

Florida Credentials Review Committee

Meeting Agenda

BETTY EASLEY CONFERENCE CENTER, ROOM 148
4075 ESPLANADE WAY, TALLAHASSEE, FL 32399

THURSDAY, APRIL 28 • 1 P.M. – 4 P.M. ET

Chair's Welcome and Remarks

Katie Crofoot
*Director, REACH Office
Executive Office of the Governor*

Consent Item

Katie Crofoot

- Mar. 9, 2022, meeting minutes

Credentials of Value Work

Dan McGrew
*Vice President, Strategic Policy & Performance
CareerSource Florida*
Keith Richard, Ph.D.
*Statewide Director, Career and Technical Education Quality
Department of Education*

- Florida Credential of Value Workgroup Report from Education Strategy Group (ESG)

Updates from Framework of Quality Workgroups

- Wage Thresholds
 - Credential Sequencing
 - Credential Identification
- Adrienne Johnston/Adam Briggs, Ph.D.**
Katherine Goletz/Tara Goodman
James Taylor/Keith Richard, Ph.D.

Defining Local Demand: A Case Study

Dehryl McCall
*Senior Director, Business & Workforce Development
CareerSource Florida*
Greg Vickers
*Owner
Certified Towing*
Diane Head
*Executive Director
CareerSource North Florida*
David Dunkle
*Associate Dean of Economic Development and Technical Programs
North Florida College*

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Determining Local Demand

Jennifer Grove
Vice President of External Relations
Baptist Health Care

- Current models
- Guiding Principles for Determining Local Demand

Open Discussion and Public Comment

Chair's Closing Remarks

Katie Crofoot

Upcoming Meetings:

June 27, 2022 • 3-5 p.m., Wesley Chapel

Sept. 22, 2022

Nov. 17, 2022



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Kevin D. O'Farrell, Ph.D.



Kevin O'Farrell serves as chancellor for the Florida Department of Education's Division of Career and Adult Education. Chancellor O'Farrell, who has more than 15 years of experience in higher education as an instructor and executive administrator, previously served as the provost of the Porter Campus at Pasco-Hernando State College. Prior to his tenure at PHSC, Dr. O'Farrell served as the assistant vice president for communications and marketing at Trinity College of Florida where he oversaw public and community relations, marketing, admissions, donor relations and special events.

Dr. O'Farrell, who was named the North Tampa Bay Chamber Business Leader of the Year, is a board member of the North Tampa Bay Chamber of Commerce, Advent Health Wesley Chapel Hospital, the Pasco Education Foundation, and the New Tampa Family YMCA and has worked closely with the Pasco Economic Development Council on workforce talent development initiatives and strategy. He volunteers with the Pasco County Supervisor of Elections Office and Shepard's Village, a transitional housing nonprofit organization serving single mothers. He lives in Wesley Chapel.

Consent Item 1

Approved _____
Disapproved _____

Consent Item

MARCH 9, 2022, MEETING MINUTES

In accordance with the corporation's bylaws, CareerSource Florida is required to keep correct and complete books and records of accounts and shall keep minutes on the proceedings of the Credentials Review Committee.

FOR CONSIDERATION

Approval of March 9, 2022, Meeting Minutes, to include any modifications or changes noted by the board.

**Credentials Review Committee
Meeting Minutes
March 9, 2022**

I. Call to Order

Chair Katie Crofoot, Director, Reimagining Education and Career Help (REACH) Office, Executive Office of the Governor, called the virtual meeting to order at 10 a.m. on March 9, 2022.

II. Roll Call

Executive Coordinator Lisa Cramer conducted a roll call. The following members were present:

Katie Crofoot
Timothy Beard
Michael Biskie
Robert Boyd
Hugh Campbell
Kevin Carr
Marshall Criser
Katherine Goletz
Lloyd Gregg
Jennifer Grove
Diane Head
Kathy Hebda
Adrienne Johnston
Henry Mack
Debbie Magruder
Jacob Oliva
Casey Penn
James Taylor

A quorum was present.

III. Timeline Revisions

Andra Cornelius updated the committee on the revised timeline for the 2022-2023 school year. Ms. Cornelius stated decisions impacting the committee delayed the deliverables by about four months. Six sector-focused groups were developed to hear directly from Florida businesses about the credentials of importance in current hiring and promotion decisions. The employer input is required by law for the committee's development of a Framework of Quality.

