored and commented upon.

- Policies and procedures are in place for data collection and reporting.
- A list of 20 student occupational completion points (OCPs) were reviewed and verified against FDOE records.
- The NFCC data team is well organized and knowledgeable.
- Program staff and administrators utilize data reports for annual program evaluations and to determine future program needs.
- Instructors have limited direct access to student data, but all student information is readily available if needed.
- The D2L system is currently being used for data collection including grades.
 - Students have access to D2L to view grades and other online information.
- NFCC takes all measures to ensure that tests, testing supplies and test data are securely stored.

C. **CURRICULUM AND INSTRUCTION** refers to those elements which contribute to student learning and skill acquisition. It also addresses student and instructor observations.

- Instructors have the necessary education and/or work experience to teach in their respective subject areas.
- Technology is utilized in the learning process.
- Students are able to gain practical and hands on experience while learning in the classrooms.
- NFCC offers one of the few network security programs in the state of Florida, with the closest being in Palm Bay.
- NFCC is adhering to the curriculum standards and frameworks established by the FDOE.

D. **TECHNOLOGY AND EQUIPMENT** refers to a review of the technology and equipment used by students and teachers in the classroom; addresses access, availability, innovation, use and condition

- Equipment purchased with Perkins funds is inventoried on an annual basis.
- All of the inventory checked contained the required elements of EDGAR.

- The FDOE team was provided a complete and thorough process for the purchasing of new equipment.
- NFCC has an established process for disposing of old equipment that is no longer needed.
- The FDOE team observed an assortment of equipment being integrated into the learning process.

E. LEARNING ENVIRONMENT encompasses all aspects of the physical environment where classes are held. Describing the learning environment may also attempt to capture the vision, philosophy and character that is observed on the campus or in the classroom.

- NFCC makes accommodations for students who self-declare a disability.
- Classrooms have adequate space for instructors, students and equipment.
- The campus is inviting and well maintained.
- Many classrooms offer instructional learning areas along with adjacent rooms that serve as labs for computers and other equipment.

F. ACCESS AND EQUITY refers to compliance with the requirements of federal non-discrimination laws as relating to recruitment, enrollment, participation and completion of programs.

- The Office of Equity and Civil Rights Compliance (OECR), Division of Florida Colleges is responsible for monitoring and overseeing civil rights compliance obligations. Should you have any questions or concerns, please contact the OECR at (850) 245-9468.

G. RECORDS REVIEW refers to a review of the records and documents that evidence compliance with federal and state rules and regulations. Samples of financial and programmatic records are reviewed.

- District policies and procedures
- Advisory committee meeting minutes, agendas and notes
- Work group meetings minutes
- Time and effort reports
- Student registration and enrollment forms
- Student handbook
- Employee handbook
- Program course standards
- Schedule of classes
- Promotional program brochures
- Career and technical education equipment inventory
- CTE program grants
- Student records
- Financial policies and procedures
- Financial records
- Travel records
- Purchasing records
- Verification of student industry certifications
- Verification of occupational completion points (OCPs)

H. FINANCIAL refers to aspects of the federal fiscal requirements that providers must meet when expending federal funds, including financial management, procurement, inventory management and allowable costs.

- Purchasing procedures are in place and being followed.
- Purchase orders are thorough and show the complete process of purchasing equipment.
- The FDOE team was shown examples of travel orders that displayed a clear step by step process utilized for approving staff travel.
- NFCC uses the BANNER system to monitor all grant expenditures.
- The Associate Dean of Economic Development, Workforce and Career Education is included in monthly expense reviews, then these reports are shared with the program areas.
- The FDOE team reviewed monthly payroll certification reports and semi-annual payroll certifications.
- The finance team has a clearly defined method of managing and monitoring grant funds.

I. COLLABORATION refers to the collaborative agreements, partnerships, or memoranda of understanding (MOU) that are in place to benefit an agency's programs and students.

NFCC collaborations exist with the following:

- Nestle Waters, Madison county
- Chemring Ordnance, Taylor county
- Georgia Pacific, Taylor county
- CanDoTech Consultants, Inc., Leon county
- Precision Turning Corporation, Suwannee county
- Klausner Lumber, Suwannee county
- Ascent Precision Gear Inc., Hamilton county
- Snyder's-Lance, Taylor county
- CareerSource North Florida

Articulation agreements exist with:

- Madison County School Board
- Career pathways with Jefferson, Lafayette, Madison and Taylor counties

J. PERKINS LOCAL PROGRAM IMPROVEMENT PLAN – A Perkins local Program Improvement Plan (PIP) is required when an agency does not meet 90% of its agreed-upon goals for individual performance measures.

