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**DRAFT**

**Agenda**

District Board of Trustees Special Meeting  
Edison State College – Lee Campus  
Building AA – Room 177  
November 4, 2011  
10:00 a.m.

Pledge to Flag

Introduction of Guests and Public Comment

**(Public Comment will be limited to comments pertaining to agenda items)**

Information Reports:                      *Request for Information (RFI) for Management Review*  
(Presenter: Mrs. Gina Doeble)  
(Backup in rear pocket)

**Vote to Take Action On:**

1. Approval of the College's Response to the Office of the Auditor General's Operational Audit Preliminary and Tentative Findings (Presenter: Mrs. Doeble) (Page 1)

**Consent Agenda:**

2. Approval of Personnel Actions  
(Resignation and Retirement)  
(Presenter: Mrs. Fairfax /Board Liaison: Mrs. Berlam) (Page 24)

President's Comments

Board Members' Comments

Adjournment

Meeting of the  
EDISON STATE COLLEGE DISTRICT BOARD OF TRUSTEES  
November 4, 2011

AGENDA ITEM: 1

**Approval of the College's Response to the Office of the Auditor General's Operational Audit Preliminary and Tentative Findings**

RECOMMENDATION:

The Administration recommends District Board of Trustees approval of Edison State College's response to the Operational Audit preliminary and tentative findings and recommendations for the fiscal year ended June 30, 2011.

STAFF ANALYSIS:

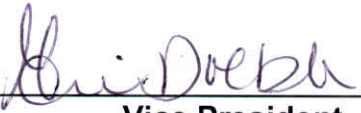
The Office of the Auditor General performs an operational audit biannually as required by Florida Statute Section 11.45. The Auditor General is required to provide the Board of Trustees with a preliminary and tentative report listing all findings regarding areas of concern as to the College's operations and their recommendations as to the findings. The College is required to respond within 30 days of the report being submitted to the Board of Trustees.

It is recommended that the District Board of Trustees approve the attached Response to the Office of the Auditor General.

DIRECT FISCAL IMPACT:

Funding Source: N/A Amount: \$ N/A

Attachment

REQUESTED BY:   
Vice President, Financial Services

FUNDING VERIFIED AND APPROVED BY:   
Vice President, Financial Services

APPROVED FOR AGENDA BY:   
District President

Edison State College  
District Board of Trustees  
Response to Operational Audit  
For the Fiscal Year Ended June 30, 2011  
November 4, 2011

*Personnel & Payroll Administration:*

**Finding No. 1:** College records did not document the reasonableness of the President's compensation.

**Recommendation:** The Board should determine the reasonableness of the President's current compensation using a reasonable and relevant methodology, and enter into the College's records the basis for such determination. Also, the College should reimburse the Financing Corporation for the retention bonus paid to the President.

**Response:**

The President's compensation as determined by the Board of Trustees is set by contract in consideration of the following:

- The level of job responsibility
- Individual performance
- Years of experience
- Overall college performance

Documentation provided to the Board of Trustees that was used in determining the level of compensation included prior performance evaluations, the Board's Compensation Philosophy and a comparison of the base salaries of the President's peers. In addition, consideration was given to the list of achievements as evidenced by the Decade of Promise Report of Achievements.

Over the next several months the Board of Trustees will review the reasonableness of the President's total compensation package rather than base salary. In addition, the Board of Trustees will develop a methodology for setting future Presidential compensation that will incorporate a market analysis.

The Edison State College Financing Corporation is a duly constituted direct support organization as provided for in Section 1004.70, Florida Statutes. Article III(d) of the Articles of Incorporation of the Edison State College Financing Corporation provides that the purposes of the corporation's existence include "[t]o receive, hold, invest and administer property and to make expenditures to or for the exclusive benefit of Edison College...". In accordance with Section 1004.70, Florida Statutes and the Articles of Incorporation, it is the College's position that the Edison State College Financing Corporation's corporate purposes are not limited to financing capital projects for the College; but rather, the corporation is empowered to make expenditures to or for the exclusive benefit of Edison State College as determined by the Board of Directors of the

corporation and the College's Board of Trustees. However, the College has reimbursed the Financing Corporation for the retention bonus that was paid to the President in fiscal year 2010.

*Board Policies:*

**Finding No. 2:** The College had not implemented an identity theft prevention program contrary to Section 114 of the Fair and Accurate Credit Transaction Act of 2003.

**Recommendation:** The College should continue its efforts to implement an identity theft prevention program as required by the Red Flags Rule.

**Response:**

As recommended by the College Administration the Board of Trustees approved the Identity Theft Prevention Program on September 27, 2011. The Program as approved was created as College Operating Procedure 02-0302 in order ensure that it is continually updated and revised as necessary due to changes in risks for identity theft or any changes to the laws it adheres to. Through the periodic staff training to be conducted by the Program Administrator as prescribed by the COP the Program will detect, prevent, and mitigate identity theft by spotting red flags in the College's daily operations. The training as carried out in accordance with the Program will ensure that College's processes are designed to identify relevant patterns, practices, and specific forms of activity that signal possible identity theft, and that the College respond appropriately.

*Student Enrollment:*

**Finding No. 3:** The College did not have adequate procedures to ensure that substitutions of classes to meet graduation requirements are consistent with Board policies.

**Recommendation:** The College should continue its efforts to improve procedures to ensure that course substitutions are proper, that approval of course substitutions is obtained from appropriate College personnel, and that the courses substituted are consistent with core competencies of the student's program of study.

**Response:**

The College took the following immediate corrective actions to ensure compliance with College policy and relevant accreditation standards regarding Course Substitutions:

The course substitution procedure was further strengthened and the form was revised to include the signature of the student, and the approval of the discipline area Department Chair, Dean of Instruction and Vice President of Academic Affairs. The procedure and form were approved through appropriate channels, implemented, and disseminated to students, staff, and academic administrators.

A "Course Substitution Committee" was assembled consisting of the Vice President of Academic Affairs, the Dean of Professional and Technical Studies, the Dean of Arts and Sciences, two associate deans and the Registrar to review substitutions on a case-by-case

basis. Based on recommendation from the academic consultant, two forms were developed, for acceptance or denial of substitutions. The forms document the committee's rationale for approving or denying substitutions. Under this new group review process, substitutions are not approved for core courses except in extraordinary, well-supported cases; substitutions for program electives are evaluated on a case-by-case basis.

*Information Technology:*

**Finding No. 4:** The College's security controls related to user authentication needed improvement.

**Recommendation:** The College should improve security controls related to user authentication to ensure the continued confidentiality, integrity, and availability of College data and IT resources.

**Response:**

In order to ensure the continued confidentiality, integrity, and availability of information technology security controls, Edison State College hired a Security Administrator in August 2011. The findings of the Auditor General's office were deemed confidential so the Administrator met with a representative at the Fort Myers office to receive the details of the findings as related to the College's technology security controls. The stated findings will be remediated by the end of December 2011.

**Finding No. 5:** The College did not timely remove the access privileges of some former employees.

**Recommendation:** The College should ensure that the access privileges of former employees are removed in a timely manner.

**Response:**

The College has created an automated termination process for access privileges. The new process will terminate end users access privileges upon their termination. This process is now running and provides notifications to the Edison Security Administrator, Banner Security Administrator and the Network Group. The College will continue to refine this process to ensure privileges are removed in a timely and automated manner.

1001.64 Florida College System institution boards of trustees; powers and duties.—

(1) The boards of trustees shall be responsible for cost-effective policy decisions appropriate to the Florida College System institution's mission, the implementation and maintenance of high-quality education programs within law and rules of the State Board of Education, the measurement of performance, the reporting of information, and the provision of input regarding state policy, budgeting, and education standards.

(2) Each board of trustees is vested with the responsibility to govern its respective Florida College System institution and with such necessary authority as is needed for the proper operation and improvement thereof in accordance with rules of the State Board of Education.

(3) A board of trustees shall have the power to take action without a recommendation from the president and shall have the power to require the president to deliver to the board of trustees all data and information required by the board of trustees in the performance of its duties. A board of trustees shall ask the Commissioner of Education to authorize an investigation of the president's actions by the department's inspector general if the board considers such investigation necessary. The inspector general shall provide a report detailing each issue under investigation and shall recommend corrective action. If the inspector general identifies potential legal violations, he or she shall refer the potential legal violations to the Commission on Ethics, the Department of Law Enforcement, the Attorney General, or another appropriate authority.

(4)(a) The board of trustees, after considering recommendations submitted by the Florida College System institution president, may adopt rules pursuant to ss. 120.536(1) and 120.54 to implement the provisions of law conferring duties upon it. These rules may supplement those prescribed by the State Board of Education if they will contribute to the more orderly and efficient operation of Florida College System institutions.