IV. Consent Item

Chair Crofoot called for a motion to approve the consent item.

Approval of the minutes for the December 1, 2021, meeting.

Motion: Hugh Campbell

Second: Marshall Criser

There was no discussion and no comments from the public.

The consent item passed unanimously.

V. Action Item

Chair Crofoot asked Dan McGrew and Tara Goodman to present the action item for the committee's consideration. Mr. McGrew and Ms. Goodman outlined the 512 certifications and key modifications for the 2022-2023 Master Credentials List.

Chair Crofoot called for a motion to approve the action item.

First: Timothy Beard

Second: Lloyd Gregg

There was no discussion and no comments from the public.

The motion passed.

VI. Learnings from Credentials of Value Work

Florida Department of Education Statewide Director of Career and Technical Education Quality Keith Richard, Ph.D., noted Education Strategy Group (ESG) was the lead consultant to develop mock Credentials of Value criteria and a Credentials of Value list. The goal was to mimic the criteria set forth in the 2021 Reimagining Education And Career Help (REACH) Act. The Education Strategy Group and Credentials of Value Workgroup process is to:

- Identify thresholds for demand.
- Identify thresholds for middle and high-wage jobs.
- Identify occupations that meet those thresholds.
- Use data to determine credentials for those jobs.
- Validate with employers.
- Design and implement a strategy for stackability.
- Finalize the list of credentials of value.

Dr. Richard said the scope of work is completed and they are applying a Framework of Quality.

VII. Framework of Quality Workgroups

- **Wage Thresholds** - Committee member Adrienne Johnston and CareerSource Florida Senior Director of Strategic Policy & Performance Adam Briggs, Ph.D., stated the workgroup has been addressing two questions: what are the scope and limitations of the wage data available, and what rationales are strongest for identifying thresholds using the data? The workgroup will review full wage figures for all occupations, entry-level and middle-level wages, to allow for a variety of comparisons and data for all occupations at all education levels.
- **Demand Thresholds** - Committee member Jennifer Grove and CareerSource Florida Senior Director of Business & Workforce Development Dehryl McCall said their workgroup has reviewed and discussed demand thresholds and processes being used and is surveying information from the local workforce development board on how they identify local demand for the purpose of adding occupations to their Local Targeted Occupations List. The workgroup is currently addressing two components: should the demand threshold used by the Department of Economic Opportunity and the Labor Market Estimating Conference be amended and what are the critical components needed to define local demand. The group will develop a definition and process for meeting local demand with the Florida Workforce Development Association's input, analyze additional demand information not collected through traditional sources and run the draft methodology using existing data sets to identify natural tiering.
- **Credential Sequencing** - Committee member Katherine Goletz and Tara Goodman, vice chancellor for the Florida Department of Education's Division of Career and Adult Education, stated their workgroup has met three times and the main discussion to date has centered on what credential sequencing and stackability means and reviewing key concepts from Education Strategy Group.
- **Credential Identification** - Committee member James Taylor and Dr. Richard stated their workgroup has established primary goals, process development and solutions and are fast-tracking data collection through members. They have received presentations from representative within each sector and received updates on offered and anticipated programs.

VIII. Labor Market Estimating Conference Discussion

Amy Baker, coordinator of the Office of Economic and Demographic Research and chair of the Labor Market Estimating Conference, provided a review of the progress of analysis of Florida's labor market. Data for wages, supply and demand will inform the development of a Framework of Quality to evaluate credentials. State agencies and the Credentials Review Committee must ensure any work product related to labor demand and supply is consistent with the official information developed by the Labor Market Estimating Conference.

Marshall Criser asked how population growth will inform the decision points. Ms. Baker said population growth is the single largest driver of economic growth in Florida.

IX. Open Discussion and Public Comment

Kevin Carr mentioned his concern that the work of the Credentials Review Committee should not leave behind a gap in lower-level credentials that are essential in obtaining a higher credential.

James Taylor commented that the committee needs to define a valuable credential.

Rachel Rutledge asked for an explanation of the postsecondary funding eligible column header in the Master Credential List. Tara Goodman explained the designation is a carry forward from the 2021 Career and Professional Education (CAPE) industry certification funding list and those designations were also made on the Master Credentials List. The columns have been combined for the 2022-2023 list.