**A local Program Improvement Plan (PIP) was required for the performance indicators that did not meet at least 90% of each agreed upon target and is included in the grant.*

- Perkins core measures were discussed with the CTE administrators for measures in which 90% attainment of each agreed upon target was not satisfied.

Postsecondary Measures:

- In 2013-14 the agency met or exceeded all postsecondary measures except for the following, therefore a PIP was required:
 - 3A1 Retention or Transfer: Local Actual 64.81% vs. Local Agreed 79.53%
 - 5A1 Non-traditional enrollment: Local Actual 10.69% vs Local Agreed 17.07%

- The PIPs were reviewed and discussed during the visit to NFCC with the CTE program administrator. Efforts are being made to meet or exceed all measures. After the review we determined that the strategies contained in the plan were verifiable during the visit.

K. STUDENT PERSPECTIVE – The team met with groups of students; their perspective is presented as a portion of this report.

- Students are pleased with the amount of instruction offered inside the classroom.
- Time and location of classes fit the needs of the students.
- Students were very complimentary of teachers and staff.
- Students enjoy being able to work with equipment similar to what they would be using in their respective industries.
- Most students expressed that their goal after NFCC is to enter the work force or continue their education at a 4 year university.

VIII. REQUIRED RESOLUTION ACTIVITIES

CAREER AND TECHNICAL EDUCATION

Corrective Action Plan – North Florida Community College is not required to complete a Corrective Action Plan.

IX. SUMMARY

Once the field work is completed, including receipt of requested information, a draft report is forwarded to the provider for review. Comments are accepted and considered. The final report is completed, forwarded to the agency head with a copy to the appropriate parties, and is posted on the department's website at the following address: <http://fldoe.org/academics/career-adult-du/compliance>.

Finally, the division issues a closure notice to the agency head and designated contact person. This notice indicates all outstanding resolution items have been completed.

On behalf of the department, the monitoring team extends our appreciation to all participants of the North Florida Community College onsite monitoring visit. Special thanks are offered to Mr. David Dunkle and his team for their participation and leadership during this process.

APPENDIX A

North Florida Community College
Career and Technical Education
Risk Matrix

Risk Scores Matrix for Colleges Receiving Career and Technical Education (CTE) Carl D. Perkins Grants					
Agency Name: North Florida Community College Program type: CAREER AND TECHNICAL EDUCATION Target Year: 2013-2014 Monitoring Year: 2015-2016					
Metric	Scaling	Point Value	Points Assigned	Weight	Total Metric Points
Total Perkins Budget Allocated Value	Upper Quartile	7	1	<u>X 10</u>	10
	Upper Middle	5			
	Lower Middle	3			
	Lower Quartile	1			
# Perkins Grants Value	4+	7	7	<u>X 8</u>	56
	3	5			
	2	3			
	1	1			
Perkins PIP Index Value	7.50 – 10.00	7	0	<u>X 8</u>	0
	5.00 – 7.49	5			
	2.50 – 4.99	3			
	0<index<2.50	1			
	0	0			
Perkins Director Change Value	Yes	7	7	<u>X 6</u>	42
	No	0			
Perkins Funds Remaining Point Value	Upper Quartile	7	5	<u>X 4</u>	20
	Upper Middle	5			
	Lower Middle	3			
	Lower Quartile	1			
	0	0			
OAG Findings Value	Upper Quartile	7	7	<u>X 4</u>	28
	Upper Middle	5			
	Lower Middle	3			
	Lower Quartile	1			
	0	0			
AGENCY RISK SCORE:					156

*Compliance monitoring last visit: CTE, Fall 2012

*Data sources used for calculations: Prior to July 1, 2014

ATTACHMENT

MEMORANDUM

TO: Michael Swift
FROM: David Dunkle
SUBJECT: March 28, 2016 Onsite Monitoring Visit
DATE: April 14, 2016

I appreciate every opportunity to share the good things that happen at North Florida Community College every day. We are proud of our role in shaping and educating our workforce for employment and instilling the thirst for lifelong learning and professional development. It should be noted that successful monitoring visits, such as the recent visit by Mr. Swift and Mr. Williams, are made successful through following policy and procedure daily, revisiting and many times revamping policies and procedures to reach maximum benefit, and the collaborative efforts of many departments across the campus. It should also be noted that this visit was successful in part by the collegial spirit and open communication of the monitoring team.

