



FLORIDA DEPARTMENT OF  
**EDUCATION**  
CAREER AND ADULT EDUCATION

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

**Gulf Coast State College**

**October 30 - November 1, 2017**

**Final Report**



**State Board of Education**

Marva Johnson, *Chair*  
Andy Tuck, *Vice Chair*  
*Members*  
Gary Chartrand  
Ben Gibson  
Tom Grady  
Michael Olenick  
Joe York

**Pam Stewart**  
**Commissioner of Education**

**Rod Duckworth, Chancellor**  
**Division of Career and Adult Education**

January 30, 2018

Dr. John Holdnak, President  
Gulf Coast State College  
5230 West Highway 98  
Panama City, Florida 32401

Dear Dr. Holdnak:

We are pleased to provide you with the final monitoring report for the career and technical education programs at Gulf Coast 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](mailto:Tashi.Williams@fldoe.org).

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

Sincerely,

Rod Duckworth

RD/cw

Enclosure

cc: Loretta Costin, dean, Occupational Education  
Gloria Spradley-Brown, bureau chief, Grants Administration and Compliance  
Tashi D. Williams, director, Quality Assurance and Compliance  
Christine Walsh, program specialist, Quality Assurance and Compliance  
LaStacia Spencer, 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. Gulf Coast State College..... 2

VI. Monitoring Activities..... 2

VII. Results..... 4

VIII. Required Resolution Activities ..... 12

IX. Summary ..... 12

    Appendix A..... 13

    Appendix B ..... 14

Florida Department of Education  
Division of Career and Adult Education

**Gulf Coast State 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 (QAC) 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 Workforce Innovation and Opportunity Act (WIOA) of 2014. FDOE awards sub-grants 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 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 2017-2018 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 2017-18 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 Quality Assurance and Compliance section may apply any specific monitoring strategy to any federal or state-funded provider at any time. There may be circumstances that may warrant onsite monitoring, desk monitoring review or other strategies regardless of a provider’s risk matrix score.

The monitoring strategy for Gulf Coast State College (GCSC) was determined to be an onsite visit. Notification was sent to Dr. John R. Holdnak, president, on August 23, 2017. The designated representative for the agency was Ms. Loretta Costin, dean, Occupational Education.

The onsite visit to the agency was conducted October 30, 2017 through November 1, 2017. The three representatives of the division present during the visit were program specialists, Ms. LaStacia Spencer and Ms. Christine Walsh and Mr. Tashi Williams, Director of the Quality Assurance and Compliance section.

**V. Gulf Coast State College**

**ENROLLMENT:**

Fiscal Year (FY) 2015-16

CTE (possible duplication at program level)  
2,039

The provider was awarded the following grants for FY’s 2015-16, 2016-17 and 2017-18:

**FY 2015-16**

<u>Grants</u>	<u>Grant Number</u>	<u>Grant Amount</u>	<u>Unexpended</u>
Perkins CTE Postsecondary	032-1616A-6CP01	\$ 332,356.00	\$ 0.00

**FY 2016-17**

<u>Grants</u>	<u>Grant Number</u>	<u>Grant Amount</u>	<u>Unexpended</u>
Perkins CTE Postsecondary	032-1617A-7CP01	\$ 354,440.00	\$ 0.00

**FY 2017-18**

<u>Grants</u>	<u>Grant Number</u>	<u>Grant Amount</u>	<u>Unexpended</u>
Perkins CTE Postsecondary	032-1618A-8CP01	\$ 319,855.00	N/A

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

**VI. MONITORING ACTIVITIES**

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

### Onsite Visits

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

- Gulf Coast State College Main Campus
- Gulf Coast State College North Bay Campus

### Entrance and Exit Conferences

The entrance conference for GCSC was conducted on October 30, 2017. The exit conference was conducted on November 1, 2017. The participants are listed below:

<b>Name</b>	<b>Title</b>	<b>Entrance Conference</b>	<b>Exit Conference</b>
Dr. John Holdnak	President	X	
Loretta Costin	Dean, Occupational Education	X	X
Amber Coker	Institutional Research Analyst	X	X
Gregory S May	Chair, Public Safety	X	X
Sharon O Todd	Dean, Enrollment Services	X	X
Laura Justice	Chair, Health Sciences	X	X
Rhonda Barker	Chief Information Officer	X	X
Leslie C Hapner	Dean, Business Affairs	X	X
John Mercer	Vice President, Administration and Finance	X	
Cheryl Flax-Hyman	Vice President, Institutional Effectiveness and Strategic Planning	X	X
Joseph Mills	Comptroller	X	X
J. Tyler Morgan	Associated Director, Grant Accounting	X	X
Holly Kuehner	Vice President, Academic Affairs	X	X
Melonie Boyd	Chair, Business and Technology	X	X
Enorris Hall	Sr. Programmer/Analyst		X
Kimberly Harrison	Enterprise Systems Manager		X
Gretchen Rivera	Director, Institutional Research		X
<b>FDOE Monitoring Team</b>			
Tashi Williams	Director, QAC, FDOE	X	X
LaStacia Spencer	Program Specialist, QAC, FDOE	X	X
Christine Walsh	Program Specialist, QAC, FDOE	X	X