(b) Each board of trustees is specifically authorized to adopt rules, procedures, and policies, consistent with law and rules of the State Board of Education, related to its mission and responsibilities as set forth in s. 1004.65, its governance, personnel, budget and finance, administration, programs, curriculum and instruction, buildings and grounds, travel and purchasing, technology, students, contracts and grants, or college property.

(5) Each board of trustees shall have responsibility for the use, maintenance, protection, and control of Florida College System institution owned or Florida College System institution controlled buildings and grounds, property and equipment, name, trademarks and other proprietary marks, and the financial and other resources of the Florida College System institution. Such authority may include placing restrictions on

activities and on access to facilities, firearms, food, tobacco, alcoholic beverages, distribution of printed materials, commercial solicitation, animals, and sound.

(6) Each board of trustees has responsibility for the establishment and discontinuance of program and course offerings in accordance with law and rule; provision for instructional and noninstructional community services, location of classes, and services provided; and dissemination of information concerning such programs and services. New programs must be approved pursuant to s. 1004.03.

(7) Each board of trustees has responsibility for: ensuring that students have access to general education courses as identified in rule; requiring no more than 60 semester hours of degree program coursework, including 36 semester hours of general education coursework, for an associate in arts degree; notifying students that earned hours in excess of 60 semester hours may not be accepted by state universities; notifying students of unique program prerequisites; and ensuring that degree program coursework beyond general education coursework is consistent with degree program prerequisite requirements adopted pursuant to s. 1007.25(5).

(8) Each board of trustees has authority for policies related to students, enrollment of students, student records, student activities, financial assistance, and other student services.

(a) Each board of trustees shall govern admission of students pursuant to s. 1007.263 and rules of the State Board of Education. A board of trustees may establish additional admissions criteria, which shall be included in the district interinstitutional articulation agreement developed according to s. 1007.235, to ensure student readiness for postsecondary instruction. Each board of trustees may consider the past actions of any person applying for admission or enrollment and may deny admission or enrollment to an applicant because of misconduct if determined to be in the best interest of the Florida College System institution.

(b) Each board of trustees shall adopt rules establishing student performance standards for the award of degrees and certificates pursuant to s. 1004.68.

(c) Boards of trustees are authorized to establish intrainstitutional and interinstitutional programs to maximize articulation pursuant to s. 1007.22.

(d) Boards of trustees shall identify their core curricula, which shall include courses required by the State Board of Education, pursuant to the provisions of s. 1007.25(6).

(e) Each board of trustees must adopt a written antihazing policy, provide a program for the enforcement of such rules, and adopt appropriate penalties for violations of such rules pursuant to the provisions of s. 1006.63.

- (f) Each board of trustees may establish a uniform code of conduct and appropriate penalties for violation of its rules by students and student organizations, including rules governing student academic honesty. Such penalties, unless otherwise provided by law, may include fines, the withholding of diplomas or transcripts pending compliance with rules or payment of fines, and the imposition of probation, suspension, or dismissal.
- (g) Each board of trustees pursuant to s. 1006.53 shall adopt a policy in accordance with rules of the State Board of Education that reasonably accommodates the religious observance, practice, and belief of individual students in regard to admissions, class attendance, and the scheduling of examinations and work assignments.
- (9) A board of trustees may contract with the board of trustees of a state university for the Florida College System institution to provide college-preparatory instruction on the state university campus.
- (10) Each board of trustees shall establish fees pursuant to ss. 1009.22, 1009.23, 1009.25, 1009.26, and 1009.27.
- (11) Each board of trustees shall submit an institutional budget request, including a request for fixed capital outlay, and an operating budget to the State Board of Education for review in accordance with guidelines established by the State Board of Education.
- (12) Each board of trustees shall account for expenditures of all state, local, federal and other funds in the manner described by the Department of Education.
- (13) Each board of trustees is responsible for the uses for the proceeds of academic improvement trust funds pursuant to s. 1011.85.
- (14) Each board of trustees shall develop a strategic plan specifying institutional goals and objectives for the Florida College System institution for recommendation to the State Board of Education.
- (15) Each board of trustees shall develop an accountability plan pursuant to s. 1008.45.
- (16) Each board of trustees must expend performance funds provided for workforce education pursuant to the provisions of s. 1011.80.
- (17) Each board of trustees is accountable for performance in certificate career education and diploma programs pursuant to s. 1008.43.
- (18) Each board of trustees shall establish the personnel program for all employees of the Florida College System institution, including the president, pursuant to the provisions of chapter 1012 and rules and guidelines of the State Board of Education, including: compensation and other conditions of employment; recruitment and selection;



nonreappointment; standards for performance and conduct; evaluation; benefits and hours of work; leave policies; recognition; inventions and work products; travel; learning opportunities; exchange programs; academic freedom and responsibility; promotion; assignment; demotion; transfer; ethical obligations and conflict of interest; restrictive covenants; disciplinary actions; complaints; appeals and grievance procedures; and separation and termination from employment.

(19) Each board of trustees shall appoint, suspend, or remove the president of the Florida College System institution. The board of trustees may appoint a search committee. The board of trustees shall conduct annual evaluations of the president in accordance with rules of the State Board of Education and submit such evaluations to the State Board of Education for review. The evaluation must address the achievement of the performance goals established by the accountability process implemented pursuant to s. 1008.45 and the performance of the president in achieving the annual and long-term goals and objectives established in the Florida College System institution's employment accountability program implemented pursuant to s. 1012.86.

(20) Each board of trustees is authorized to enter into contracts to provide a State Community College System Optional Retirement Program pursuant to s. 1012.875 and to enter into consortia with other boards of trustees for this purpose.

(21) Each board of trustees is authorized to purchase annuities for its Florida College System institution personnel who have 25 or more years of creditable service and who have reached age 55 and have applied for retirement under the Florida Retirement System pursuant to the provisions of s. 1012.87.

(22) A board of trustees may defray all costs of defending civil actions against officers, employees, or agents of the board of trustees pursuant to s. 1012.85.

(23) Each board of trustees has authority for risk management, safety, security, and law enforcement operations. Each board of trustees is authorized to employ personnel, including police officers pursuant to s. 1012.88, to carry out the duties imposed by this subsection.

(24) Each board of trustees shall provide rules governing parking and the direction and flow of traffic within campus boundaries. Except for sworn law enforcement personnel, persons employed to enforce campus parking rules have no authority to arrest or issue citations for moving traffic violations. The board of trustees may adopt a uniform code of appropriate penalties for violations. Such penalties, unless otherwise provided by law, may include the levying of fines, the withholding of diplomas or transcripts pending compliance with rules or payment of fines, and the imposition of probation, suspension, or dismissal. Moneys collected from parking rule infractions shall

be deposited in appropriate funds at each Florida College System institution for student financial aid purposes.

(25) Each board of trustees constitutes the contracting agent of the Florida College System institution. It may when acting as a body make contracts, sue, and be sued in the name of the board of trustees. In any suit, a change in personnel of the board of trustees shall not abate the suit, which shall proceed as if such change had not taken place.

(26) Each board of trustees is authorized to contract for the purchase, sale, lease, license, or acquisition in any manner, including purchase by installment or lease-purchase contract which may provide for the payment of interest on the unpaid portion of the purchase price and for the granting of a security interest in the items purchased, subject to the provisions of subsection (38) and ss. 1009.22 and 1009.23, of goods, materials, equipment, and services required by the Florida College System institution. The board of trustees may choose to consolidate equipment contracts under master equipment financing agreements made pursuant to s. 287.064.

(27) Each board of trustees shall be responsible for managing and protecting real and personal property acquired or held in trust for use by and for the benefit of such Florida College System institution. To that end, any board of trustees is authorized to be self-insured, to enter into risk management programs, or to purchase insurance for whatever coverage it may choose, or to have any combination thereof, in anticipation of any loss, damage, or destruction. A board of trustees may contract for self-insurance services pursuant to s. 1004.725.

(28) Each board of trustees is authorized to enter into agreements for, and accept, credit card, charge card, and debit card payments as compensation for goods, services, tuition, and fees. Each Florida College System institution is further authorized to establish accounts in credit card, charge card, and debit card banks for the deposit of sales invoices.

(29) Each board of trustees may provide incubator facilities to eligible small business concerns pursuant to s. 1004.79.

(30) Each board of trustees may establish a technology transfer center for the purpose of providing institutional support to local business and industry and governmental agencies in the application of new research in technology pursuant to the provisions of s. 1004.78.

(31) Each board of trustees may establish economic development centers for the purpose of serving as liaisons between Florida College System institutions and the business sector pursuant to the provisions of s. 1004.80.

(32) Each board of trustees may establish a child development training center pursuant to s. 1004.81.

(33) Each board of trustees is authorized to develop and produce work products relating to educational endeavors that are subject to trademark, copyright, or patent statutes pursuant to chapter 1004.

(34) Each board of trustees shall administer the facilities program pursuant to chapter 1013, including but not limited to: the construction of public educational and ancillary plants; the acquisition and disposal of property; compliance with building and life safety codes; submission of data and information relating to facilities and construction; use of buildings and grounds; establishment of safety and sanitation programs for the protection of building occupants; and site planning and selection.