Shortly after coming to work for the college, I read through the last compliance visit report which was performed in 2012. It was clear that data reviews were not being conducted regularly between MIS and CTE administration. Advisory minutes in some departments were lacking substance or not documented at all. Having this site visit occur when it did, allowed CTE administration the opportunity to see if the policies and procedures put in place since the last visit were effective. I appreciated the feedback given by the visiting team.

Shortly after reading the report, a meeting that comprised the CTE Directors, the Office of Institutional Effectiveness, MIS, Director for Curriculum and Instruction, and the Dean of Academic Affairs was called to address the reporting of data. Procedures were put in place that required MIS to send spreadsheets to CTE Directors representing the data they were submitting for state reporting. CTE Directors are required to verify accuracy of data in a timely manner so errors can be corrected and data is sent when needed. Data may include OCP and course completion, program completion, licensure passage, as well as employment information required by FETPIP. The cooperation shown at all levels of the organization has been overwhelmingly positive.

Meetings involving all CTE administration, MIS staff, and the Office of Academic Affairs are ongoing throughout the year. This has not only assisted in stronger data analytics, but increased the utilization of program advisory committees, as well as the collection of minutes that reflect strong partnerships with the areas workforce and education system.

Each county school board has articulation agreements that enable their secondary students to transfer credit from their high school to the college. In many cases this is done through third party certification. The college is a member of the North Florida Career Pathways Consortium where information is shared concerning CTE program offerings throughout the service district and attended by school district administration and staff from all six counties in the service district.

The Automation and Production Technology program has extremely strong partnerships throughout the region. Partnerships include Nestle Waters, Chemring Ordnance, Georgia Pacific, CanDoTech Consultants, Inc., Precision Turning Corporation, Klausner Lumber, and Ascent Precision Gear Inc. These companies open their doors for student tours, provide guest speakers to the classroom, and are active advisory board members. They provide guidance in decisions involving curriculum, scholarship funds for students, as well as funds for equipment purchases. Chemring Ordnance, CanDoTech Consultants Inc., and Ascent Precision Gear Inc., have just recently signed Internship agreements which allow students to complete some training on the work site while enrolled. This provides an added component that enhances student learning in the field.

CareerSource North Florida has also been an excellent partner. An office in the CTE building is utilized at least once a week by a CareerSource representative. This person assists with pointing students to resources that assist with transportation needs and other expenses and challenges faced by today's students. The representative conducts workshops in various classrooms to share employability skills with students. Topics include searching for employment, resume writing, communication, and team work. CareerSource North Florida has also coordinated Manufacturing Day events with the College since April 2015. Each semester, the College has hosted this event in an effort to bring manufacturing employers and potential applicants, as well as students to the Automation and Production Technology program. The College understands the important role it has in educating the workforce in the utilization of advanced manufacturing technology, and also educating area residents in the type of high skill/high wage occupations that are available in this employment sector. The last event, held last fall, involved many of the program's partners, who presented information about their respective companies to the public. Approximately 200 high school students from the College's service district attended this event. The next event is scheduled for April 28, 2016.

Many new things are happening or are on the near horizon for the CTE programs at North Florida Community College. The Allied Health Department is in the process of having an application approved in order to begin a Bachelor of Nursing (BSN) Degree in January 2017. Programmatic accreditation of the department's ADN-RN and upcoming BSN programs is being aggressively researched with the Accreditation Commission for Education in Nursing (ACEN). The Emergency Medical Services department is also seeking programmatic accreditation with the Committee on Accreditation of Educational Programs for the Emergency Medical Services Professions (CoAEMSP) for the Paramedic program. A self-study has been submitted and a site visit is planned. A Federal grant with the Health Resources Services Administration that brought a workforce education program in Health Information Technology is coming to an end August 31, 2016. Through sustainability efforts, the positive momentum generated by this grant project will bring a PSAV Medical Coding and Billing to the campus in January 2017.

It is exciting to be a part of the dynamic team that is responsible for bringing the high quality education North Florida Community College has become known for. The College may not be as large as some others in the college system, but what it lacks in size it more than makes up for in personal touch. Students are made to feel a sense of belonging through positive and encouraging interaction. They are not a number, the College exists for the student, and the training needs of the region's workforce. We were proud to host the visiting team members. It gave the College a chance to show off what it does on a daily basis. The visit also provided the confirmation that the new procedures that had been put in place were working. The feedback given during the visit was invaluable, and again, the professionalism exhibited by the team cannot be overemphasized.

CC: Mr. Tashi Williams