### Interviews

Interviews were conducted with the administrative staff. All interviews 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 F. 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 president has a clear vision for the CTE programs at GCSC and is supportive of their growth and expansion.
- The division chairs share their vision for, and are supportive of the advancement of their CTE programs.
- GCSC lacks written procedures specific to federal guidelines regarding federal grant awards.
- There were no instances of fraudulent activities reported during this monitoring review.
- Legal authority on the policies and procedures contained in the GCSC Manual of Policy cite a repealed State Board of Education Administrative Rule (SBEAR). The legal authority did not cite the Uniform Grant Guidance (UGG).

### FINDINGS AND CORRECTIVE ACTION

#### Finding A1:

- GCSC has a need for improved internal controls related to grant requirements specifically in the development and maintenance of policies and procedures. Policies and procedures lacked the specific requirements outlined in the UGG. These requirements must be in writing in accordance with the UGG.
  - Equipment Management: There are no written procedures for equipment management as required by the UGG §200.313(d)
  - Finance: The policy that was provided to the compliance team for review was a collection of individual policies from the GCSC Manual of Policy and did not reference the UGG or the required elements as specified by the UGG §200.62, §200.302 and §200.303. GCSC lacked written procedures regarding how the agency handles the financial responsibility of a federal awards.
  - Fraud: GCSC Manual of Policy, policy number 6.094 does not include a reference to UGG §200.113 Mandatory Disclosures in the legal authority nor does it reference federal awards in the body of the text. The legal authority also contains the citing of SBEAR 6A-14.0261 which was repealed July 7, 2016.
  - Travel: GCSC Manual of Policy, policy number 5.165 Travel and Expenses does not include a reference in the legal authority to UGG §200.474 Travel Costs. The legal authority also contains the citing of SBEAR 6A-14.0261 which was repealed July 7, 2016.
  - Allowability: GCSC could not provide a written procedure with regards to their cost principals as they pertain to federal awards as required by §200.302(b)(7).
  - Conflict of Interest: GCSC Manual of Policy, policy number 1.0074 does not include a reference to UGG §200.112 Conflict of Interest in the legal authority nor does it reference federal awards in the body of the text.
  - Cash Management: GCSC could not provide a written procedure with regards to their cash management as it pertains to federal awards as required by §200.302(b)(6).

- Gratuity: GCSC could not provide a written procedure with regards to their policy concerning gratuity as it pertains to federal awards as required by §200.113 Mandatory Disclosure.
- GCSC Manual of Policy: Contains many policies that cite legal authority to SBEAR 6A-14.0261. This rule was repealed July 7, 2016.

Corrective Action A1:

- GCSC must develop a detailed policy and procedures manual specific to federal awards. This manual must be submitted to FDOE for review upon completion. The manual must contain the following policies and procedures as they pertain to federal awards: Inventory/Equipment, Procurement, Travel, Gratuity, Conflict of Interest, Fraud, Allowability and Cash Management. The GCSC Procurement Manual can serve as an example with regards to the format and level of minimum detail expected for each required written procedure.
  - Equipment Management: GCSC must create a detailed written procedure for equipment management as required by the UGG §200.313(d)
  - Finance: GCSC must create a detailed written procedure with regards to GCSC's financial processing of grant expenditures as they pertain to federal awards and include the required elements as specified by the UGG §200.62, §200.302 and §200.303. Also, include the reference to the UGG in the legal authority on finance related policies in the GCSC Manual of Policy.
  - Fraud: GCSC Manual of Policy, policy number 6.094 Fraud must be updated to include reference in the legal authority to UGG §200.113. The legal authority also contains the citing of SBEAR 6A-14.0261 which was repealed July 7, 2016. This reference must be removed.
  - Travel: GCSC Manual of Policy policy number 5.165 Travel and Expenses must be updated to include reference in the legal authority to UGG §200.474 Travel Costs The legal authority also contains the citing of SBEAR 6A-14.0261 which was repealed July 7, 2016. This reference must be removed.
  - Allowability: GCSC must create a detailed written procedure with regards to GCSC's cost principals as they pertain to federal awards as required by §200.302(b)(7).
  - Conflict of Interest: GCSC Manual of Policy policy number 1.0074 does not include a reference to UGG §200.112 Conflict of Interest in the legal authority. GCSC must add reference to the legal authority and revise language to include federal awards.
  - Cash Management: GCSC must create a detailed written procedure for cash management as it pertains to federal awards as required by §200.302(b)(6).
  - Gratuity: GCSC must provide a written procedure with regards to their policy concerning gratuity as it pertains to federal awards as required by §200.113 Mandatory Disclosure.
- GCSC Manual of Policy: GCSC must update all the policies, in the GCSC Manual of Policy, that contain repealed SBEAR 6A-14.0261 cited in the legal authority. This rule was repealed July 7, 2016. GCSC must submit the updated policies to FDOE for review.

