



FLORIDA TALENT DEVELOPMENT COUNCIL

Progress Agenda Meeting of December 18, 2019

Time (Minutes)	
10	I. Welcome and Introductions <ul style="list-style-type: none">a. Invocationb. Pledge of Allegiancec. Roll Calld. Approval of the December 11, 2019 Meeting Minutes
5	II. Meeting Objectives – Chair, Joel Schleicher
30	III. Discussion of revised Strategic Plan <ul style="list-style-type: none">a. Review final version of Vision Statementb. Review edits incorporated into final document
10	IV. Approval of Strategic Plan
25	V. Discussion of Benchmarks
15	VI. Discussion of Work Group’s Action Plans
10	VII. Public Comment
10	VIII. Timeline and Next Steps
	IX. Next Council Meeting <ul style="list-style-type: none">a. Tuesday, January 28, 2020; 1:00pm-3:00pm<ul style="list-style-type: none">i. Tallahassee, FL
	X. Adjourn



FLORIDA TALENT DEVELOPMENT COUNCIL

Meeting Minutes

December 11, 2019
10:00 am – 12:00 pm

Members Present:

Joel Schleicher, Chair

Bob Boyd

Marva Johnson

Ken Lawson, Executive Director

Chancellor Eric Hall for Commissioner Richard Corcoran

Michelle Dennard

Bob Ward

Jamal Sowell

Chancellor Marshall Criser

Tim Cerio

Chancellor Henry Mack

Members Excused: Senator Travis Hutson, Representative Rene Plascencia, Commissioner Richard Corcoran, Chancellor Kathy Hebda, Mark Wilson, Brandon Biederman

Others Present:

- Katie Crofoot Liebert
- Nicole Duque
- Katherine Morrison
- Monica Rutkowski
- Lorena Clark

I. Welcome, Roll Call and Approval of Minutes

- Joel Schleicher welcomed members.
- Katie Crofoot Liebert called roll.
- Council members approved the November 20, 2019 meeting minutes as amended.
- Chair Schleicher provided introductory remarks and timeline.

II. Review of Florida Statute

- Vice Chair Ken Lawson discussed Florida Statute 1004.015 and statutory objectives.

III. Discussion/Approval of the Vision Statement

- Discussion included:
 - Vision statement and edits suggested by members.

IV. Strategic Plan Discussion

- The Chair presented the concept of a more visual plan in the form of a marketing document. There appeared to be broad agreement that this should be done in the future but as a separate document.
- There was discussion about adding an executive summary to the plan, which was approved. The Council members approved the format of the current draft with incorporated edits.
- There was a general discussion about what the form of legislative feedback would be regarding the strategic plan.

V. Adding Members to Council

- The Chair presented the concept of adding teachers and business leaders to the Council. There was broad agreement on the Chair's idea that additional voices would be a benefit to the process. It appeared clear that the appointment of additional members would require a legislative change.

VI. Public Comment

Katie Crofoot Liebert opened the meeting for public comment. There was no public comment.

VII. Next Steps/Timeline

- Council members to send in written edits to the plan by Friday, December 13, 2019.
- Next meeting will take place on December 18, 2019, 10:00 am to 12:00 pm in Tallahassee.

VIII. 2020 Meeting Dates

- Members agreed on 2020 meeting dates.

IX. Adjourn.

Chair Schleicher adjourned the meeting.

November 21, 2019

Fellow Florida Talent Development Council Members:

Thank you again, to you and your teams, for the great input to our FTDC strategic recommendation (now being drafted), from the countless hours via the workgroups and related meetings.

As a follow-up to yesterday's meeting, I have attached a revised Vision Statement – per Council comments – for your review and input. Should you have suggestions, please send to Katie and we will work on a collective revision. Thank you.

Likewise, further to yesterday's meeting I propose a couple of other questions for consideration. We discussed data quality and the right answer. With that in mind I pose two questions. I'd appreciate input as to approach; but, if hearing none ask concurrence to proceed.

