



**Quality Assurance and Compliance
Onsite Monitoring Visit
for
Adult Education and Career and Technical Education**

Northwest Florida State College

November 7 - 10, 2016

Final Report



State Board of Education

Marva Johnson, *Chair*
John R. Padget, *Vice Chair*
Members
Gary Chartrand
Tom Grady
Rebecca Fishman Lipsey
Michael Olenick
Andy Tuck

Pam Stewart
Commissioner of Education

Rod Duckworth, Chancellor
Division of Career and Adult Education

February 17, 2017

Dr. Sasha Jarrell, President
Northwest Florida State College
100 College Boulevard
Niceville, Florida 32578

Dear Dr. Jarrell:

We are pleased to provide you with the final monitoring report for the adult education and career and technical education programs at the Northwest Florida State 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/seb

Enclosure

cc: Mr. Dennis Sherwood, dean of Career and Technical Education
Ms. Julie Terrell, director, Adult Education
Gloria Spradley-Brown, bureau chief, Grants Administration and Compliance
Tashi D. Williams, director, Quality Assurance and Compliance
Dr. Shahrokh Massoudi, program specialist, Quality Assurance and Compliance
Michael Swift, program specialist, Quality Assurance and Compliance

TABLE OF CONTENTS

I.	Introduction	1
II.	Authority	1
III.	Quality Assurance Policies, Procedures, and Protocols	1
IV.	Provider Selection	1
V.	Northwest Florida State College	2
VI.	Monitoring Activities	3
VII.	Results	4
VIII.	Required Resolution Activities	11
IX.	Summary	11
	Appendix A	13

Florida Department of Education
Division of Career and Adult Education

**Northwest Florida State College
Adult Education and Career and Technical Education
Quality Assurance and Compliance Monitoring Report**

I. INTRODUCTION

The Florida Department of Education (FLDOE), 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 FLDOE 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 Workforce Innovation and Opportunity Act (WIOA) of 2014. FLDOE awards sub-grants to eligible providers to administer local programs. FLDOE 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 sub-grants 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 sub-grantees 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 2016-2017 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 2016-17 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 Northwest Florida State College (NWFSC) was determined to be an onsite visit. Notification was sent to Dr. Sasha Jarrell, president, NWFSC, on August 5, 2016. The designated representatives for the agency was Mr. Dennis Sherwood, dean, Career Technical Education.

The onsite visit to the agency was conducted November 7, 2016 through November 10, 2016, by two representatives of the Quality Assurance and Compliance section of the division: Dr. Shahrokh Massoudi and Mr. Michael Swift, program specialists.

V. NORTHWEST FLORIDA STATE COLLEGE

ENROLLMENT:

Fiscal Year (FY) 2014-15

Adult Education	CTE
1,143	3,645 (possible duplication at program level)

The provider was awarded the following grants for FY’s 2014-15, 2015-16 and 2016-17:

FY 2014-15

<u>Grants</u>	<u>Grant Number</u>	<u>Grant Amount</u>	<u>Unexpended</u>
Adult General Education	462-1915A-5CG01	\$ 197,241.00	\$ 11,359.59
English Literacy/ Civics Education	462-1935A-5CE01	\$ 61,754.00	\$ 1,913.72
Family Literacy/ Corrections Education	462-1915A-5CC01	\$ 100,000.00	\$ 5,202.29
Adult General Education	462-1915A-5CG02	\$ 119,033.00	\$ 5,216.79
CTE Rural and Sparsely	462-1615A-5CR01	\$ 49,456.00	\$ 2,688.22
CTE Postsecondary	462-1615A-5CP01	\$ 397,745.00	\$ 16,925.59

FY 2015-16

<u>Grants</u>	<u>Grant Number</u>	<u>Grant Amount</u>	<u>Unexpended</u>
Adult General Education	462-1916B-6CG01	\$ 197,241.00	\$ 8,141.44
English Literacy/ Civics Education	462-1936B-6CE01	\$ 61,754.00	\$ 1,543.98
Family Literacy/ Corrections Education	462-1916B-6CC01	\$ 100,000.00	\$ 1,657.95
Adult General Education	462-1916B-6CG02	\$ 119,033.00	\$ 1,935.43
CTE Rural and Sparsely	462-1616A-6CR01	\$ 51,151.00	\$ 5,354.45
CTE Perkins Postsecondary	462-1616A-6CP01	\$ 389,069.00	\$ 44,803.36