Shannon Ritter said she wants to make sure postsecondary programs are considered in the process and pathways are important.

Amy McAllister commented there needs to be a continuation of stackability with lower-level industry certifications to high-level industry certifications.

X. Chair's Closing Remarks

Chair Crofoot thanked everyone for their time and attention and noted that the committee is planning to meet in Tallahassee on April 28.

XI. Adjournment

Chair Crofoot adjourned the meeting at 12:09 p.m.

Florida Credentials Review Committee

Florida Credential of Value Workgroup Report Executive Summary and Next Steps

Since its first meeting in September 2021, the Florida Credentials Review Committee has received briefings on work undertaken by the Florida Department of Education (FDOE) prior to the passage of the 2021 Reimagining Education and Career Help (REACH) Act. FDOE contracted with Education Strategy Group (ESG) to conceptualize a definition for credentials of value and a corresponding methodology to determine which credentials meet this definition.

At the core of the work was the goal that Florida's education and workforce training systems have a clear sightline into which training programs lead Floridians to careers in high-value fields and the corresponding credentials that open doors to employment.

Leveraging ESG's credentialing expertise, FDOE convened a Credential of Value Workgroup of 24 workforce education leaders and senior representatives from the Department of Economic Opportunity (DEO); CareerSource Florida; the Governor's REACH Office; local school districts and postsecondary institutions; the Florida Council of 100; and the Florida Chamber Foundation. Together, the workgroup focused on developing a conceptual Framework of Quality to assess "the worth" of credentials *below* the baccalaureate level including registered apprenticeships, industry certifications, licenses, college credit certificates, career certificates, applied technical diplomas, associate in applied science degrees, and associate in science degrees. Together this workgroup:

- Participated in virtual and in-person working sessions between May 2021 and January 2022;
- Contributed to recommendations for defining high-value credentials, a corresponding methodology for identifying credentials that meet wage and demand thresholds, and potential indicators of credential sequencing;
- Examined leading state practices from Alabama, Hawaii, North Carolina, and Washington to better understand key strategies and drivers at play;
- Considered how these indicators might be leveraged across education and workforce initiatives to increase the value and alignment of programs throughout the state; and
- Shared the development of this work with leaders within their respective organizations to capture and include their feedback through the process and generate support for a final framework.

The *Florida Credential of Value Workgroup Report* serves as a launch pad for a stronger understanding of credentials of value in our state. The report offers lessons learned and suggestions on next steps, priorities and forward-looking questions for Florida. For example:

- 1) How can Florida leverage the work and expertise of other states to develop its own criteria for a Master Credentials List? What aspects of the work from other states are not feasible or applicable to Florida's work? (page 7)

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- 2) At what point after credential attainment can learners be expected to earn a middle to high wage? Florida may want to consider a wage one year into employment to better reflect the immediate impact of the credential. (page 10)
- 3) Of the five credential sequencing criteria noted in the report, which are necessary for a credential to be considered stackable? Is further research necessary into Florida sequencing rates and patterns? (page 13)
- 4) How should Florida incorporate multiple Standard Occupational Classification (SOC) code linkages to each postsecondary program of study or industry certification? (page 16)
- 5) How will employer validation of credentials of value be developed and coordinated going forward? Representation should include at a minimum: geographic representation, sample sizes of small, medium and large employers, inclusion of trade associations and other employer voices, local workforce development boards and chambers of commerce. What sample size will be considered valid? (page 41)
- 6) What methodology will be used to determine demand for degree credentials? The REACH Act suggests a degree credential that meets the Labor Market Estimating Conference demand thresholds is a credential of value, without suggesting that the wages earned by those degree holders be taken into consideration. Also, if a non-degree credential does not meet middle-wage thresholds and sequences to an associate degree that meets demand but hasn't been evaluated for wage outcomes, can that fulfill the sequencing intention of the legislation? (page 42)
- 7) What opportunities exist for the Credentials Review Committee to explicitly connect the FDOE's Career and Technical Education Audit to the credentials of value work? (page 43)

In January 2022, the Florida Credentials Review Committee created four workgroups focused on the four key elements of a Framework of Quality (that is, wages, demand, credential sequencing and credential identification). Many of these priorities and considerations are already under discussion by each workgroup and its stakeholders and captured in each workgroup's charter.