First, we have accepted the baseline of 49.3% for a starting point and the 60.0% target. I think we need to get detailed information supporting the calculation of the baseline 49.3% and how that is calculated, so that going forward we are comparing the proverbial apples to apples. Likewise, I believe we need to determine the major contributors to move the needle, going forward – i.e. impact of:

- improved elementary reading scores on high school graduation rates;
- matriculation percentages to colleges or certification programs;
- percentage of high school grads leaving the state for college;
- percentage of college grads staying in state to work;
- education stats of inward state migration;
- total number of votech grads and trending;
- other ideas/suggestions? i.e. let the data guide us

Once we have determined above, I think we need to establish interim benchmarks – based upon the data – so that we can measure, monitor and adjust course. For instance, it would be nice to simply say increase the baseline by 1% a year – but how and how to measure. So let's establish reasonable interim benchmarks. Also, can we determine what the practical maximum percentage is. Can we even achieve 60% or 70% or 80%?

Please provide you thoughts to Katie.

Sincerely

Joel A. Schleicher
Chairman, Florida Talent Development Council

FLORIDA TALENT DEVELOPMENT COUNCIL
STRATEGIC PLAN



2020-2030

Cover Letter





Cover Letter

INTRODUCTION

In order to meet the changing and evolving employment demands of the future, Florida must refocus and create a modern alignment of postsecondary attainment, workforce and economic development efforts. Pro-actively responding to the need to develop a more evolved and highly skilled workforce, the Florida Legislature established the Strengthening Alignment between Industry and Learning (SAIL) initiative. SAIL to 60 strives to have to 60 percent of working-age adults (ages 25-64) in Florida with a high-value postsecondary certificate degree, credential or training experience by 2030.

To advance this goal, the Legislature created the Florida Talent Development Council (Council). The Council was tasked with the development of a strategic plan to improve education and training attainment and the alignment of programs and credentials with needs of employers.

EXECUTIVE SUMMARY

The Council has been meeting, since October, 2019, on a framework to align programs and credentials with the needs of employers and increase education and training attainment. The 16-member council is composed of legislative, business, workforce development and postsecondary education leaders.

The Council committed to a cooperative and transparent strategic planning process and considered state legislative mandates (s.1004.015 F.S.) as outlined below:

- Identify Florida's fastest-growing industry sectors and the postsecondary credentials required for employment in those industries;
- Assess whether awarded postsecondary degrees, certificates and other credentials with high demand employment needs and job placement rates;
- Identify strategies to deepen and expand cross-sector collaboration to align higher education programs with targeted industry needs;
- Establish targeted strategies to increase certification and degrees for all populations with attention to closing equity gaps for underserved populations and incumbent workers requiring an upgrade of skills;
- Assess the role of apprenticeship programs in meeting targeted workforce needs and identify any barriers to program expansion;
- Identify common metrics and benchmarks to demonstrate progress toward the 60 percent goal and how the Sail to 60 Initiative can provide coordinated cross-sector support for the strategic plan; and
- Recommend for improvement to the consistency of workforce education data collected and reported by Florida College System institutions and school districts including the establishment of common elements and definitions for any data that is used for state and federal funding and program accountability.



The Council set a framework for the strategic plan by outlining five strategic priorities. Workgroups consisting of Council members, stakeholders and partner organizations organized around each strategic priority. The workgroups drafted goals, intended to catalyze stronger overall system outcomes and strategies, intended to equip the state's education providers, employers, communities and students with strategies to thrive and succeed leading up to 2030 and beyond. Once the workgroups completed their recommendations, the Council held several meetings to review and adopted the goals and strategies related to the five strategic priorities. The Florida Talent Development Council's Strategic Plan is the culmination of the hard work of the Florida's education, workforce and industry sectors.

VISION:

Create and foster cross-sector collaboration between educational institutions, economic development and workforce needs; thereby, creating an accountable talent pipeline toward workforce readiness that fuels economic growth and evolving career pathways for all Floridians. Utilize strategic planning, data accumulation and enhanced government communication to achieve alignment between employer needs and valued and accountable education programs – beginning at elementary school through high school – and continuing to postsecondary and a credential-based education system.

MISSION:

To develop a coordinated, data-driven, statewide approach to meeting Florida's needs for a 21st century workforce that employers and educators use as part of Florida's talent supply system.

GOAL:

By 2030, increase the percentage of working-age adults (ages 25-64) in Florida with a high-value postsecondary certificate, degree or training experience to 60 percent.