FY 2016-17

<u>Grants</u>	<u>Grant Number</u>	<u>Grant Amount</u>	<u>Unexpended</u>
Adult General Education	462-1917B-7CG01	\$ 197,241.00	\$ N/A
English Literacy/ Civics Education	462-1937B-7CE01	\$ 61,754.00	\$ N/A
Family Literacy/ Corrections Education	462-1917B-7CC01	\$ 100,000.00	\$ N/A
Adult General Education	462-1917A-6CG02	\$ 119,033.00	\$ N/A
CTE Rural and Sparsely	462-1617A-7CR01	\$ 43,056.00	\$ N/A
CTE Perkins Postsecondary	462-1617A-7CP01	\$ 343,219.00	\$ N/A

Additional information about the provider may be found at the following web address:
<http://www.nwfsc.edu>

VI. MONITORING ACTIVITIES

The monitoring activities included: pre and post visit planning, an entrance and exit conference, classroom observations, records review, inventory review and interviews with administrators, instructors and students.

Onsite Visits

Members of the team made onsite visits to the following locations:

- Niceville Campus
- Sikes Center
- Okaloosa County Jail

Entrance and Exit Conferences

The entrance conference for the NWFSC was conducted on November 7, 2016. The exit conference was conducted on November 10, 2016. The participants are listed below:

Name	Title	Entrance Conference	Exit Conference
Dr. Sasha Jarrell	Interim President	X	X
Randall White	Vice President, Administration and Chief Financial Officer	X	X
Anne Southard	Acting Vice President for Academic Affairs	X	X
Dennis Sherwood	Dean, Career & Technical Education	X	X
Pam Kaby	Controller	X	X
Julie Terrell	Director, Career & Academic Support Services	X	X
La'Terica Clark	Coordinator, Career & Technical Education	X	X
Penny Cox	Coordinator, Educational Assessment and Grants	X	X
Nancy Ordania	Coordinator, Adult Education	X	X
Sarah Wiley	Curriculum Specialist	X	X
Melissa Shadix	Staff Assistant	X	X
FDOE Monitoring Team			
Dr. Shahrokh Massoudi	Program Specialist, FLDOE	X	X
Michael Swift	Program Specialist, FLDOE	X	X

Interviews/Observations

Interviews were conducted with the administrative staff, instructional staff, program assessment specialists and students. A minimum of four interviews and observations were completed at each site. All interviews and observations were held during the course of the visit.

Records Review

Program, financial, administrative 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.

- The college CTE program has ten active advisory committees.
- The college administrative staff is committed to providing the support that instructors need to improve the quality of curriculum for program offerings.
- The college offers staff development workshops for administrators and instructors that include numerous online offerings.
- The college CTE dean is an active member of CareerSource Florida.
- Student organizations are active and have participated in several competitions.
- The college currently has an initiative called Jump Start Your College Career that helps student's transition from high school to the college.
- The college offers AE programs in Walton County.
- The welding instructor, Scottie Smith will receive the nation Howard E. Adkins Memorial Instructor Award from the American Welding Society as the National Instructor of the Year.
- The college offers six Postsecondary Adult Vocational Certificate Programs, 40 College Credit Certificates and 30 Associate of Science Degrees.
- The college currently has an initiative to construct a "Simulation City". This type of facility could easily lend itself to the creation of additional programs in construction, heating-ventilating-air-conditioning, interior design, facility maintenance and others.
- The School of Business Management and Administration is moving forward with the development of the Associate of Science degree in Hospitality & Tourism.
- The college career center provides resources and opportunities to students and prospective students to help them discover career paths through assessments, career advising, workshops and employment opportunities.
- The college has a comprehensive website to assist students within their respective program areas.
- The college has an initiative called Career Connection, which connects students, who are working to complete an area of study, with local employers through career fairs held at the start of each term. The college is facilitating the process for two reasons:
 - Assist NWFSC students in the development of their professional qualifications and preparedness.
 - Assist northwest Florida area employers in identifying potential employees to meet their future hiring needs.