**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.

- GCSC utilizes Banner for the collection of student and financial data.



- GCSC has a data collection and reporting manual that contains policy and procedure for data reporting and other necessary information with regards to submission schedules/windows, formats, informational errors and fatal errors.
- Canvas is used for collecting student attendance.
- Completer and industry certification data are reviewed during the database submission windows.
- CTE student data (including program completers and industry certifications) were verified.
- Data staff and administration regularly attend the Management Information Systems Advisory Task Force (MISATFOR) meetings held by FDOE.
- GCSC has specific staff who have responsibility for data collection, data entry (Institutional Research Analyst, Sr. Programmer/Analyst and the Director, Institutional Research), and then a team of staff members who verify the data for their individual disciplines.
- MISATFOR reports are pulled and reviewed during each survey reporting window.
- Reporting errors are reviewed by the Institutional Research Analyst, Sr. Programmer/Analyst and department Chairs.
- All Test of Adult Basic Education (TABE) administrators are properly certified.

**C. CURRICULUM AND INSTRUCTION:** refers to those elements that contribute to student learning and skill acquisition.

- GCSC is working towards enhancing their current CTE programs and expanding community outreach and student interest.
- GCSC assesses academic skills prior to the student entering into a Postsecondary Adult Vocational (PSAV) program.
- Academic dual enrollment is offered by GCSC to high school students from Bay, Gulf and Franklin school districts. These academic dual enrollment courses are core courses and are part of the Associate of Science degree programs.
- State of the art equipment is being used in the classrooms to ensure that student learning is aligned with industry standards.
- Navigators are located at the high schools to help students with making postsecondary decisions.
  - Navigators collaborate with high school guidance counselors, and insure that any of the students who express interest in the Science, Technology Engineering and Math (STEM) programs are enrolled in the proper sequence of math classes beginning at the high school.
- Two Bay County School District CTE instructors are also employed by the college as part-time adjunct instructors.
- The program advisory boards serve a pivotal role in the development and enhancement of the CTE programs. The information shared by the boards allow these programs to obtain equipment and materials that meet industry standards.

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

- Inventory is conducted on an annual basis.
- GCSC inventory threshold for property for inventory purposes (Rule 69I-72 FAC) meets the required threshold specified in the Project Application and Amendment Procedures for Federal and State Programs Green Book.

- Equipment purchased with grant funds was verified during the course of the visit and followed UGG standards.
- The equipment and teaching materials used in classrooms are adequate for the number of students.
- There are no known instances of missing or stolen equipment in the last three years.
- The agency has an established protocol for disposing of old equipment.
- During the inventory review, the location of three items, each with a value greater than \$10,000.00, did not match the location in the inventory system.

## FINDINGS AND CORRECTIVE ACTION

### Finding D1:

- Equipment did not meet the rules and guidelines as specified in the UGG §200.313 - Equipment. Property asset numbers on equipment did not match the information that was listed in the inventory report.

### Corrective Action Plan D1:

- Property asset tag numbers must match what is listed on the equipment inventory report to be in compliance with federal requirements. GCSC must correct the inventory report for the following equipment:
  - Asset tag numbers 29333, 29449, 29402, 29439, 29366 and 29334 were not found in the location specified on the inventory report. GCSC must correct the inventory report to accurately reflect the location of the equipment. GCSC must submit, to FDOE, a copy of the corrected inventory report for this equipment.
  - Asset tag numbers 29397 and 29393 possessed an asset tag incorrectly identifying it with the description on the inventory report. GCSC must correct the inventory report to accurately reflect the equipment description. GCSC must submit, to FDOE, a copy of the corrected inventory report for this equipment.
  - Equipment without a tag: The Chauvet Colorado batten, for the Visual Arts programs from B&H Photo & Electronics Corp, that is located in room AC115/152 “tag fell off.” The asset tag on the inventory report is 29363. GCSC must retag the equipment and submit a photo as evidence of tagging.