STRATEGIC PRIORITIES:

1. POLICY AND SYSTEM ALIGNMENT

2. WORKFORCE READINESS

3. CROSS-SECTOR COLLABORATION AND ENGAGEMENT

4. DATA AND ACCOUNTABILITY

5. EQUITY AND ACCESS

STRATEGIC PRIORITY ONE:

POLICY AND SYSTEM ALIGNMENT

POLICY AND SYSTEM ALIGNMENT

Deliver postsecondary education and training for students that result in talent pipeline in alignment with high-demand employment needs.

GOAL ONE

Identify the postsecondary degrees, certificates and other credentials awarded by Florida's postsecondary institutions.

STRATEGIES

1. Identify postsecondary program offerings across district postsecondary, Florida College System, State University System, Independent Colleges and Universities of Florida and the Commission for Independent Education.
2. Collect data on program offerings and credential production for postsecondary institutions through the Integrated Postsecondary Education Data Set (IPEDS), existing reporting systems or institutions, such as data on enrollment counts, completion counts, location of institution and key student outcome measures, including job placement rates.
3. Using information collected through strategies one and two, create an inventory of program offerings across the state's delivery systems.

GOAL TWO

Identify high-demand employment needs.

STRATEGIES

1. Identify high-demand employment needs, with an emphasis on Florida's targeted sectors and fastest-growing industry sectors.
2. Develop mechanisms for capturing real-time data on high-demand employment needs to supplement data provided by Florida Department of Economic Opportunity and other current methods.
3. Identify emerging employment needs that may not be captured elsewhere.
4. Using information collected through strategies one and three, create an inventory of employment needs.



STRATEGIC PRIORITY ONE:

POLICY AND SYSTEM ALIGNMENT

POLICY AND SYSTEM ALIGNMENT

Deliver postsecondary education and training for students that result in talent pipeline in alignment with high-demand employment needs.

GOAL THREE

Determine the postsecondary programs and credentials needed to fill current and emerging demand for jobs.

STRATEGIES

1. Analyze available data on other variables related to the population, including variables on in- and out-migration, current attainment levels and prospective students in the pipeline (e.g., recent high school graduates, adult education students, incumbent workers, etc.).
2. Match occupation data with postsecondary program data to examine the difference between employment needs and potential supply, adjusting for any population data collected through strategy one above.

GOAL FOUR

Connect employers with postsecondary delivery systems to fill the gaps and build a talent pipeline.

STRATEGIES

1. Provide access to information by publishing a data dashboard on the areas (occupations and regions) where there is an unmet need for a particular program as well as data on outcomes of postsecondary completers.
2. Encourage the continued building and improvement of sector strategies and sector partnerships that have been and are being built regionally (by workforce region)—bring together multiple employers within an industry to collaborate with postsecondary institutions, schools, workforce boards, community and economic development organizations and other stakeholders to align training and outcomes with the skills needed to help industries grow and compete.
3. Publish best practices on partnerships, leveraging the career and technical education audit as a resource and vehicle for annually sharing information.

STRATEGIC PRIORITY TWO:

WORKFORCE READINESS

WORKFORCE READINESS

Increase postsecondary attainment, training, transition, skills and gainful employment in targeted industry sectors.

GOAL ONE

Expand apprenticeships in meeting targeted workforce needs.

STRATEGIES

1. Increase enrollment and reduce barriers to participation.
2. Expand education and awareness of apprenticeships and work-based learning as a critical workforce strategy.
3. Expand apprenticeships, including traditional apprenticeships, high-quality and degree/college-connected apprenticeships.
4. Determine integration of existing apprenticeships' related technical instruction in credit and non-credit and paid and nonpaid credit instruction.

GOAL TWO

Increase early career-related education and exposure.

STRATEGIES

1. Leverage and build upon existing early career-related education programs and best practices.
2. Build partnerships among K-12, postsecondary education, technical education, adult education, industry, apprenticeships, specialty training and other partners to facilitate earlier engagement in career exploration and work-based learning opportunities for all student populations.
3. Influence policy shifts to allow students in K-12 to have more hands-on training, internships and work-based learning opportunities.
4. Expose K-12, postsecondary education, adult education and other populations to in-demand career opportunities in employer-defined career pathways.



STRATEGIC PRIORITY TWO:

WORKFORCE READINESS

WORKFORCE READINESS

Increase postsecondary attainment, training, transition, skills and gainful employment in targeted industry sectors.