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

- The college has an assessment coordinator for student assessment.
- A sample of students who earned industry certification and occupational completion points (OCP) for CTE and Literacy Completion Point (LCP) for AE in the agency data base was reviewed.
- The college is using Banner software for attendance and student's grades.
- The college staff attends FLDOE Workforce Education District Data Advisory Committee (WEDDAC) meetings.
- The college uses CTE and AE program data for program improvement and expansion purposes.
- The college is following FLDOE assessment guidelines in administration of Test of Adult Basic Education (TABE) and Comprehensive Adult Student Assessment System (CASAS).

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

- Instructors are following the state of Florida curriculum framework for both CTE and AE programs.
- The adult education program has increased the total enrollment over 25% for the past three years.
- The Business and Computer Science Director is working towards proposing a professional development training program to assist in transitioning students from the classroom to the workplace.
- The college CTE programs are working toward increasing opportunities for students to earn industry certifications.
- Students have access to online classes in some CTE programs.
- The college offers E- learning and virtual college programs for some CTE programs.
- The College Public Service Safety Training Complex offer numerous classes that include high numbers of non-traditional students in the areas of Corrections, Emergency Medical Technician (EMT) and Paramedics.
- The Engineering Technology program is seeing a rise in non-traditional students participating in the program.
- The Public Service Safety Training programs offers class instruction above and beyond what is required under curriculum framework so students are better prepared for real life situations once in the work field.
- The D2L software program allows for instructors to create "shells" in which they can upload class documents such as lesson plans, homework, student progress and general notes that their students can access remotely.
- The Public Service Safety Training instructors have numerous years of field experience in the areas of EMT, firefighting, firearms training, corrections, military, and police work. This allows for better interpretation of instruction and better practical application of what is learned.

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.

- There is a \$5000 threshold for equipment.
- The equipment purchased with grant funds for CTE and AE is tagged and was located during the review and meets the requirements established by EDGAR.
- Equipment is in good working order and is being used appropriately in the classroom.
- Integration of technology in the classroom was noticeable.
- Inventory is done on an annual basis by the Office of Physical Plant.
- The college is currently in the process of enhancing the Technology Plan that includes AE and CTE Programs.

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.

- Safety notices, rules and posters are posted in the CTE classrooms and labs.
- Monitors observed students in the class using special accommodations provided through the Disability Student Services Department.
- The classroom sizes were compatible for the number of students.
- Classroom environments were inviting and ideal for learning.
- Accommodations are provided for students who self-declare a disability in their application.

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 Equal Educational Opportunity (OEEO) for Colleges is responsible for monitoring and overseeing civil rights compliance obligations. Should you have any questions or concerns, please contact the OEEO 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.

- College Website
- Financial Policies and Procedures
- Student Handbook
- Program Course Catalog
- Schedule of Classes
- Promotional Program Brochures
- AE Equipment Inventory
- CTE Perkins Inventory
- CTE Program Improvement Plans (PIP)
- Student Records
- Financial Records
- Travel Records
- Purchasing Records
- Programs of Study
- Verification of Student Industry Certifications
- Verification of Occupational Completion Points (OCP)
- Verification of AGE Completers

- Employee personnel activity reports
- Employee semi-annual certifications

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.

- The college has comprehensive financial policies and procedures that are being followed.
- CTE and AE allowable costs protocol was reviewed with the program administrators.
- The internal controls for financial procedures are in place.
- Banner software is used for tracking financial expenditures.
- The purchasing process and a sample of purchase orders were reviewed.
- A sample of travel funded with Perkins and adult education funds was reviewed.
- Purchasing cards are issued only to administrators and coordinators of programs and comprehensive internal controls for use of these purchasing cards are in place.
- The CTE and AE administrators have access to financial reports related to the funded grants on a daily basis.
- Financial records were thorough, precise and provided a clear overview of the fiscal process.

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.

- CTE programs have advisory committees that are effective in supporting their programs.
- Collaborative agreements are in place with five local hospitals to provide clinical practicum for health services students.
- The "Kids on Campus" program allows middle school students to attend a week long summer program to learn about opportunities within the engineering technology field.
- A collaborative agreement is in place with Okaloosa County for Public Safety programs.
- A consortium is in place with Okaloosa County School District and Walton County School District.
- The College Dental Assistant program offers free x-rays to the public during the month of June and July.
- Child care programs at the main campus offer quality care and education for children ages two and half to five years.
- The NWFC Foundation supports the AGE program through an endowed literacy program that assists students with GED® testing fees.
- The Public Service Safety Training program also works directly with the Florida Department of Law Enforcement, in addition to local advisory committees, to ensure that the program is as up to date as possible on all current industry trends.
- The college has partnerships with local hospitals, nursing homes and the CareerSource Florida board.
- The Public Safety Training Complex has collaborations with numerous state and local agencies, some of which include; Okaloosa Police Department, Okaloosa Fire Department and EMT.
- 22 hospitality and tourism professionals attended a "NWF Listens" session on October 5, 2016 to assist in the planning & development of the program. Feedback was provided in the areas of local training needs, facility requirements & potential funding sources.
- The college has dual enrollment articulation agreements with the following agencies:

- Calvary Christian Academy, Collegiate High School at NWFSC, Holmes County, Morning Star Christian, Ohana Institute, Okaloosa County, Risen Star Academy, Rocky Bayou Christian and Santa Rosa County.
- The college has articulation agreements with Embry-Riddle Aeronautical University, Florida Agricultural & Mechanical University and University of West Florida.
- The College Career Technical Student Organizations (CTSO) earned medals in multiple categories in the 2015 Florida Region one SkillsUSA competition including: Computer Programing, Dental Assisting, Early Childhood Education, Technical Drafting and Welding Fabrications.
- The Engineering Technology program has an Articulation Agreement with Florida A&M University's School of Architecture.

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

- Perkins core measures for CTE was discussed with CTE administration for measures in which 90% attainment was not satisfied.
 - Technical assistance was provided on how to improve the targets.
- The FLDOE team feels as if the administration is making the necessary steps towards improvement upon those measures.

Postsecondary College credit Level Measures:

- In 2014-15 the agency met or exceeded all college credit level measures except the following therefore a PIP was required.
 - 2A1 Completion Local Actual 54.38% vs. Local Agreed 65.00%
 - 5A1 Non-traditional Enrollment Local Actual 16.73% vs. Local Agreed 23.19%
 - 5A2 Non-traditional Completion Local Actual 43.59% vs. Local Agreed 57.64%

Postsecondary Certificate Level Measures:

- In 2014-15 the agency met or exceeded all postsecondary measures except for the following, therefore a PIP was required:
 - 1P1 Technical Skills Local Actual 34.23% vs. Local Agreed 46.00%
 - 2P1 Technical Skills Local Actual 33.84% vs. Local Agreed 49.00%
 - 5P1 Non-traditional Enrollment Local Actual 19.75% vs. Local Agreed 28.00%
 - 5P2 Non-traditional Completion Local Actual 18.71% vs. Local Agreed 22.82%

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

- Students expressed their appreciation for E-Learning classes offered by NWFSC.
- Students said the admission process is well managed.
- Students communicated that the college website was very comprehensive in providing information.
- Students appreciate the availability of classes during the day and evening.
- Students are enrolling in AE and CTE programs based on positive feedback by other students and friends.
- AE students released from either the Okaloosa county or Walton county Jail are able to seamlessly transition into one of the college locations during the term.

- Each semester Adult Education students visit the CTE Programs and the Associate Degree programs at the Niceville Campus.
- Students in the ABE/GED® classes are thankful for the guest speakers and other resources that instructors provide to assist with learning everyday life skills.
- Students are taking advantage of the on campus affordable childcare that is offered.

L. PROGRAMS OF STUDY:

- As part of the new DCAE assistance process, all agencies selected for a monitoring visit each project year will receive special technical assistance on Programs of Study and their development and implementation. The section of the monitoring protocol concerning POS has been expanded and the narrative and supporting materials for this section were collected prior to the onsite visit. During the monitoring visit, Cathy Hammond and Erin Sampson from the Federal and State Initiatives (FSI) section of the DCAE discussed via a conference call, submitted narrative and materials on POS with NWFSC staff on Monday, November 7, 2016. A summary of the conference call discussion compiled by the FSI team appears below.

Implementation of Programs of Study

- Due to requirements of Perkins IV to identify and assist agencies that have failed to meet 90 percent of local targets for three or more years, DCAE has begun to identify those agencies that have not met 90% of the agreed upon target for three or more years on multiple measures. These identified agencies, including all of those selected for a monitoring visit each project year, will be provided special technical assistance from DCAE staff regarding Perkins PIPs and performance data as well as on POS.