(35) Each board of trustees may exercise the right of eminent domain pursuant to the provisions of chapter 1013.

(36) Each board of trustees may enter into lease-purchase arrangements with private individuals or corporations for necessary grounds and buildings for Florida College System institution purposes, other than dormitories, or for buildings other than dormitories to be erected for Florida College System institution purposes. Such arrangements shall be paid from capital outlay and debt service funds as provided by s. 1011.84(2), with terms not to exceed 30 years at a stipulated rate. The provisions of such contracts, including building plans, are subject to approval by the Department of Education, and no such contract may be entered into without such approval.

(37) Each board of trustees may purchase, acquire, receive, hold, own, manage, lease, sell, dispose of, and convey title to real property, in the best interests of the Florida College System institution.

(38) Each board of trustees is authorized to enter into short-term loans and installment, lease-purchase, and other financing contracts for a term of not more than 5 years, including renewals, extensions, and refundings. Payments on short-term loans and installment, lease-purchase, and other financing contracts pursuant to this subsection shall be subject to annual appropriation by the board of trustees. Each board of trustees is authorized to borrow funds and incur long-term debt, including promissory notes, installment sales agreements, lease-purchase agreements, certificates of participation, and other similar long-term financing arrangements, only as specifically provided in ss. 1009.22(6) and (9) and 1009.23(11) and (12). At the option of the board of trustees, bonds issued pursuant to ss. 1009.22(6) and (9) and 1009.23(11) and (12) may be secured by a combination of revenues authorized to be pledged to bonds pursuant to such subsections. Revenue bonds may not be secured by or paid from, directly or indirectly, tuition, financial aid fees, the Florida College System Program

Fund, or any other operating revenues of a Florida College System institution. Lease-purchase agreements may be secured by a combination of revenues as specifically authorized pursuant to ss. 1009.22(7) and 1009.23(10).

(39) Each board of trustees shall prescribe conditions for direct-support organizations to be certified and to use Florida College System institution property and services. Conditions relating to certification must provide for audit review and oversight by the board of trustees.

(40) Each board of trustees may adopt policies pursuant to s. 1010.02 that provide procedures for transferring to the direct-support organization of that Florida College System institution for administration by such organization contributions made to the Florida College System institution.

(41) The board of trustees shall exert every effort to collect all delinquent accounts pursuant to s. 1010.03.

(42) Each board of trustees shall implement a plan, in accordance with guidelines of the State Board of Education, for working on a regular basis with the other Florida College System institution boards of trustees, representatives of the university boards of trustees, and representatives of the district school boards to achieve the goals of the seamless education system.

(43) Each board of trustees has responsibility for compliance with state and federal laws, rules, regulations, and requirements.

(44) Each board of trustees may adopt rules, procedures, and policies related to institutional governance, administration, and management in order to promote orderly and efficient operation, including, but not limited to, financial management, budget management, physical plant management, and property management.

(45) Each board of trustees may adopt rules and procedures related to data or technology, including, but not limited to, information systems, communications systems, computer hardware and software, and networks.

(46) Each board of trustees may consider the past actions of any person applying for employment and may deny employment to a person because of misconduct if determined to be in the best interest of the Florida College System institution.

(47) A board of trustees may not enter into an employment contract that requires the Florida College System institution to pay a Florida College System institution president an amount from state funds in excess of 1 year of the president's annual salary for termination, buyout, or any other type of contract settlement. This subsection does not prohibit the payment of leave and benefits accrued by the president in accordance with

the Florida College System institution's leave and benefits policies before the contract terminates.



DFW 9/15/11

## MEMORANDUM

District Board of Trustees

**TO:** Chris Vernon  
Washington Baquero  
Ann Berlam  
JoAnn Helphenstine  
Mahlan Houghton, Jr.  
David Klein  
Mary Lee Mann  
Julia Perry

**FROM:** Randall T. Parrish, Jr., Chairman

**DATE:** April 14, 2010

**SUBJECT:** Recommendation of Contract Addendum for President Kenneth P. Walker

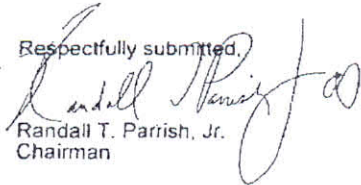
The policy of the Board of Trustees delegates responsibility to the Chairman of the Board to recommend the compensation package and to execute a contract with the District President. Accordingly, I have negotiated with our President to develop the attached amendment to his contract which I am recommending for your approval.

In developing the recommendation, consideration was given to Dr. Walker's outstanding performance based on the Board's evaluations, the Board's Compensation Philosophy, comparison of salaries of his peers in higher education, the expectation of the Board of Trustees for his continuing leadership, and his commitment to continue serving the Edison Education System for the full term of his contract with the Board.

Further consideration was given to Dr. Walker's achievements as evidenced by the *Decade of Promise* Report of Achievements, the desire of the Board of Trustees to retain Dr. Walker's leadership and to provide an incentive for him to delay his retirement, and recognition of his dedication to the continued growth and development of the Edison Education System. Dr. Walker has established a clear and dynamic vision for the future and forged a consensus of support for that vision.

I am asking for your support of this recommendation which will demonstrate our confidence in Dr. Walker to provide continuing leadership for the innovative plan approved by the Board of Trustees. If you have any questions, please call Dr. Walker at (239) 489-9304.

Respectfully submitted,

  
Randall T. Parrish, Jr.  
Chairman

**EDISON STATE COLLEGE**  
**2009-2010 WAGE AND SALARY SCHEDULE**

Edison State College is committed to the concept of equal access/equal opportunity in hiring individuals upon the basis of their qualifications, suitability, and abilities. The College will not discriminate on the basis of race, color, religion, gender, age, national origin, marital status or disability in its employment practices or in the granting of salaries to employees.

The Wage and Salary Schedule is established pursuant to Florida Statute 1001.65 - Community college presidents; powers and duties, paragraph (3) "Establish and implement policies and procedures to recruit, appoint, transfer, promote, compensate, evaluate, reward, demote, discipline, and remove personnel, within law and rules of the State Board of Education and in accordance with rules or policies approved by the community college board of trustees." and pursuant to Edison State College Board of Trustees Policy Manual, policy number 6Hx6:5.02(3), which states:

"To pay compensation and benefits, which are nondiscriminatory and competitive with rates and benefits being paid for similar jobs by other employers in the labor market. However, all policy decisions regarding compensation and benefits must take into consideration the College's overall economic condition and competitive position. The College will pay employees on a regular basis and in a manner so that the amount, method, and timing of such payments comply with any applicable laws or regulations."

The Schedule recognizes the Edison College Faculty Federation Union (ECCFFU) "...as the exclusive bargaining agent for all full-time personnel on the faculty salary schedule to include (1) teaching faculty, (2) counselors, and (3) Learning Resources faculty..." (Article 1, ECCFFU Agreement). Salaries for full-time faculty, therefore, are treated in this Schedule by reference to the Agreement between the District Board of Trustees and the ECCFFU. Appendix B of the Agreement as amended by the District Board of Trustees for fiscal year 2007-08 has been added as Section II. Instructional - A. Full-Time Faculty.

It is the responsibility of the Chairman, District Board of Trustees to recommend the approval of the compensation package and to execute a contract with the President of Edison State College on an annual basis. Board approval of the operating budget including the following wage and salary schedule constitutes authority for the President of the College, or his designated representative, to execute all other contracts and appointments. The President of the College is authorized to establish compensation and make adjustments in the staffing, as he deems necessary for carrying out the mission of the College.

Note: Initial employment salaries for non-faculty positions may exceed the entry-level minimum salary as authorized by the President, or designee, of the College.

**EDISON STATE COLLEGE**  
**2009-2010 WAGE AND SALARY SCHEDULE**

**President's Attributes and Compensation Philosophy**

The Edison State College District Board of Trustees believes that attracting and retaining a President (CEO) of the highest caliber is imperative to the future vitality of the College. In an era when higher education institutions face a myriad of challenging issues—student success and accessibility, financial uncertainties, the infusion of technology, and cultivating donor relations—the CEO must demonstrate competence, agility, creativity, and successful experience.

The Board realizes that the CEO of Edison State College must possess a contemporary set of skills to interface with both external and internal constituencies. These attributes include a blend of visionary leadership and tangible skills such as: employing excellent judgment and communication skills; providing moral and ethical leadership; adeptly cultivating a team; acting decisively; and demonstrating political savvy. Routinely the CEO must build consensus with multiple stakeholders, show a tolerance for ambiguity, demonstrate legislative savvy, support multicultural initiatives, and develop partnerships and coalitions. The Board of Trustees believes that an executive with this unique range of attributes should be appropriately and competitively compensated.