**E. 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.

**F. 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.

- GCSC Financial, Fraud, Conflict of Interest, Travel, Inventory/Equipment, Procurement, Allowability, Gratuity and Cash Management Policies and Procedures
- GCSC Code of Student Conduct Handbook
- GCSC Employee Handbook and Policies
- Data Collection Manual
- Promotional Program Material

- TABE Test Administrator Certifications
- Inventory Records and Supporting Documents
- Program Advisory Committee Guidelines, Meeting Agendas and Minutes
- Student Records
- Articulation Agreements and Policy for Dual Enrollment
- Lists of Conferences Attended by Administrative and Instructional Staff
- Financial Records (Travel, Purchasing and Procurement)
- Verification of a sample of Student Industry Certifications
- Verification of a sample of Program Completers
- Technology Plan
- GCSC Website
- GCSC does not charge any personnel to the grant. Therefore, no time and effort records were reviewed.

**G. 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.

- Financial records are processed and maintained using the Banner system.
- Inventory records are maintained in an EXCEL spreadsheet.
- FDOE monitoring staff verified that the proper procedures were taking place in approving grant funded purchases and travel expenses.
- The monitoring team reviewed requisition data, purchase orders and reimbursement request documents and found these documents to be in accordance with state and federal policies.

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

- GCSC has strong partnerships with area business and industry organizations and corporations in order to address labor market need and enhance the student learning experience.
- GCSC has articulation agreements with Bay County School District, Franklin County School District and Gulf County School District. They are currently working on an agreement with the Florida State Fire College.
- GCSC provides a STEM summer camp for elementary and middle school students (4<sup>th</sup>, 5<sup>th</sup> and 6<sup>th</sup> grade) and also offers high school STEM summer classes.
- GCSC offers an Associate in Science in Unmanned Vehicle Systems. This was developed in partnership with Embry-Riddle Aeronautical University.
- GCSC has advisory boards for their CTE programs that meet regularly and participate in the program review process.
- GCSC works closely with the Chambers of Commerce in Bay, Gulf and Franklin counties.
- GCSC's military partners have representation on the Board of Trustees.

**I. 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 were discussed for measures in which 90% attainment was not satisfied in 2015-16. Various strategies for improving performance were discussed by the compliance team and the administration from GCSC. The compliance team feels that the administration is making the necessary steps towards improvement upon those measures.

- GCSC, with the assistance of the Federal and State Initiatives Section, is creating new data collection policies and procedures concerning core measure 2P1 (for 2017-18) and will then apply the new policies and procedures towards the other core measures going forward.
- In an effort to improve all core measures GCSC has implemented an “Early Warning System.” They are trying to be more cognizant of students who may be displaying behavioral changes. They feel this is one of the key factors that would indicate that a student is struggling. This allows them to intervene before the student is “under water.” Earning a “C” means the student only grasped half of the content.
- GCSC has the TRiO program. This is a federal program for economically or academically challenged students. The TRiO program supports core measure 1A1 Technical Skills.
- In an effort to improve core measures 1A1 Technical Skills and 2P1 Completion, GCSC tried to address the cost barrier for the industry certification exams. GCSC offered to reimburse students who submitted evidence of passing the exam. Few availed themselves of this opportunity.
- GCSC CTE administration is working with their CTE staff to help them understand the importance of marketing their programs to non-traditional students.
- GCSC has purchased forecasting software to monitor trends to assure they are providing the necessary training for their students. Thus increasing completions and pass rate on the industry certification exams.

**Postsecondary Certificate Performance Indicators 2015-16**

In 2015-16, the agency met or exceeded all postsecondary measures except for the following. Therefore, a PIP was required:

- 1A1 Technical Skills: Local Actual of 64.37% vs. Local Agreed of 83.50%
- 5A2 Non-traditional Completion: Local Actual of 35.71% vs. Local Agreed of 44.94%

**Postsecondary College Credit Performance Indicators 2015-16**

In 2015-16, the agency met or exceeded all postsecondary measures except for the following. Therefore, a PIP was required:

- 2P1 Completion: Local Actual of 40.94% vs. Local Agreed of 49.00%
- 5P1 Non-traditional Enrollment: Local Actual of 23.55% vs. Local Agreed of 28.25%
- 5P2 Non-traditional Completion: Local Actual of 14.16% vs. Local Agreed of 23.32%

**J. 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 (POS) 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 to GCSC, Cathy Hammond, Bruce Harrington and Heather Conley of the Federal and State Initiatives (FSI) section of the DCAE discussed, via a conference call, the submitted narrative and materials on POS with GCSC staff on Tuesday, October 31, 2017. A summary of the conference call discussion compiled by the FSI team appears below.