The *Florida Credential of Value Workgroup Report* has been provided to each workgroup lead and the suggestions, priorities and forward-looking questions posed within the report have been added to each workgroup's agenda for further evaluation and consideration. The opportunity to incorporate the learnings from the Credential of Value Workgroup will be useful to the ultimate goal of bringing recommendations for a Framework of Quality to the full Credentials Review Committee in September.

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2022 - 2023 Timeline

February	<p>2/1 to 2/4 - ESG Employer Focus Groups convene. Preliminary Florida Credentials of Value Workgroup report received with final report expected in March.</p> <p>2/17 - Labor Market Estimating Conference Meeting #2 - Supply and demand analysis not adopted by conference.</p> <p>Framework of Quality workgroups convene and continue work.</p>
March	<p>3/9, 10 a.m. to 12 p.m. - Virtual Credentials Review Committee meeting to update the committee on Framework of Quality workgroups, present findings from ESG Credentials of Value work, and present an update on progress of the Labor Market Estimating Conference's work on wages and supply and demand. Action Item to consider current Master Credentials List for 2022-2023 school year to be presented.</p> <p>Mid-March - Preliminary Credentials Review Committee Communications Plan drafted.</p> <p>3/29 - Virtual CareerSource Florida Executive Committee Meeting; Committee votes on delivery of 2022-2023 Master Credentials List to State Board of Education.</p>
April	<p>April -The Office of Economic and Demographic Research is expected to provide additional wage analyses to include wages for occupations at all education levels; wage comparisons within the eight education levels (below high school through graduate degrees); and potential proxy for determining entry-level wages in addition to wage range brackets for all earners.</p> <p>4/28, 1 to 4 p.m. - Credentials Review Committee meeting in Tallahassee to include progress reports from Framework of Quality workgroups; contemplate proposed wage thresholds based on updated data provided by Labor Market Estimating Conference and process for determining local demand.</p>
May	<p>Workgroups apply proposed wage thresholds to credentials list. Draft proposed Returned-Value Funding Formula for presentation at June Credentials Review Committee meeting.</p>

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June	6/27, 3 to 5 p.m. - Credentials Review Committee meeting in Tampa, coinciding with Florida Chamber Foundation's Learners to Earners Workforce Solution Summit, to present proposed Returned-Value Funding Formula; provide updates from Framework of Quality workgroups and Labor Market Estimating Conference progress toward August conference; review list of credentials that will be evaluated for inclusion on Master Credentials List and proposed criteria for credential sequencing; and review outcomes from Florida Chamber Foundation's Florida Workforce Needs Survey 2.0.
August	Labor Market Estimating Conference Meeting #3 - Labor supply/demand and gap analysis anticipated. Demand workgroup develops proposed demand thresholds based on Labor Market Estimating Conference product.
September	9/22 - Credentials Review Committee meeting in Tallahassee to approve final Framework of Quality criteria and process for accepting and evaluating new credentials for inclusion on the Master Credentials List.
October	Apply Framework of Quality to existing credentials and accept submissions for new credentials.
November	11/17 - Virtual Credentials Review Committee meeting to update committee on progress of application of Framework of Quality and evaluation of new credential submissions; determine process for annual review of Master Credentials List beginning in 2023.
January 2023	Credentials Review Committee meets to adopt Master Credentials List for state of Florida.
Feb - March 2023	CareerSource Florida Board votes on delivery of Master Credentials List to State Board of Education . Anticipated convening of Labor Market Conference during first quarter 2023.
May - June 2023	Credentials Review Committee meets to adopt <i>new</i> credentials to the Master Credentials List that meet the Framework of Quality. Annual review of the Master Credentials List with roster of those credentials to be phased out that no longer meet the Framework of Quality threshold.

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Framework of Quality Workgroups – April 2022 Update

The Credentials Review Committee has convened four workgroups consisting of subject-matter experts from multiple agencies and various stakeholders. These workgroups were established around each element of the Framework of Quality, which will ultimately be used to identify credentials of value for inclusion on the Master Credentials List starting in January 2023.

Each workgroup is led by a member of the Credentials Review Committee and facilitated by a professional team member from one of the lead agencies tasked with implementing the Reimagining Education and Career Help (REACH) Act.