To attract and retain a high caliber CEO, an attractive compensation package is needed. This is influenced by several factors: the supply of competent and successful CEOs is diminishing due to retirements; successful CEOs are often solicited for positions at other institutions; and, the loss of an effective CEO can be costly and difficult for the College and the community.

The Edison State College District Board of Trustees recognizes its role in attracting and supporting a CEO, and applies the following guiding principles to the College and its direct support organizations.

- ◆ Employ a peak-performing CEO
- ◆ Attract, retain, and nurture a successful CEO who advances Edison State College and its community
- ◆ Create an environment that enables the CEO to be effective
- ◆ Provide *top tier* compensation consistent with the expectation of *top tier* individual and College performance
- ◆ Develop a contractual relationship that reinforces the contributions of the CEO
- ◆ Design a compensation package that discourages the CEO from pursuing more lucrative opportunities; the package should encourage the CEO to remain motivated and committed to the College long term
- ◆ Establish performance expectations for the CEO as identified in the Master Plan
- ◆ Conduct routine performance evaluations for the CEO.



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## Presidential Compensation

According to a publication of the American Association of Community Colleges entitled *The CEO Contract: A Guide for Presidents and Boards*, "the most important responsibility of a Board of Trustees is to employ and retain a peak-performing CEO and to enable the CEO to be successful. Excellent CEO's are often recruited for other positions. The cost of replacing a CEO can be significant, and the loss of an experienced and effective CEO can be difficult for both the college and the community."

"When districts have successful CEOs, boards should do what they can, within reason, to retain them. CEO contracts communicate a message about the relative importance of the CEO in the community. If the CEO has served the college well, the Board should publicly acknowledge and reward the contributions. Boards have the responsibility to attract, retain, and nurture a successful CEO for the benefit of the college and community."

"Because many college presidents are at the age of retirement, there is a large and growing demand for experienced and competent college presidents. Accordingly, compensation packages have increased significantly during the past five years in order to retain presidents or be competitive in attracting new presidents."

"Not only is there a diminishing supply of college presidents, but those who would ordinarily replace them, the vice presidents and deans, are nearing retirement age and are leaving the profession at almost the same rate as presidents. Special talents required of college presidents today include the ability to bring all segments of the college into the governing process, aptitude for building consensus, understanding of technology, high tolerance for ambiguity, appreciation of multiculturalism, and the ability to build successful partnerships and coalitions."

"Other skills for a successful college president include team development, wise delegation, common sense, oral presentation skills, fund raising, political savvy, vision for the college, decision making and problem-solving skills, and moral and ethical leadership."

**SALARY ANALYSIS AND COMPARISON WITH PEERS IN FLORIDA**

**Source: Florida College System**

**October 2009 Payroll**

The Board's compensation philosophy for the district president is that he or she should be paid in the top tier of peers. There are 28 presidents in the Florida College System, so the top quartile is the seven highest paid presidents. Dr. Walker's position in the ranks has fallen from 3<sup>rd</sup> in 2002 to 8<sup>th</sup> in 2009. He is the senior member in years of service, with 20 years of service to Edison State College. He has a total of 48 years of service to higher education with 36 of those as a college president.

The average salary of the seven presidents in the top quartile is \$302,026.42. The highest is \$349,385.00 and the lowest is \$284,510.00. Dr. Walker's salary is \$248,496.00.

Dr. Walker's performance is definitely above average as evidenced by the Board's evaluations, the achievements contained in the report on the Decade of Promise, and the development of the Edison Education System. Dr. Walker is serving not only as President of Edison State College, but also as President of the Edison State College Financing Corporation, Executive Director of the Edison State College Foundation, and leader of the other components of the Edison Education System.

In recognition of his outstanding performance and the extra executive responsibilities he carries, it is the Chairman's recommendation that Dr. Walker's salary be increased to \$310,000.00 per year.

AMENDMENT NUMBER TWO  
TO  
CONTRACT ADDENDUM DATED JULY 10, 2006  
AND TO ADMENDMENT 1 DATED NOVEMBER 27, 2007  
KENNETH P. WALKER, DISTRICT PRESIDENT OF THE COLLEGE

INTRODUCTION

1. Dr. Walker is currently employed as District President of Edison State College, pursuant to a "Contract of Employment for Administrative Personnel of Edison State College," dated April 25, 2006 (the "Contract"), as supplemented and modified by an "Addendum to Contract Between The District Board of Trustees of Edison College and Dr. Kenneth P. Walker, District President of the College" (the "Addendum") dated July 10, 2006, and by Amendment Number 1 dated November 27, 2007, effective as of July 1, 2007.
2. Dr. Walker and the Board now wish to make certain modifications to the Addendum, as more particularly provided herein and as follows, effective July 1, 2010, except for Provision Number 3 which is effective May 1, 2010.

OPERATIVE PROVISIONS

NOW, THEREFORE, the parties agree as follows:

1. This Amendment Number Two to the previously dated Contract Addendum and Amendment is to be effective through June 30, 2014 and the terms are inclusive of the terms contained in the previously dated Contract Addendum and Amendment Number One between the College and the President, except as amended by this Amendment Number Two.
2. Section 2 of the Amendment 1, dated November 27, 2007, is amended to include this provision:

At the time of the President's retirement, the Foundation shall give the President title to the vehicle that he is then being provided, free and clear of any debt.
3. The President's base salary is hereby increased to \$310,000.00 annually, effective May 1, 2010.

4. Retention Bonus as Deferred Compensation to provide an incentive for the President to delay retirement:

If the President serves the full term of this contract, he will be paid a retention incentive bonus of 15% of his annual taxable compensation for each year of service during the period of July 1, 2010 through June 30, 2014, at the time of his termination of employment by retirement, death or other reason. If by death, his beneficiaries on file will be paid the amount due the President.

If the President serves only one year of the contract, he shall be paid 25% of the bonus. If he serves two years of the contract, he shall be paid 50% of the bonus. If he serves 3 years of the contract, he shall be paid 75% of the bonus. If he serves 4 years of the contract, he shall be paid 100% of the amount accrued at the time of separation of employment with the College. On June 30<sup>th</sup> of each year of service completed, the College will deposit into a special account within the College's funds the payment due for that year, and will invest the funds along with the other College funds. Earnings from the College investments will be allocated to this special fund on a pro-rated basis.

This Amendment Number Two is approved and executed this \_\_\_\_\_ day of \_\_\_\_\_, 2010.

\_\_\_\_\_  
Randall T. Parrish, Jr.  
Chairman of the District  
Board of Trustees

\_\_\_\_\_  
Kenneth P. Walker  
District President of the College

District Board of Trustees  
 Evaluation of President Dr. Kenneth P. Walker  
 Statistical Summary – March 2010

| Question  | Parrish | Vernon | Baquero | Berlam | Helphensine | Houghton | Klein | Mann | Perry | Average            |
|---|---------|--------|---------|--------|-------------|----------|-------|------|-------|--------------------|
| 1   | 4       | 4      | 4       | 4      | 4           | 4        | 4     | 4    | 4     | 4                  |
| 2   | 4       | 4      | 4       | 4      | 4           | 4        | 4     | 4    | 4     | 4                  |
| 3   | 4       | 4      | 4       | 4      | 4           | 4        | 4     | 4    | 4     | 4                  |
| 4   | 4       | 4      | 4       | 4      | 4           | 4        | 4     | 4    | 4     | 4                  |
| 5   | 4       | 4      | 4       | 4      | 4           | 4        | 4     | 4    | 4     | 4                  |
| 6   | 4       | 4      | 4       | 4      | 4           | 4        | 4     | 4    | 4     | 4                  |
| 7   | 4       | 4      | 4       | 4      | 4           | 4        | 4     | 4    | 4     | 4                  |
| 8   | 4       | 4      | 4       | 4      | 4           | 4        | 4     | 4    | 4     | 4                  |
| 9   | 4       | 4      | 4       | 4      | 4           | 4        | 4     | 4    | 4     | 4                  |
| 10  | 4       | 4      | 4       | 4      | 4           | 4        | 4     | 4    | 4     | 4                  |
| Rating Scale: 4 = Excellent, 3 = Good, 2 = Fair, 1 = Poor | Yes     | Yes    | Yes     | Yes    | Yes         | Yes      | Yes   | Yes  | Yes   | Yes                |
|   |         |        |         |        |             |          |       |      |       | <b>Total - 4.0</b> |

Comments:

- Dr. Walker continues to raise the quality of education at Edison through his vision casting and exceptional talent of leadership by example.
- Wonderful leadership and vision for Edison State College
- Dr. Walker is leading the college in a direction that will give many, the chance to become educated to a level beyond their dreams. In so doing, this will improve the quality of life for all individuals in our respective communities. I am very proud to serve on a Board of Trustees of a college with the mission and Dr. Walker's leadership.
- Dr. Walker is a visionary who believes education should be a seamless process from cradle to grave.
- President Walker is a dedicated leader who always pursues the best course of action for Edison State College.