**Program of Study: Engineering Pathways (secondary)/Engineering Technology AS (postsecondary)**

Program Identification and Development

- GCSC determines career pathways by working closely with their partners in Gulf, Bay, and Franklin school districts to examine current program offerings and how they could be developed into POS. They collaborate to determine what the POS should look like, including academic and CTE courses needed at the secondary level to move on to postsecondary. The collaboration is seamless with Bay County, where the county's secondary CTE Director is a paid employee of the school district, GCSC, and CareerSource.
- GCSC works in close collaboration with their business partners to determine the needs of local employers, as well as with professional associations, trade associations and advisory committees. A partnership with the Economic Development Alliance allows GCSC to develop programs to meet the needs of new industries coming to the area. If a new industry is coming to the area, GCSC is at the table. New POS may also be developed based on the Targeted Occupation List (TOL) or on GCSC's own research to determine current and upcoming needs. GCSC also tries to offer non-credit training to meet the needs of local employers and employees to upgrade skills.
- The Engineering Pathways program was expanded into an Engineering Academy at the secondary level, based on changing business needs in the area requiring additional skills. GCSC worked with Bay County Schools and instructors on this expansion.

#### Program Outcomes

- GCSC has struggled with meeting a number of Perkins performance measures in their Engineering Technology (AS) program, particularly 1P1 Technical Skills and 2P1 Completion. There are similar challenges across many of their programs. Staff present indicated the need for improvement in this area and noted that performance in these areas is impacted by the fact that most of their students are non-traditional, part-time and often work full-time jobs, making it difficult to complete programs. Students often gain enough skills to get higher pay at their current jobs or to move to new jobs. They may be "stopping out," but are not actually "dropping out."
- There are more challenges in these areas in non-licensure programs, such as in engineering, where there is less incentive to complete programs and/or earn industry certifications. If industries stress industry certifications, then students will value them and try to earn them. But often students don't see the need for industry certification if they don't actually lead to better salaries. GCSC wants to put more emphasis on industry certifications and is working to identify more industry valued certifications, educate students about them, offer monetary incentives for earning industry certifications, and work with business partners to offer preferential hiring to industry certification earners.
- GCSC continues to review course content, particularly in Engineering Technology, to ensure alignment with local employer needs.

#### Partnerships and Collaboration

##### *Advisory Councils*

- There are strong advisory committees at GCSC, created primarily by program. These committees include local business and industry, the Economic Development Alliance, the division chair, secondary representatives, representatives from corporate colleges, and are chaired by primary faculty. These secondary, postsecondary and business partners work closely together to meet local needs and revise programs as needed. Their community is still a small community, so secondary and postsecondary committees share partners.
- The GCSC committees meet twice a year and their primary task is to review programs to keep them in alignment with state curriculum frameworks as well as with college credit and business/industry needs. Change happens quickly and GCSC wants to keep programs up to date, such as with the latest software and equipment being used in their local area. One advantage in keeping up with these rapid changes is that many of the adjunct teachers work in the related industry.

### *Secondary and Postsecondary*

- GCSC works collaboratively with all of their partners to review articulation agreements and content at both the secondary and postsecondary levels. They examine what credits can be earned by students coming in from secondary programs. Some secondary certifications earn automatic credit at the college.
- GCSC employs Navigators who work in the secondary schools, a program started just two years ago. The Navigators work closely with high school guidance counselors in schools in Bay, Gulf, and Franklin counties. They assist students in navigating their secondary education to prepare for transition into postsecondary, including advising on academics needed to move into specific careers. Navigators also assist in sending GCSC equipment and faculty to high schools to do demonstrations and provide hands-on experiences for teachers and students. GCSC hopes that the hands-on learning experiences provided to students will encourage them to pursue postsecondary education.
- In addition, GCSC hosts numerous and frequent events for secondary students at their campus. The secondary science coordinator helps to recruit students for the Engineering Technology programs. This led to GCSC hosting a “Girls Day” for engineering for 200 middle school students.
- A lot of this infrastructure is new and they look forward to developing more POS within this framework and to continue to expand pathways to the university level.

### *Secondary Student Preparation and Articulation into Postsecondary*

- GCSC staff on the call reported that students arriving at the college from their secondary partners are well prepared. Staff estimated that 25% of their students are arriving directly from the secondary programs into postsecondary, depending on the program area. For engineering, however, the percentage may be closer to 50%, when looking at the students who move from the AA degree track in engineering to the AS one. This move is common because students often learn that they can get more industry specific/desired skills more quickly in the AS engineering programs.

### Program Review

- Secondary, postsecondary and industry partners work closely together to meet local needs and revise programs as needed. There are formal meetings for review of POS twice a year, but there are ongoing conversations as well with staff, including adjunct professors who continue to work in industry. The formal meetings are held mid-September to December, and February to March. In technical areas it is particularly necessary to be able to change quickly and try new things/revise programs during the year. GCSC wants to make sure that what they are teaching is relevant to the local industry.