Identification of Programs to Develop and Implement

- The POS, Early Childhood Education, submitted with the NWFSC 2014-15 Perkins application, had reported issues with a major drop in enrollment between 2014-15 and the fall of 2016, few program completers, and few certifications earned by students in this program in 2014-15.
- A number of factors appear to be contributing to low completion rates for this program (and others):
 - Misinterpretation by teachers of policies and procedures for reporting program completers; an issue addressed through meetings and revision of definitions and clarification of procedures.
 - The low pay offered in early childhood causes a lot of students to leave the program and transfer to other regions or only enroll in the program partially to meet specific goals and then leave. Students can take the state certification exam without graduating and/or completing the Early Childhood program.
 - Students may also enroll in this program to be able to receive financial aid and complete the core courses needed to transfer to a four-year institution.
- Follow-up with program graduates identified these challenges but has not helped in identifying ways to modify the program to increase completion rates.
- NWFSC continues the program, even with low completion rates, because Early Childhood is an in demand occupation in their region, due to an increase in the population with young children.

Available Certifications

- The secondary Early Childhood program prepares students for only one certification (Early Childhood Preschool), while multiple certifications are available through NWFSC's Early Childhood Education program.

Secondary and Postsecondary Linkages

- There is articulation between the secondary Early Childhood Program and that at the college either through the completion of the three-year secondary course sequence or the Early Childhood Preschool certification. There is a process in place for review of transcripts and certifications to award appropriate credit upon entry into NWFSC.
- In the 2014-15 school year, there was enrollment in the Early Childhood Education secondary program in Okaloosa County, with a small group of these students enrolling at NWFSC. However, there is not much articulation from the secondary to the college's Early Childhood program.

Programs of Study Overall

Definition of Program of Study

- Initially the Dean perceived Programs of Study (POS) as related to the college's meta-majors, with POS used to show students the options available at the college and then specifics about courses and options available in each college program. After some follow-up questions, the Dean expanded his response to include viewing POS as the pathway from K-12 to Postsecondary, with multiple exit points and university options. He has developed a PowerPoint presentation on this concept that he shares with industry representatives as well as with K-12 students and parents.

Secondary and Postsecondary Linkages

- Staff are currently working on improving articulation and have support of higher-level administrators. There is a process in place to review high school credits to decide how many college credits will be awarded. NWFSC staff interviewed mentioned the Jump Start program as an additional form of articulation between secondary and postsecondary. The purpose of the Jump Start program is to assist with articulation of specific secondary level programs and certifications offered in two local districts, Okaloosa and Walton, into programs at NWFSC.

Unique Challenges for POS in their region

- NWFSC Staff interviewed reported that there is a challenge for their students to get employed in the region, particularly those in Information Technology (IT), due to the fact that most local employers are affiliated with the military and are primarily funded through federal contracts. Federal contracts require that employees have Bachelor's degrees before they will be hired. This has had a major impact on employment opportunities for NWFSC graduates.
- Another unique challenge is the travel hardship for some students to travel to the Tech Center to take courses. Plans are in place to develop a training center at the airport for easier access for many potential students. Lack of ability to travel has impacted not only college attendance but also work-based opportunities and employment for students.

Review Process for Programs of Study

- Program advisory councils do not currently play a role in program reviews. NWFSC conducts three-year cycles on program reviews, with 20 programs reviewed each year. Reviews include a self-study conducted by program staff reviewing enrollment, staffing, equipment, placement, progress, and completion. Programs present their findings in a five-day retreat with all program directors with a goal to help develop synergy among the directors and have the group assist each other in addressing identified challenges. Issues identified during the big review are followed up on the next year.

Program Advisory Councils

- Program Advisory Councils have been restructured starting this academic year (2016-17). The goal is to improve communication between advisory program members and program faculty/staff. A new structure and guidelines were put in place at the beginning of this school year (2016-17). Guidelines for Council membership have been developed: must have 10-12 members, including representatives of employers, employees, one current student, one graduate and invite high school and university representatives. Meeting agendas have been restructured for the council to ensure more substantive feedback to the programs from council representatives. Councils meet at least twice per year, in fall and spring semesters.

Plans for Expansion of CTE

- There is an ongoing effort to expand CTE programs at the college. They are developing programs in Manufacturing and Engineering Technology, Aviation and Power plant Mechanics. Currently, CTE programs make up about 18% of the programs on campus. About one-third of local high school students go on to NWFSC, however, they are hoping to strengthen the pipeline between high schools and the college with these new programs.
There is a new initiative with a private funder to develop programs in aviation electronics and automated manufacturing to be located at a new training center at the airport in Crestview which is a local hub (intersection of Highway 285 and I-10).