Workgroup	CRC Member Lead	Facilitator
Wage Thresholds	Adrienne Johnston, Florida Department of Economic Opportunity	Adam Briggs, CareerSource Florida
Demand Thresholds	Jennifer Grove, Baptist Health Care	Dehryl McCall, CareerSource Florida
Credential Sequencing	Katherine Goletz, Florida Department of Agriculture and Consumer Services	Tara Goodman, Florida Department of Education
Credential-Occupation Correlation and Gap Identification	James Taylor, Florida Technology Council	Keith Richard, Florida Department of Education

A brief summary of the progress of each workgroup is as follows:

Wage Thresholds

As of mid-April, the Wage Thresholds Workgroup has held six meetings. The group continues to explore aspects of two fundamental questions as it develops the first principles and conceptual underpinnings of what will evolve into the wage-related recommendations delivered to the Credentials Review Committee later this year:

- (1) What methods are best for measuring wages associated with credentials (a question that touches on the work of two other workgroups, Credential Sequencing and Credential Identification)?
- (2) What criteria are best for designating wage thresholds, given relevant variables such as education/training level, geographic location, and tenure in the occupation (entry-level vs. experienced)?

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In recent weeks, the workgroup has benefitted from exposure to analytical tools developed by several of its members who have deep experience in this work. A group member from the Board of Governors introduced a modified version of the CIP-SOC crosswalk that better accounts for certain factors unique to the State University System. Earlier this month workgroup members from DEO unveiled a dashboard prototype that enables group members to explore the distributional implications of wage threshold decisions under several potential wage measurement methods: for any given threshold, users can identify qualifying proportions of Florida workers and credential completers categorized by occupational sector, occupational educational requirement, credential type, credential subject matter, and population demographic characteristics.

As the group awaits the definitive data-of-record from the Labor Market Estimating Conference (LMEC), it continues to experiment with different kinds of analysis that can be conducted using existing data sources—Occupational Employment Wage Survey vs. actual wage records captured by Florida’s Unemployment Insurance database. These preliminary exercises will reveal salient features and factors that will help define conceptual elements of the group’s ultimate approach and allow it to respond promptly when an LMEC product is adopted. Finally, the team is contributing to a catalogue of intergroup issues/factors that have practical relevance for more than one Framework of Quality Workgroup—the goal being to promote collective awareness and alignment of effort and understanding all along the way.

Demand Thresholds

The Demand Thresholds workgroup has held seven meetings since its inception in late January. The workgroup explored existing demand threshold methodologies and processes used by the Department of Economic Opportunity (Statewide and Regional Demand Occupations Lists and the Eligible Training Provider List), the CareerSource Florida network of 24 local workforce development boards (Local Targeted Occupations List), the Florida Department of Education (CTE Audit, Perkins Program), the Board of Governors (Programs of Strategic Emphasis) and the Career & Professional Education (CAPE) Act as administered by CareerSource Florida and the Florida Department of Education. As a result of this research, it was determined that DEO’s State and Regional Demand Occupations lists are used as the common data source supporting all processes.

Included in the research and discussions were the identification of existing thresholds and processes each organization used to identify “local demand”. To align processes to the goals and objectives outlined in the REACH Act themes: access, alignment and accountability, the Demand Thresholds Workgroup agreed on the following four guiding principles to determine local demand:

- 1) **Sector-based:** Supports talent needs of industry sectors of focus, including target industries and infrastructure industries, as defined by the regional workforce board;
or

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2) **Emerging opportunity:** Real-time talent needs presented by a new or expanding business, industry, or economic development agency. “Evidence must include employer information on present credential use or emerging opportunities”; **and**

3) **Market-driven:** Flexibility to pivot based on and plan for business talent needs driven by the local economy and emerging credentials discovery; **and a part of an**

4) **Aligned & accountable focus** across the economic and talent ecosystem including secondary and post-secondary education, local workforce development boards, economic development and industry with shared alignment of resources.

Other considerations being discussed are:

- Ensuring a move toward more proactive anticipation of needs in addition to being responsive to existing needs.
- Ensuring emerging industries/occupations can meet the new demand threshold; **and**
- Ensuring all demand is captured – goal is to accurately reflect demand in occupations that are not filled through the traditional methodologies, such as Employ Florida, Indeed.com, etc. Examples include construction and manufacturing.
- Ensuring the new methodology takes a long-term view of demand.
- Ensuring that state demand threshold methodology maintains two threshold options as it does now (x openings and x growth OR $x \neq$ openings and lower growth thresholds.)