### Programs of Study Overall

- Staff present defined POS from the perspective of both the form and the actual process. The process is a pathway from middle school leading to postsecondary education. The form is seen as an important tool/flow chart that outlines exactly what the students need to take, and is a resource that any person can see and use to reach their educational and career goals. It is critical that the form includes all components and was developed through a collaborative effort in order to develop a meaningful, true pathway.

### Perceptions of CTE in Region

- CTE is very well received in the area and the GCSC CTE programs have an excellent reputation. In addition, CTE is well respected within the college itself. GCSC CTE is seen as a key player in economic development and in assisting to provide a skilled workforce for local employers. When

a new industry comes to their area, GCSC is at the table to see what they can offer to help the industry and its employees. The same holds true for the local secondary programs.

- GCSC is finding that there is a continuous demand from local industries for their co-op students.
- The Florida State University (FSU) Panama City campus sends students to GCSC labs to build hands-on skills, one of GCSC's strengths, and there is an increased collaboration between the institutions, including a new articulation agreement.

#### Promotion of CTE Programs

- GCSC uses many avenues for outreach to the community to promote their CTE programs. Outreach is emphasized by the GCSC president and efforts in this area have increased. The Navigators are a key to outreach in high schools and GCSC hosts many different groups of students and other individuals of all ages through tours but also seeks to offer more hands-on-learning experiences that highlight technical skills as well as math and science. During the summer, they offer summer camps in a number of areas, such as unmanned vehicles and cybersecurity. By hosting some type of event almost every day, GCSC gets a great deal of local media coverage.

### **VIII. REQUIRED RESOLUTION ACTIVITIES**

#### **CAREER AND TECHNICAL EDUCATION**

1. Corrective Action Plan – Gulf Coast State College is required to complete a CTE Corrective Action Plan.

### **IX. SUMMARY**

Once the fieldwork is completed, including receipt of requested information when applicable, a preliminary report is forwarded to the provider for review. Comments are accepted and considered at the discretion of the FDOE Quality Assurance and Compliance section. 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-edu/compliance>.

Finally, the division issues a closure notice to the agency head and designated contact person. This notice indicates that all outstanding resolution items have been completed when applicable or that no further action is required.

On behalf of the department, the monitoring team extends our appreciation to all participants in the GCSC onsite monitoring visit. Special thanks are offered to Ms. Loretta Costin for her participation and leadership during this process.

**APPENDIX A**

Gulf Coast State College  
Career and Technical Education  
Risk Matrix

<b>Risk Scores Matrix for Colleges Receiving Career and Technical Education (CTE) Carl D. Perkins Grants</b>					
<b>Agency Name:</b> GULF COAST STATE COLLEGE					
<b>Program type:</b> CTE					
<b>Target Year:</b> 2015-2016					
<b>Monitoring Year:</b> 2017-2018					
<b>Metric</b>	<b>Scaling</b>	<b>Point Value</b>	<b>Points Assigned</b>	<b>Weight</b>	<b>Total Metric Points</b>
<b>*Last Monitored</b>	7 or More	7	<b>7</b>	<u><b>X 10</b></u>	<b>70</b>
	5 - 6 Years	5			
	3 - 4 Years	3			
	0 -2 Years	1			
<b>Total Perkins Budget Allocated Value</b>	Upper Quartile	7	<b>7</b>	<u><b>X 8</b></u>	<b>56</b>
	Upper Middle	5			
	Lower Middle	3			
	Lower Quartile	1			
<b># Perkins Grants Value</b>	4 or More	7	<b>3</b>	<u><b>X 8</b></u>	<b>24</b>
	3	5			
	2	3			
	1	1			
<b>Perkins PIP Index Value</b>	7.50 – 10.00	7	<b>3</b>	<u><b>X 8</b></u>	<b>24</b>
	5.00 – 7.49	5			
	2.50 – 4.99	3			
	0<index<2.50	1			
	0	0			
<b>Perkins Director Change Value</b>	Yes	7	<b>0</b>	<u><b>X 6</b></u>	<b>0</b>
	No	0			
<b>Perkins Funds Remaining Point Value</b>	Upper Quartile	7	<b>7</b>	<u><b>X 4</b></u>	<b>28</b>
	Upper Middle	5			
	Lower Middle	3			
	Lower Quartile	1			
	0	0			
<b>OAG Findings Value</b>	Upper Quartile	7	<b>5</b>	<u><b>X 4</b></u>	<b>20</b>
	Upper Middle	5			
	Lower Middle	3			
	Lower Quartile	1			
	0	0			
<b>AGENCY RISK SCORE:</b>					<b>222</b>