Progress on Action Plan for Perkins Measure 2P1 Completion

NWFSC has made further progress on their Action Plan for 2P1 since their May 2016 progress report:

- Progress has been made in implementing the new data system and producing internal reports with student-level data. Written policies and procedures for data collection have been developed and staff are working with teachers to ensure that teachers are not misinterpreting these to improve reporting. They are currently working on improving reporting of certifications.
- The dean has held meetings with advisors to improve communication between programs and advisors and to improve enrollment of students into appropriate programs (and program numbers).
- High-level administrative support for CTE has improved with the new college president and continued with support from the dean. The new CTE coordinator is getting up to speed and becoming more knowledgeable.

VIII. REQUIRED RESOLUTION ACTIVITIES

ADULT EDUCATION

1. Corrective Action Plan – NWFSC is not required to complete a Corrective Action Plan.
2. Action Plan – NWFSC is not required to complete an Action Plan.

CAREER AND TECHNICAL EDUCATION

1. Corrective Action Plan – Northwest Florida State College is not required to complete a Corrective Action Plan.
2. Action Plan – NWFSC is not required to complete an 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 in the NWFSC onsite monitoring visit. Special thanks are offered to Mr. Dennis Sherwood, Ms. La'Terica Clark and Ms. Julie Terrell for their participation and leadership during this process.

APPENDIX A

Northwest Florida State College
Adult Education and Family Literacy
Risk Matrix

Risk Scores Matrix for Colleges Receiving Adult Education (AE) Grants					
Agency Name: Northwest Florida State College					
Program type: ADULT EDUCATION					
Target Year: 2014-2015					
Monitoring Year: 2016-2017					
Metric	Scaling	Point Value	Points Assigned	Weight	Total Metric Points
Total AE Budget Allocated Value	Upper Quartile	7	5	X 10	50
	Upper Middle	5			
	Lower Middle	3			
	Lower Quartile	1			
# AE Grants Value	4+	7	7	X 8	56
	3	5			
	2	3			
	1	1			
AE Director Change Value	Yes	7	7	X 6	42
	No	0			
AE Funds Remaining Point Value	Upper Quartile	7	5	X 4	20
	Upper Middle	5			
	Lower Middle	3			
	Lower Quartile	1			
	0	0			
OAG Findings Value	Upper Quartile	7	1	X 4	4
	Upper Middle	5			
	Lower Middle	3			
	Lower Quartile	1			
	0	0			
AGENCY RISK SCORE:					172

*Compliance monitoring last visit: AE, Fall 2010

*Data sources used for calculations: Prior to July 1, 2015

Northwest Florida State College
 Career and Technical Education
 Risk Matrix

Risk Scores Matrix for Colleges Receiving Career and Technical Education (CTE) Carl D. Perkins Grants					
Agency Name: Northwest Florida State College					
Program type: CAREER AND TECHNICAL EDUCATION					
Target Year: 2014-2015					
Monitoring Year: 2016-2017					
Metric	Scaling	Point Value	Points Assigned	Weight	Total Metric Points
Total Perkins Budget Allocated Value	Upper Quartile	7	3	X 10	30
	Upper Middle	5			
	Lower Middle	3			
	Lower Quartile	1			
# Perkins Grants Value	4+	7	3	X 8	24
	3	5			
	2	3			
	1	1			
Perkins PIP Index Value	7.50 – 10.00	7	5	X 8	40
	5.00 – 7.49	5			
	2.50 – 4.99	3			
	0<index<2.50	1			
	0	0			
Perkins Director Change Value	Yes	7	7	X 6	42
	No	0			
Perkins Funds Remaining Point Value	Upper Quartile	7	5	X 4	20
	Upper Middle	5			
	Lower Middle	3			
	Lower Quartile	1			
	0	0			
OAG Findings Value	Upper Quartile	7	1	X 4	4
	Upper Middle	5			
	Lower Middle	3			
	Lower Quartile	1			
	0	0			
AGENCY RISK SCORE:					160

*Compliance monitoring last visit: CTE, Fall 2010

*Data sources used for calculations: Prior to July 1, 2015