District Board of Trustees  
Evaluation of President Dr. Kenneth P. Walker  
Statistical Summary – March 2010  
Page 2

Comments Continued:

- Great leader! But he also listens. Recommend renewal with a raise.
- Another banner year with more exciting plans being presented to us -- the Board of Trustees. I especially appreciate and look forward to the President's e-mail updates -- keeps us informed in a timely and efficient manner.
- Dr. Walker scores the highest of high in all the categories. Edison State College is very fortunate to have such a sincerely dedicated President.
- Incredible leader and visionary.

**Additional Reasons for Compensation Enhancement to the  
District President, Dr. Kenneth P. Walker**

1. Superior performance as evidenced by Board evaluations (attached)
2. Visionary achievements – such as the community college baccalaureate degree and accreditation as a four-year college, and development of the Edison Education System
3. Retaining a president with 36 years of successful experience as a college president, with 20 of those years in dedicated service to Edison State College
4. Retaining a president who has the skills to build an effective and accountable administration
5. Retaining a president who has a dynamic vision for the future of the college
6. Retaining a president who works well with the Board of Trustees
7. Retaining a high-performing president in today's highly competitive environment
8. Retaining a president who is totally loyal and trustworthy and has highest moral and ethical character
9. Recognizing the president's community relations skills as evidenced by the community awards he has received
10. Keeping the compensation competitive with other college/university presidents
11. Enhancing the president's morale by rewarding his outstanding performance
12. Retaining stability and continuous leadership for advancement for the college
13. Avoiding the uncertainty and disruption that accompanies leadership change

- 
14. His ability to achieve and maintain a cordial relationship with the faculty union and college staff and students
  15. Bringing national and international recognition and prestige to the college
  16. Creating an environment of high morale among employees
  17. Getting over \$150 million dollars in funding for new buildings and remodeling of existing ones
  18. Creating beautiful campuses that attract praise from the community
  19. Foresight in preventing potential problems
  20. Successful leadership of the Foundation to \$40 million



Meeting of the  
EDISON STATE COLLEGE DISTRICT BOARD OF TRUSTEES  
November 4, 2011

AGENDA ITEM: 2

**Approval of Personnel Actions**

**RECOMMENDATION:**

**The Administration recommends District Board of Trustees approval of the attached list of Personnel Consent Agenda actions.**

**STAFF ANALYSIS:**

Personnel Consent Agenda actions are consistent with Florida Statute 1001.65(3), Florida Department of Education, Administrative Rule 6A-14.0261, Board Policy 6Hx6: 5.02, and approved practices of the district and are deemed routine in nature.

These actions have been approved by the District President and discussed with the Board Liaison. It is recommended that these actions be approved.

**DIRECT FISCAL IMPACT:**

Funding Source: \_\_\_\_\_ Amount: 0

Attachment

REQUESTED BY: *Pamela Taylor*  
Vice President, Human Resources

FUNDING VERIFIED AND APPROVED BY: *Chris Deibel*  
Vice President, Financial Services

APPROVED FOR AGENDA BY: *[Signature]*  
District President

**DEPARTURES**

|        |          |   |             |            |
|--------|----------|---|-------------|------------|
| Foy    | Dennette | Associate Dean, Business and Technology | Resignation | 11/2/2011  |
| Roshon | William  | Interim Dean, Hendry Glades Center      | Retirement  | 10/31/2011 |



**DRAFT**

## Request for Information #11-06

### Management Consultant Services

#### District Board of Trustees, Edison State College, Florida

The District Board of Trustees, Edison State College, Florida ("Board") requests information from qualified Management Consultant Firms ("Vendor") who can provide professional management consulting services and who also have successfully completed similar consulting services for educational institutions. The Board seeks to manage the oversight of the management and administration of Edison State College, a public higher educational institution in the State of Florida.

Edison State College was established in 1962 and is the 13<sup>th</sup> largest community college in the State of Florida. Edison State College is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools to award associate and baccalaureate degrees. Classes are offered at the three campuses and one regional center. The campuses are identified as the Lee Campus, Charlotte Campus and Collier Campus. The regional center is identified as the Hendry/Glades Center. In addition, classes are offered online via Edison Online. Edison State College is governed by its District Board of Trustees composed of nine representatives from Charlotte, Collier, Hendry, Glades and Lee Counties, Florida. The members are appointed to four-year terms by the Governor of Florida. Currently, about 456 professional and support staff members provide the full-time instructional and support services for the more than 24,000 credit and nearly 3,000 non-credit students who participate in Edison courses and programs each year. The official college website is <http://www.edison.edu>.

The Board seeks an external, objective analysis of the management and administration of Edison State College in order to provide the proper oversight in its governance. Services may include, but not be limited to:

- Assess strengths and weaknesses of the current organizational structure;
- Identify challenges facing the organization;
- Provide solutions to strengthen organizational health;
- Identify monitoring systems the Board should employ to ensure the proper oversight of the organizational structure to include communication techniques and types of information to be exchanged.

The College reserves the right to:

- 1) Consider developing, issuing and advertising a formal Request for Proposal and provide a copy to the Vendors responding to this RFI #11-06;
- 2) Consider negotiating and contracting with a Vendor(s) responding to this RFI #11-06; or
- 3) Consider not entering into any contractual arrangement with any Vendor responding to this RFI #11-06 or issue a formal Request for Proposal.



Vendors should submit the following information:

- A. A brief vitae of your firm and professional staff qualifications;
- B. A brief overview of your firm's past experience in providing management consultant services for educational entities similar to the Board's request;
- C. A brief overview of what services your firm could potentially offer as the management consultant for the Board;
- D. A brief statement as to how your firm may be uniquely qualified to serve as the management consultant to the Board;
- E. An estimate of time/cost to successfully furnish the required services;
- F. Include a point of contact for your company, including name, title, phone/fax number, email address and physical mailing address.

All questions related to RFI #11-06 should be directed via email to the following College representative:

Lisa Tudor, CPPB  
Director, Procurement Services  
[ltudor@edison.edu](mailto:ltudor@edison.edu)  
Phone (239) 489-9350

Submit one (1) Original and eight (8) copies. Do NOT submit via email or facsimile. Submittals should be received no later than 2:00 P.M. Eastern Standard Time on Tuesday, December 6, 2011 at the following

location: Edison State College  
ATTN: Lisa Tudor  
White Hall, Building D, Room 205  
8099 College Parkway  
Fort Myers, Florida 33919

It is the Board's intent to review timely submitted RFI responses and potentially contact or meet with select firms to seek additional information or clarification. The Board potentially could select a management consultant firm prior to January 2012 but the Board is not committed to the desired timeline or to selecting a Vendor to enter into a contract with.

## SUPPLEMENTAL INFORMATION

RFI #11-06  
Management Consultant Services  
District Board of Trustees, Edison State College, Florida

Management Consultant Services are EXEMPT from the competitive procurement process due to State Board of Education Administrative Rule 6A-14.0734 (2) (f).

Thus, no formal solicitation is required. This allows for the Board to conduct a thorough search without the time constraints afforded by a formal Request for Proposal.

HOWEVER, the State of Florida does have a State Term Contract for Management Consulting Services. The Contract was awarded based on a competitive solicitation. The Vendors were qualified as being reputable, experienced firms and competitive pricing has been established. Select Vendors from the attached list can be contacted directly via RFI #11-06 or without issuing an RFI and without being further advertised.

Thus, in essence, contacting the State of Florida State Term Contract Holders provides the following incentives:

- RFI can be sent directly to the Vendors via email/fax;
- RFI is not necessary but can be advantageous so comparisons can be made on equal ground;
- Provides for NO expenditures on behalf of the college for advertising the RFI
- Many Vendors on the State list are well known national mgmt consultant firms
- A formal competitive solicitation was already issued qualifying the vendors and establishing contracted pricing
- Suggest allowing 3 weeks for a response, thus, if provide RFI to Vendors on 11/6, could request that responses be submitted no later than 11/30/11.

[http://www.dms.myflorida.com/business\\_operations/state\\_purchasing/vendor\\_information/state\\_contracts\\_agreements\\_and\\_price\\_lists/state\\_term\\_contracts/management\\_consulting\\_services](http://www.dms.myflorida.com/business_operations/state_purchasing/vendor_information/state_contracts_agreements_and_price_lists/state_term_contracts/management_consulting_services)

(Above is the website link to view State Contract 973-001-06-1 Management Consulting Services. Information provided includes the contact information for each Vendor as well as pricing. I have included the pricing as a separate attachment herein - Please note we do not have to follow the 'ordering instructions')

To advertise to Vendors otherwise NOT on the State of Florida list, the following timetable is suggested. The legal advertisement can be placed in 3 local papers for 3 consecutive weeks to maximize exposure. National Bid Journals are alerted to our local advertisements and the Bid Journals will further advertise our projects in their national registries at no additional cost to the College and thus, national exposure is received.

|                                       |                        |
|---------------------------------------|------------------------|
| Submit Legal Advertisement to Papers: | Monday, 11/7/11        |
| Advertise for 3 consecutive weeks:    | 11/13, 11/20 and 11/27 |
| Receive RFI Responses:                | Tuesday, 12/6/11       |

**Contract No. 973-001-06-01**  
**Management Consulting Services**

The State of Florida issued a Request for Proposal (“RFP”) to obtain Responses from potential Contractors for the provisioning of Management Consulting Services. The goal of the RFP was to award a contract to the successful Respondents to furnish Management Consulting Services.