Credential Sequencing

The workgroup has completed five meetings to develop its primary deliverables which include the following:

- Definition for “sequence,” based on considerations such as theoretical vs empirical basis, degrees of correlation, absolute vs. relative criteria by industry sector/credential cluster, etc.
- Criteria for consideration – for example, factors beyond wage that might merit inclusion.
- Proposed rationale and criteria for recommendations.

In the most recent meeting, the workgroup members began working on the definition and conditions for meeting the credential sequencing standards. Topics discussed to date include:

- What does it mean to be validated and recognized by industry?
- Should there be a minimum wage threshold, above the minimum wage, as a condition?

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- For high demand occupational needs like childcare and entry level healthcare such as certified nursing assistant, should there be a demand threshold that can be met?
- What level of alignment between a non-degreed credential that does not meet the middle- to high-wage threshold to one that does meet the threshold is required to meet the standard for credential sequencing?

The next meeting is anticipated for early May.

Credential-Occupation Correlation and Gap Identification

Since the last update, the workgroup met and engaged in a deeper discussion on how each of the postsecondary sectors (FCS, districts, SUS, CIE and ICUF) collect and maintain their program inventories. This discussion, facilitated by presentations from representatives within each sector, allowed the workgroup to better understand what processes can be developed to ensure that the Credentials Review Committee regularly receives updates on the programs that are offered, or are anticipated to be offered in Florida. Importantly, not all “program inventory processes” are created equally across the different Florida postsecondary sectors. The workgroup outlined these processes in a matrix to provide clarity on the successes and challenges associated with creating an inventory. As a result of this discussion, the ICUF leadership team created and disseminated a new survey to the ICUF member institutions, requesting information on active program offerings. Upon completion of this survey later this month, this workgroup will have completed an inventory of the existing postsecondary programs, offered by institution and by sector.

The workgroup will next look to the process of identifying the linkages between postsecondary programs of study and occupations, using the recently developed CIP-to-SOC crosswalk. This exercise will be the first application of the new, Florida CIP-to-SOC crosswalk that was generated in partnership between FDOE and SkillsEngine. The workgroup will reflect on these linkages and determine what criteria should be used for including these CIP-to-SOC linkages into the Framework of Quality review process. These linkages will be used to identify programs that train students for occupations found to meet the Credentials Review Committee demand and wage thresholds

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Speakers' Bios

David Dunkle



David Dunkle, a United States Airforce veteran, holds a bachelor's degree in management information systems and a master's degree in education leadership and policy, both from Florida State University. He began his career in education 20 years ago as a GED/adult literacy instructor and began teaching information technology courses before moving into administration. He currently serves as associate dean of economic development and career workforce education at North Florida College in Madison, Florida.

Diane Head



Diane Head is an experienced non-profit executive director who develops vision and strategy with partner organizations to create infrastructure and capacity for a resilient economy in rural North Florida. She believes opportunity is available to every person and every business, regardless of geography, and the organization she leads, CareerSource North Florida, is well-positioned to create positive outcomes for those it serves. She has navigated her professional team through times of change, uncertainty, and celebration and also has implemented a registered apprenticeship program for career development professionals.

Ms. Head is a trained workforce and economic development professional with more than 15 years of immersive commitment to local and regional organizations with shared vision for the future of the area. She holds a Bachelor of Arts degree from the University of Florida and a Master of Public Administration degree from Valdosta State University. A fifth-generation Floridian, she is currently working toward her Certified Economic Developer credential.

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Greg Vickers



Gregory Vickers has been in the transportation industry since 2007, providing towing, recovery and repair services for North Florida and South Georgia. In 2012, he established a business plan that would help start a business of his own, Certified Service Center, Inc. The company built its reputation on having trained certified operators for towing and certified technicians for repairs.

Ten years later, the company has made great business relationships with many other transportation business owners and successfully provides dependable services for interstate travel nationwide. In 2017, Mr. Vickers started preparing for the shortage of drivers in the commercial transportation industry, becoming a certified commercial driver tester for the state of Florida. Today, Mr. Vickers runs Certified Service Center, Inc., and continues to administer CDL testing at North Florida College in Madison, Florida.