\*Data sources used for calculations: Prior to July 1, 2016



**APPENDIX B**

Gulf Coast State College  
Resolution Action Plan

Findings	Corrective Actions	Agency Response	Person Responsible	Projected Date of Completion
<p>Finding A1:</p> <ul style="list-style-type: none"> <li>• GCSC has a need for improved internal controls related to grant requirements specifically in the development and maintainance of policies and procedures. Policies and procedures lacked the specific requirements outlined in the UGG. These requirements must be in writing in accordance with the UGG.               <ul style="list-style-type: none"> <li>○ Equipment Management: There are no written procedures for equipment management as required by the UGG §200.313(d).</li> <li>○ Finance: The policy that was provided to the compliance team for review was a collection of individual policies from the GCSC Manual of Policy and did not reference the UGG or the required elements as</li> </ul> </li> </ul>	<p>Corrective Action A1:</p> <ul style="list-style-type: none"> <li>• GCSC must develop a detailed policy and procedures manual specific to federal awards. This manual must be submitted to FDOE for review upon completion. The manual must contain the following policies and procedures as they pertain to federal awards: Inventory/Equipment, Procurement, Travel, Gratuity, Conflict of Interest, Fraud, Allowability and Cash Management. The GCSC Procurement Manual can serve as an example with regards to the format and level of minimum detail expected for each required written procedure. See bulleted list below for additional details.               <ul style="list-style-type: none"> <li>○ Equipment Management: GCSC must create a detailed written procedure for equipment management as required by the UGG §200.313(d).</li> <li>○ Finance: GCSC must create a detailed written</li> </ul> </li> </ul>	<p>Gulf Coast State College agrees with the finding of the Quality Assurance and Compliance Onsite Monitoring Team. The college has a number of policies, procedures and manuals dealing with areas mentioned in the report, however, these documents are not written specifically to federal guidelines regarding federal grant awards and the legal authority quoted in these documents does not cite the Uniform Grant Guidance (UGG). Gulf Coast State College will develop a detailed policy and procedures manual specific to federal awards, which will include the specific requirements outlined in the UGG. The manual will be submitted to FDOE for review. The manual will contain policies and procedures as they pertain to federal awards in the areas of: inventory/equipment, procurement, travel, gratuity, conflict of interest, fraud, allowability and cash management.</p>	<p>John Mercer</p>	<p>February 15, 2018. Changes to college policy require two presentations to the college's District Board of Trustees: a tentative approval and a final approval with sufficient time between to allow for board and public comment. Changes to policies resulting from the review will be submitted for approval to the Board on January 18, 2018 and February 15, 2018.</p>

<p>specified by the UGG §200.62, §200.302 and §200.303. GCSC lacked written procedures regarding how the agency handles the financial responsibility of a federal awards.</p> <ul style="list-style-type: none"> <li>○ Fraud: GCSC Manual of Policy, policy number 6.094 does not include a reference to UGG §200.113 Mandatory Disclosures in the legal authority nor does it reference federal awards in the body of the text. The legal authority also contains the citing of SBEAR 6A-14.0261 which was repealed July 7, 2016.</li> <li>○ Travel: GCSC Manual of Policy, policy number 5.165 Travel and Expenses does not include a reference in the legal authority to UGG §200.474 Travel Costs. The legal authority also</li> </ul>	<p>procedure with regards to GCSC's financial processing of grant expenditures as they pertain to federal awards and include the required elements as specified by the UGG §200.62, §200.302 and §200.303. Also, include the reference to the UGG in the leagal authority on finance related policies in the GCSC Manual of Policy.</p> <ul style="list-style-type: none"> <li>○ Fraud: GCSC Manual of Policy, policy number 6.094 Fraud must be updated to include reference in the legal authority to UGG §200.113. The leagal authority also contains the citing of SBEAR 6A-14.0261 which was repealed July 7, 2016. This reference must be removed.</li> <li>○ Travel: GCSC Manual of Policy policy number 5.165 Travel and Expenses must be updated to include reference</li> </ul>			
--	---	--	--	--

<p>contains the citing of SBEAR 6A-14.0261 which was repealed July 7, 2016.</p> <ul style="list-style-type: none"> <li>○ Allowability: GCSC could not provide a written procedure with regards to their cost principals as they pertain to federal awards as required by §200.302(b)(7).</li> <li>○ Conflict of Interest: GCSC Manual of Policy, policy number 1.0074 does not include a reference to UGG §200.112 Conflict of Interest in the legal authority nor does it reference federal awards in the body of the text.</li> <li>○ Cash Management: GCSC could not provide a written procedure with regards to their cash management as it pertains to federal awards as required by §200.302(b)(6).</li> <li>○ Gratuity: GCSC could not provide a written</li> </ul>	<p>in the legal authority to UGG §200.474 Travel Costs The legal authority also contains the citing of SBEAR 6A-14.0261 which was repealed July 7, 2016. This reference must be removed.</p> <ul style="list-style-type: none"> <li>○ Allowability: GCSC must create a detailed written procedure with regards to GCSC's cost principals as they pertain to federal awards as required by §200.302(b)(7).</li> <li>○ Conflict of Interest: GCSC Manual of Policy policy number 1.0074 does not include a reference to UGG §200.112 Conflict of Interest in the legal authority. GCSC must add reference to the legal atuthority and revise language to include federal awards.</li> <li>○ Cash Management: GCSC must create a detailed written procedure for cash management as it pertains to</li> </ul>			
--	---	--	--	--