The “RFP” was divided into ‘5 Service Areas’ of which ‘Service Area Category 1’ applies:

**Service Area Category 1: Management, Organizational and Business Improvement Services**

- a) Consulting Services
- b) Facilitation Services
- c) Survey Services
- d) Training Services
- e) Program Integration and Project Management Services

Evaluation of the RFPs consisted of the following 3 subject areas:

- 1) **Financial Status Information:** The Department used Dun & Bradstreet Scores to evaluate financial viability of each Vendor
- 2) **\*\*\*Technical:** Responses were scored for effectiveness and responsiveness as to how they provide services in the 5 sub areas under Management, Organizational & Business Improvement Services as shown in the charts below
- 3) **Price:** scoring applied to Job Titles (Principal, Senior Consultant, Consultant, Junior Consultant and Program/Administrative Support

\*\*\*

| CATEGORY 1   | MANAGEMENT, ORGANIZATIONAL AND BUSINESS IMPROVEMENT SERVICES |
|--|--|
| <b>SERVICE AREA DESCRIPTION:</b>   | <b>CONSULTING SERVICES</b>                                   |
| <p>Contractors shall provide expert advice, assistance, guidance or counseling in support of agencies' mission oriented business functions. This may include studies, analyses and reports documenting any proposed developmental, consultative or implementation efforts.</p> <p>Consultation services shall include but are not limited to:</p> <ul style="list-style-type: none"><li>• strategic, business and action planning</li><li>• high performance work</li><li>• process and productivity improvement</li><li>• systems alignment</li><li>• leadership systems</li><li>• organizational assessments</li><li>• cycle time</li><li>• performance measures and indicators</li><li>• program audits and evaluations</li></ul> |  |

|   |   |
|---|---|
| <b>CATEGORY 1</b>   | <b>MANAGEMENT, ORGANIZATIONAL AND BUSINESS IMPROVEMENT SERVICES</b> |
| <b>SERVICE AREA DESCRIPTION:</b>  | <b>FACILITATION SERVICES</b>  |
| <p>Contractors shall provide facilitation and related decision support services for agencies engaged in collaboration efforts, working groups, or integrated product, process, or self-directed teams.</p> <p>Facilitation services shall include but are not limited to:</p> <ul style="list-style-type: none"> <li>• the use of problem solving techniques</li> <li>• defining and refining the agenda</li> <li>• debriefing and overall meeting planning</li> <li>• resolving disputes, disagreements, and divergent views</li> <li>• logistical meeting/conference support when performing technical facilitation</li> <li>• convening and leading large and small group briefings and discussions</li> <li>• providing a draft for the permanent record</li> <li>• recording discussion content and enabling focused decision-making</li> <li>• preparing draft and final reports for dissemination</li> </ul> |   |

|  |   |
|--|---|
| <b>CATEGORY 1</b>  | <b>MANAGEMENT, ORGANIZATIONAL AND BUSINESS IMPROVEMENT SERVICES</b> |
| <b>SERVICE AREA DESCRIPTION:</b>   | <b>SURVEY SERVICES</b>  |
| <p>Contractors shall provide expert consultation, assistance, and deliverables associated with all aspects of surveying. Contractors shall assist with, and/or perform all phases of the survey process to include:</p> <p>Survey services shall include but are not limited to:</p> <ul style="list-style-type: none"> <li>• planning survey design</li> <li>• sampling, survey development</li> <li>• pretest/pilot surveying</li> <li>• defining and refining the agenda</li> <li>• survey database administration</li> <li>• assessing reliability and validity of data</li> <li>• determining proper survey data collection methodology</li> <li>• administering surveys using various types of data collection methods</li> <li>• analyses of quantitative and qualitative survey data</li> </ul> <p>Production of reports shall include:</p> <ul style="list-style-type: none"> <li>• description and summary of results with associated graphs, charts, and tables</li> <li>• description of data collection and survey administration methods</li> <li>• discussion of sample characteristics and the representative nature of data</li> <li>• analysis of non-response</li> <li>• briefings of results to include discussion of recommendations &amp; potential follow-up actions</li> </ul> |   |

|  |   |
|--|---|
| <b>CATEGORY 1</b>  | <b>MANAGEMENT, ORGANIZATIONAL AND BUSINESS IMPROVEMENT SERVICES</b> |
| <b>SERVICE AREA DESCRIPTION:</b>   | <b>TRAINING SERVICES</b>  |
| <p>Contractors shall provide off-the-shelf or customized off-the-shelf in delivery of instructor-led classroom training courses to meet specific agency needs related to business services.</p> <p>Courses shall include but are not limited to:</p> <ul style="list-style-type: none"> <li>• customer service</li> <li>• team building</li> <li>• ISO 9000</li> <li>• process improvement</li> <li>• performance measurement</li> <li>• statistical process control</li> <li>• performance problem-solving</li> <li>• business process reengineering</li> <li>• quality management</li> <li>• change management</li> <li>• strategic planning</li> <li>• benchmarking</li> </ul> <p>In order to maintain continuity, course prices shall be based on the course duration (number of hours) multiplied by the Job Title (trainer's) hourly rate. Courses shall be led by one or more of the Job Titles identified in the Pricing Worksheet.</p> <p>Job Titles hourly rates are those proposed in the Respondent's Pricing Worksheet. For instance, a 5-hour Basic Business Math course might be conducted by a Junior Consultant at \$45 per hour. Resulting in a price of \$225 per student.</p> <p>For purposes of responding to this Service Area (Training), Respondents should consider course complexity and duration when the proposing hourly rates for the five (5) positions.</p> <p>Training may be conducted at a customer's facility when mutually agreed upon by the agency and the contractor. When conducting training at the customer's facility, the contractor must provide substantially the same level of service by incorporating the necessary resources.</p> <p>During the term of the contract, Contractors may add courses listed in their current published price list, by providing an updated list of proposed training courses, including course titles, course objectives, course outlines, duration of courses and per-student course pricing to the Contract Administrator for review and approval by e-mail.</p> <p>The Department may, in its sole discretion, prohibit any requested change or direct a Contractor to undo any change already made. In addition, the Department may direct rescission of any purchase order entered into on the basis of an unauthorized product and price list.</p> |   |



Changes to the list of courses or to related information shall not be deemed Contract amendments.

Contractors shall:

- Provide a list of proposed training courses, including course titles, course objectives, course outlines, duration of courses and per-student course pricing to the Contract Administrator for review and approval.
- Prices will be based on the hourly rate proposed for one (1) or more of the five (5) Job Titles in the Pricing Worksheet.
- Consider course pricing at or below the proposed hourly rates in the Pricing Worksheet, for larger classes.
- Provide approved courses at the Contractor or Customer facility.
- Not be required to provide training for a single course, when the number of students is less than five (5).
- Include all materials (i.e. notebooks, training manuals, index tabs, etc.) in the course price.
- Provide training material for each student.

|   |   |
|---|---|
| <b>CATEGORY 1</b>   | <b>MANAGEMENT, ORGANIZATIONAL AND BUSINESS IMPROVEMENT SERVICES</b> |
| <b>SERVICE AREA DESCRIPTION:</b>  | <b>PROGRAM INTEGRATION AND PROJECT MANAGEMENT SERVICES</b>          |
| <p>Program Integration and Project Management services shall include but are not limited to:</p> <ul style="list-style-type: none"> <li>• program management</li> <li>• program oversight</li> <li>• project management</li> <li>• program integration of a limited duration</li> </ul> |   |

The above mentioned Contract is renewed for three (3) years effective May 31, 2009 until May 31, 2012 with the following contractors:

1. 21st Century Research & Evaluations, Inc.
2. Accenture, LLP
3. Achieveglobal
4. ADG Business and Governmental Consultants (A)
5. Advanced Systems Design, Inc. (ASD)
6. Advent Group Inc.
7. American Government Services Corporation
8. Ariel Business Group, Inc.
9. Avineon, Inc.
10. BCP International, Ltd.
11. Brandt Information Services, Inc.
12. Brown and Caldwell
13. Burger, Carroll, & Associates, Inc.
14. CedarCrestone, Inc.