<p>procedure with regards to their policy concerning gratuity as it pertains to federal awards as required by §200.113 Mandatory Disclosure.</p> <ul style="list-style-type: none"> <li>○ GCSC Manual of Policy: Contains many policies that cite legal authority to SBEAR 6A-14.0261. This rule was repealed July 7, 2016.</li> </ul>	<p>federal awards as required by §200.302(b)(6).</p> <ul style="list-style-type: none"> <li>○ Gratuity: GCSC must provide a written procedure with regards to their policy concerning gratuity as it pertains to federal awards as required by §200.113 Mandatory Disclosure.</li> <li>● GCSC Manual of Policy: GCSC must update all the policies, in the GCSC Manual of Policy, that contain repealed SBEAR 6A-14.0261 cited in the legal authority. This rule was repealed July 7, 2016. GCSC must submit the updated policies to FDOE for review.</li> </ul>			
<p><b>Finding D1:</b></p> <ul style="list-style-type: none"> <li>● Equipment did not meet the rules and guidelines as specified in the UGG §200.313 - Equipment. Property asset numbers on equipment did not match the information that was listed in the inventory report.</li> </ul>	<p><b>Corrective Action D1:</b></p> <ul style="list-style-type: none"> <li>● Property asset tag numbers must match what is listed on the equipment inventory report to be in compliance with federal requirements. GCSC must correct the inventory report for the following equipment: <ul style="list-style-type: none"> <li>○ Asset tag numbers 29333, 29449, 29402, 29439, 29366 and 29334 were not found in the location specified on the</li> </ul> </li> </ul>	<p>Gulf Coast State College agrees with the finding of the Quality Assurance and Compliance Onsite Monitoring Team related to technology and equipment. The college does have policies and procedures pertaining to the acquisition and disposal of equipment and</p>	<p>Joe Mills</p>	<p>The items identified regarding the inventory list and tagging of equipment have been corrected (see attachments). The revisions to policy will be completed by February 15, 2018. Changes to college policy require two presentations to the college's District Board of Trustees: a tentative approval and a final approval</p>

	<p>inventory report GCSC must correct the inventory report to accurately reflect the location of the equipment. GCSC must submit, to FDOE, a copy of the corrected inventory report for this equipment.</p> <ul style="list-style-type: none"> <li>○ Asset tag numbers 29397 and 29393 possessed an asset tag incorrectly identifying it with the description on the inventory report. GCSC must correct the inventory report to accurately reflect the equipment description. GCSC must submit, to FDOE, a copy of the corrected inventory report for this equipment.</li> <li>○ Equipment without a tag: The Chauvet Colorado batten for the Visual Arts programs from B&amp;H Photo &amp; Electronics Corp. that is located in room AC115/152 “tag fell off.” The asset tag on the</li> </ul>	<p>there are no known instances of missing or stolen equipment during the past three years. During the review, several items were found in locations other than where listed in the inventory reports, two items had the asset numbers reversed, and one item was missing the inventory tag. These corrections have been made to the inventory records (attached), changes have been made in the personnel responsible to ensure a more efficient processing and tracking of equipment, and policies and procedures are being revised to avoid a recurrence of these issues in the future and ensure compliance with the UGG.</p>		<p>with sufficient time between to allow for board and public comment. Changes to policies resulting from the review will be submitted to the Board on January 18, 2018 and February 15, 2018.</p>
--	--	---	--	--

	<p>inventory report is 29363. GCSC must retag the equipment and submit a photo as evidence of tagging.</p>			
<p><b>Plan submitted by (name and title):</b> John Holdnak, President</p>		<p><b>Date:</b> January 4, 2018</p>		
<p><b>Plan accepted by:</b> Christine Walsh, Program Specialist IV</p>		<p><b>Date:</b> January 4, 2018</p>		
<p><b>Status of Action Plan (to be completed by FDOE staff):</b> Ongoing. As of this day, January 4, 2018, part of the resolution plan from finding D1 has been completed. The first progress update will be requested on January 19, 2018. The day after the first presentation to the college's Board of Trustees.</p>				
<p><b>Date:</b> January 5, 2018</p>		<p><b>Status of Plan Completion:</b> Ongoing</p>		