15. CMA Enterprise Inc.
16. Crawford Marketing & Consulting Inc dba CMC & Associates
17. Communication Applications, Inc.
18. Community Synergy Group, Inc.
19. Community Trust Corporation
20. Dauntless Consulting Group
21. Deloitte Consulting
22. Disasters, Strategies and Ideas Group, LLC
23. Donald J. Craig, CPA
24. DWB & Associates
25. Dye Management Group, Inc.
26. Electronic Training Solutions, Inc.
27. EMA, Inc.
28. EquaTerra Public Sector LLC
29. Evergreen Solutions, LLC
30. EW Bryant Associates LLC(M)
31. Faircloth Information Technology Systems, Inc.
32. First Data Government Solutions, Inc.
33. Fiscal Management Solutions, Inc.
34. FL IT Centers of Excellence
35. Focused Energy, LLC
36. Foley & Lardner LLP
37. Forefont Consulting LLC
38. FOX Systems, Inc.
39. General Physics Corporation
40. Harvey, Covington & Thomas, LLC
41. HDR Engineering, Inc
42. Heron Bay Group, Inc.
43. Hornby Zeller Associates
44. IBM Corporation
45. ICATT Consulting, Inc.(N)
46. Identity Theft Solutions Corporation
47. I.S. Consulting (B)
48. Information Engineering Services, Inc.
49. Information Systems of Florida, Inc. (I)
50. Integrated Computer Solutions
51. Jacobs Technology Inc
52. James Moore & Co Pl
53. JRD & Associates Inc
54. Justice Research Center, Inc
55. KMR Consultants LLC
56. KLC Consulting, Inc.
57. KPMG LLP
58. Lampl Herbert Consultants, Inc.
59. Law, Redd, Crona & Munroe, P.A.(A)
60. Levings & Associates, Inc.(I)
61. Lytmos Group, LLC
62. Mary Key & Associates, Inc. (M)
63. MAXIMUS, Inc.
64. Mercer Health & Benefits, LLC

65. MGT of America, Inc. (A)
66. Milliman, Inc
67. Moten Tate, Inc.
68. Northrop Grumman Information Technology, Inc
69. Critical Incident Solutions, LLC dba OGARA
70. Paul Consulting, Inc.
71. PKV Management Consulting, Inc. (A)
72. PMA Consultants, LLC
73. Program Planning Professionals (Pcubed)
74. Progressive Engineering & Construction, Inc.
75. Public Consulting Group Inc
76. Quality Management International
77. Rothenbach Research and Consulting, LLC
78. Science Applications International Corporation
79. Sharpton, Brunson & Company, P.A(H)
80. The IPL Group
81. The Management Edge, Inc
82. The North Highland Company (A)
83. Thomas Howell Ferguson P.A.
84. Village Architects Incorporated



|  |          |          |          |          |         |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |         |
|--|----------|----------|----------|----------|---------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|---------|
| 63 KLC Consulting, Inc.                          | \$144.45 | \$88.45  | \$78.45  | \$68.45  | \$54.45 | \$134.45 | \$88.45  | \$119.45 | \$88.45  | \$78.45  | \$68.45  | \$54.45  | \$134.45 | \$88.45  | \$78.45  | \$68.45  | \$54.45  | \$144.45 | \$88.45  | \$78.45  | \$68.45  | \$54.45  | \$144.45 | \$88.45  | \$78.45  | \$68.45  | \$54.45  |         |
| 64 KMR Consultants, LLC                          | \$220.00 | \$150.00 | \$130.00 | \$95.00  | \$60.00 | \$220.00 | \$150.00 | \$220.00 | \$150.00 | \$130.00 | \$95.00  | \$60.00  | \$220.00 | \$150.00 | \$130.00 | \$95.00  | \$60.00  | \$220.00 | \$150.00 | \$130.00 | \$95.00  | \$60.00  | \$220.00 | \$150.00 | \$130.00 | \$95.00  | \$60.00  |         |
| 65 KPMG LLP                                      | \$275.00 | \$175.00 | \$125.00 | \$75.00  | \$50.00 | \$275.00 | \$175.00 | \$275.00 | \$175.00 | \$125.00 | \$75.00  | \$50.00  | \$275.00 | \$175.00 | \$125.00 | \$75.00  | \$50.00  | \$275.00 | \$175.00 | \$125.00 | \$75.00  | \$50.00  | \$275.00 | \$175.00 | \$125.00 | \$75.00  | \$50.00  |         |
| 66 Lampi Herbert Consultants, Inc.               | \$160.00 | \$138.00 | \$95.00  | \$65.00  | \$50.00 | \$160.00 | \$138.00 | \$95.00  | \$65.00  | \$50.00  | \$160.00 | \$138.00 | \$95.00  | \$65.00  | \$50.00  | \$160.00 | \$138.00 | \$95.00  | \$197.06 | \$157.59 | \$135.55 | \$83.69  | \$197.06 | \$157.59 | \$135.55 | \$83.69  | \$53.23  |         |
| 67 Law, Redd, Crona & Munroe, PA                 | \$180.00 | \$135.00 | \$115.00 | \$95.00  | \$60.00 | \$150.00 | \$100.00 | \$75.00  | \$50.00  | \$45.00  | \$150.00 | \$100.00 | \$75.00  | \$50.00  | \$45.00  | \$150.00 | \$100.00 | \$75.00  | \$150.00 | \$100.00 | \$75.00  | \$50.00  | \$150.00 | \$100.00 | \$75.00  | \$50.00  | \$45.00  |         |
| 68 Levings & Associates, Inc.                    |          |          |          |          |         |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |         |
| 69 Lymos Group, LLC                              |          |          |          |          |         |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |         |
| 70 Mary Key & Associates, Inc.                   | \$300.00 | \$250.00 | \$200.00 | \$160.00 | \$50.00 | \$300.00 | \$250.00 | \$200.00 | \$160.00 | \$50.00  | \$300.00 | \$250.00 | \$200.00 | \$160.00 | \$50.00  | \$300.00 | \$250.00 | \$200.00 | \$160.00 | \$50.00  | \$300.00 | \$250.00 | \$200.00 | \$160.00 | \$50.00  | \$300.00 | \$250.00 |         |
| 73 MAXIMUS                                       | \$200.00 | \$150.00 | \$100.00 | \$80.00  | \$40.00 | \$200.00 | \$150.00 | \$100.00 | \$80.00  | \$40.00  | \$200.00 | \$150.00 | \$100.00 | \$80.00  | \$40.00  | \$200.00 | \$150.00 | \$100.00 | \$200.00 | \$150.00 | \$100.00 | \$80.00  | \$40.00  | \$200.00 | \$150.00 | \$100.00 | \$80.00  | \$40.00 |
| 74 Mercer Human Resource Consulting              | \$210.00 | \$170.00 | \$150.00 | \$130.00 | \$85.00 | \$210.00 | \$170.00 | \$150.00 | \$130.00 | \$85.00  | \$210.00 | \$170.00 | \$150.00 | \$130.00 | \$85.00  | \$210.00 | \$170.00 | \$150.00 | \$210.00 | \$170.00 | \$150.00 | \$130.00 | \$85.00  | \$210.00 | \$170.00 | \$150.00 | \$130.00 | \$85.00 |
| 75 MGT of America Inc                            |          |          |          |          |         |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |         |
| 76 Millman, Inc.                                 |          |          |          |          |         |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |         |
| 77 Moten Tate, Inc.                              |          |          |          |          |         |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |         |
| 78 Northrop Grumman Information Technology, Inc. | \$185.39 | \$148.31 | \$103.82 | \$72.67  | \$52.10 | \$185.39 | \$148.31 | \$103.82 | \$72.67  | \$52.10  | \$185.39 | \$148.31 | \$103.82 | \$72.67  | \$52.10  | \$185.39 | \$148.31 | \$103.82 | \$237.07 | \$195.23 | \$133.69 | \$80.61  | \$237.07 | \$195.23 | \$133.69 | \$80.61  | \$113.49 |         |
| 26 O'Garra Training & Services, LLC              | \$237.07 | \$195.23 | \$167.33 | \$133.69 | \$80.61 | \$237.07 | \$195.23 | \$167.33 | \$133.69 | \$80.61  | \$237.07 | \$195.23 | \$167.33 | \$133.69 | \$80.61  | \$237.07 | \$195.23 | \$167.33 | \$237.07 | \$195.23 | \$167.33 | \$133.69 | \$80.61  | \$237.07 | \$195.23 | \$167.33 | \$133.69 | \$80.61 |
| 81 Paul Consulting Inc.                          | \$113.49 | \$103.74 | \$97.53  | \$78.03  | \$59.41 | \$113.49 | \$103.74 | \$97.53  | \$78.03  | \$59.41  | \$113.49 | \$103.74 | \$97.53  | \$78.03  | \$59.41  | \$113.49 | \$103.74 | \$97.53  | \$113.49 | \$95.76  | \$73.59  | \$68.16  | \$41.67  | \$113.49 | \$95.76  | \$73.59  | \$68.16  | \$41.67 |
| 69 Lykos Group, LLC                              | \$195.00 | \$195.00 | \$125.00 | \$95.00  | \$65.00 | \$195.00 | \$195.00 | \$125.00 | \$95.00  | \$65.00  | \$195.00 | \$195.00 | \$125.00 | \$95.00  | \$65.00  | \$195.00 | \$195.00 | \$125.00 | \$195.00 | \$195.00 | \$125.00 | \$95.00  | \$65.00  | \$195.00 | \$195.00 | \$125.00 | \$95.00  | \$65.00 |
| 82 PKV Management Consulting, Inc.               | \$185.00 | \$170.00 | \$140.00 | \$110.00 | \$70.00 | \$185.00 | \$170.00 | \$140.00 | \$110.00 | \$70.00  | \$185.00 | \$170.00 | \$140.00 | \$110.00 | \$70.00  | \$185.00 | \$170.00 | \$140.00 | \$185.00 | \$170.00 | \$140.00 | \$110.00 | \$70.00  | \$185.00 | \$170.00 | \$140.00 | \$110.00 | \$70.00 |
| 83 PMA Consultants LLC                           | \$225.00 | \$200.00 | \$165.00 | \$125.00 | \$60.00 | \$225.00 | \$200.00 | \$165.00 | \$125.00 | \$60.00  | \$225.00 | \$200.00 | \$165.00 | \$125.00 | \$60.00  | \$225.00 | \$200.00 | \$165.00 | \$225.00 | \$200.00 | \$165.00 | \$125.00 | \$60.00  | \$225.00 | \$200.00 | \$165.00 | \$125.00 | \$60.00 |
| 84 Program Planning Professionals                | \$150.00 | \$120.00 | \$100.00 | \$80.00  | \$50.00 | \$150.00 | \$120.00 | \$100.00 | \$80.00  | \$50.00  | \$150.00 | \$120.00 | \$100.00 | \$80.00  | \$50.00  | \$150.00 | \$120.00 | \$100.00 | \$150.00 | \$120.00 | \$100.00 | \$80.00  | \$50.00  | \$150.00 | \$120.00 | \$100.00 | \$80.00  | \$50.00 |
| 86 Public Consulting Group, Inc.                 | \$150.00 | \$125.00 | \$100.00 | \$80.00  | \$50.00 | \$150.00 | \$125.00 | \$100.00 | \$80.00  | \$50.00  | \$150.00 | \$125.00 | \$100.00 | \$80.00  | \$50.00  | \$150.00 | \$125.00 | \$100.00 | \$150.00 | \$125.00 | \$100.00 | \$80.00  | \$50.00  | \$150.00 | \$125.00 | \$100.00 | \$80.00  | \$50.00 |
| 87 Quality Management International              |          |          |          |          |         |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |         |
| 88 Rahim, Inc                                    |          |          |          |          |         |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |         |
| 89 Rothenbach Research and Consulting, LLC       | \$170.00 | \$142.00 | \$114.00 | \$81.75  | \$60.00 | \$170.00 | \$142.00 | \$114.00 | \$81.75  | \$60.00  | \$170.00 | \$142.00 | \$114.00 | \$81.75  | \$60.00  | \$170.00 | \$142.00 | \$114.00 | \$170.00 | \$142.00 | \$114.00 | \$81.75  | \$60.00  | \$170.00 | \$142.00 | \$114.00 | \$81.75  | \$60.00 |
| 90 SAIC  | \$225.00 | \$190.00 | \$135.00 | \$100.00 | \$55.00 | \$225.00 | \$190.00 | \$135.00 | \$100.00 | \$55.00  | \$225.00 | \$190.00 | \$135.00 | \$100.00 | \$55.00  | \$225.00 | \$190.00 | \$135.00 | \$225.00 | \$190.00 | \$135.00 | \$100.00 | \$55.00  | \$225.00 | \$190.00 | \$135.00 | \$100.00 | \$55.00 |
| 91 Sharnon, Brunson & Company, P.A.              | \$111.60 | \$91.51  | \$91.47  | \$61.38  | \$47.99 | \$111.60 | \$91.51  | \$91.47  | \$61.38  | \$47.99  | \$111.60 | \$91.51  | \$91.47  | \$61.38  | \$47.99  | \$111.60 | \$91.51  | \$91.47  | \$111.60 | \$91.51  | \$91.47  | \$61.38  | \$47.99  | \$111.60 | \$91.51  | \$91.47  | \$61.38  | \$47.99 |
| 92 Jacobs Technology, Inc.                       | \$175.00 | \$150.00 | \$125.00 | \$100.00 | \$75.00 | \$175.00 | \$150.00 | \$125.00 | \$100.00 | \$75.00  | \$175.00 | \$150.00 | \$125.00 | \$100.00 | \$75.00  | \$175.00 | \$150.00 | \$125.00 | \$175.00 | \$150.00 | \$125.00 | \$100.00 | \$75.00  | \$175.00 | \$150.00 | \$125.00 | \$100.00 | \$75.00 |
| 93 The Community Trust Corporation               | \$250.00 | \$195.00 | \$180.00 | \$125.00 | \$90.00 | \$250.00 | \$195.00 | \$180.00 | \$125.00 | \$90.00  | \$250.00 | \$195.00 | \$180.00 | \$125.00 | \$90.00  | \$250.00 | \$195.00 | \$180.00 | \$250.00 | \$195.00 | \$180.00 | \$125.00 | \$90.00  | \$250.00 | \$195.00 | \$180.00 | \$125.00 | \$90.00 |
| 94 The IPL Group                                 | \$265.38 | \$238.25 | \$195.68 | \$105.98 | \$37.31 | \$265.38 | \$238.25 | \$195.68 | \$105.98 | \$37.31  | \$265.38 | \$238.25 | \$195.68 | \$105.98 | \$37.31  | \$265.38 | \$238.25 | \$195.68 | \$265.38 | \$238.25 | \$195.68 | \$105.98 | \$37.31  | \$265.38 | \$238.25 | \$195.68 | \$105.98 | \$37.31 |
| 95 The Management Edge, Inc.                     | \$220.00 | \$180.00 | \$150.00 | \$110.00 | \$40.00 | \$220.00 | \$180.00 | \$150.00 | \$110.00 | \$40.00  | \$220.00 | \$180.00 | \$150.00 | \$110.00 | \$40.00  | \$220.00 | \$180.00 | \$150.00 | \$220.00 | \$180.00 | \$150.00 | \$110.00 | \$40.00  | \$220.00 | \$180.00 | \$150.00 | \$110.00 | \$40.00 |
| 96 The North Highland Company                    | \$255.00 | \$175.00 | \$138.00 | \$95.00  | \$50.00 | \$255.00 | \$175.00 | \$138.00 | \$95.00  | \$50.00  | \$255.00 | \$175.00 | \$138.00 | \$95.00  | \$50.00  | \$255.00 | \$175.00 | \$138.00 | \$255.00 | \$175.00 | \$138.00 | \$95.00  | \$50.00  | \$255.00 | \$175.00 | \$138.00 | \$95.00  | \$50.00 |
| 97 Thomas Howell Ferguson P.A.                   |          |          |          |          |         |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |         |
| 98 Village Architects Incorporated               | \$225.00 | \$125.00 | \$75.00  | \$50.00  | \$34.00 | \$225.00 | \$125.00 | \$75.00  | \$50.00  | \$34.00  | \$225.00 | \$125.00 | \$75.00  | \$50.00  | \$34.00  | \$225.00 | \$125.00 | \$75.00  | \$225.00 | \$125.00 | \$75.00  | \$50.00  | \$34.00  | \$225.00 | \$125.00 | \$75.00  | \$50.00  | \$34.00 |

- 63 KLC Consulting, Inc.
- 64 KMR Consultants, LLC
- 65 KPMG LLP
- 66 Lampi Herbert Consultants, Inc.
- 67 Law, Redd, Crona & Munroe, PA
- 68 Levings & Associates, Inc.
- 69 Lymos Group, LLC
- 70 Mary Key & Associates, Inc.
- 73 MAXIMUS
- 74 Mercer Human Resource Consulting
- 75 MGT of America Inc
- 76 Millman, Inc.
- 77 Moten Tate, Inc.
- 78 Northrop Grumman Information Technology, Inc.
- 26 O'Garra Training & Services, LLC
- 81 Paul Consulting Inc.
- 69 Lykos Group, LLC
- 82 PKV Management Consulting, Inc.
- 83 PMA Consultants LLC
- 84 Program Planning Professionals
- 86 Public Consulting Group, Inc.
- 87 Quality Management International
- 88 Rahim, Inc
- 89 Rothenbach Research and Consulting, LLC
- 90 SAIC
- 91 Sharnon, Brunson & Company, P.A.
- 92 Jacobs Technology, Inc.
- 93 The Community Trust Corporation
- 94 The IPL Group
- 95 The Management Edge, Inc.
- 96 The North Highland Company
- 97 Thomas Howell Ferguson P.A.
- 98 Village Architects Incorporated