GOAL THREE

Address essential and occupational skill gaps.

STRATEGIES

1. Embed essential employability framework (soft skills) across the curriculum and into instruction, ideally through work-based components that complement classroom-based academic work.
2. Develop and implement portable and soft skills programs and instruction for incumbent workers that are recognized by businesses and industries.
3. Increase the use of employer-driven applied/work-based learning in both credit and non-credit programs.
4. Build awareness of, and support for, the value of earlier career exposure and among key audience/stakeholder groups.

GOAL FOUR

Establish career pathways as the framework for Florida's talent development system.

STRATEGIES

1. Develop life-long career pathway systems that provide opportunities to attain stackable credentials.
2. Embed career advancement in existing career pathways and connect non-credit training and adult education to postsecondary credit training.
3. Connect all talent pools to career pathway and credential opportunities in target industries (e.g., elementary and secondary students, disconnected youth, returning military members, adult education participants and other populations).
4. Expand the scope of the learning environment to include workplaces and communities, positioning work-based learning as integral to career preparation and student success.

STRATEGIC PRIORITY TWO:

WORKFORCE READINESS

WORKFORCE READINESS

Increase postsecondary attainment, training, transition, skills and gainful employment in targeted industry sectors.

GOAL FIVE

Increase postsecondary transitions and credential attainment.

STRATEGIES

1. Establish a system to enable multiple entry points into postsecondary education for various student and adult learners that are aligned from first entry through transfer and employment, to clearly identified student readiness levels and credentials, certifications, and/or degrees and ensure successful transition and employment placement in high-growth, family-supporting jobs.
2. Make career-related services, tools and enabling technologies readily accessible to all students.
3. Establish the concept of life-long learning and standardized stackable credentials across educational institutions statewide as a norm.



STRATEGIC PRIORITY THREE:

CROSS-SECTOR COLLABORATION AND ENGAGEMENT

CROSS-SECTOR COLLABORATION AND ENGAGEMENT

Engage all stakeholders in talent development and workforce education and training and leverage community partnerships to better align efforts to meet the needs of employers, particularly those in high-demand industry sectors.

GOAL ONE

Engage targeted industry sectors, employers and businesses in the design and delivery of training and education programs.

STRATEGIES

1. Leverage input from employers to identify, understand and anticipate collective industry needs, address how industry trends will impact training and other workforce needs, and implement customized solutions.
2. At the regional level, work across partner lines to implement a coordinated and unified sector strategy approach to integrate business engagement, business needs assessment and business service/solutions delivery.
3. Incentivize the business community to provide more work-and-learn opportunities to Florida students and adults.

GOAL TWO

Ensure all partners in Florida's education, job skills training and career development systems share the common goal and mission to increase the skills of Floridians, provide pathways to self-sufficient careers and measure success utilizing common metrics.

STRATEGIES

1. Reduce duplication among training and education providers by incentivizing collaboration among postsecondary institutions and other entities in the development of industry/employer partnerships and the design and delivery of apprenticeship, internship and other training programs.
2. Build upon and align with the Workforce Innovation and Opportunity Act (WIOA) State Plan's core partners/programs strategies aimed to enhance coordination and partnerships.
3. Support service and education alignment across workforce, education and nonprofit support service organizations and social service agencies.

STRATEGIC PRIORITY THREE:

CROSS-SECTOR COLLABORATION AND ENGAGEMENT

CROSS-SECTOR COLLABORATION AND ENGAGEMENT

Engage all stakeholders in talent development and workforce education and training and leverage community partnerships to better align efforts to meet the needs of employers, particularly those in high-demand industry sectors.

4. Build a rich community-based culture, supportive of postsecondary student access and success for future outreach efforts.
5. Promote community awareness of area in-demand occupations and the associated skill sets required as well as an appreciation for the workforce and talent development system itself.
6. Utilize technology to increase and streamline collaboration.

GOAL THREE

Expand and accelerate the development, approval and implementation of employer-driven training models, including non-traditional work and learn models.

STRATEGIES

1. Fast-track expansion and implementation of employer-driven training models that are supported by industry/employer stakeholders.
2. Expand state and community college and partner capacity to design/replicate employer-driven training models by linking the sharing of models to professional development and continuing education requirements.
3. Establish a system-wide business services design incorporating a single point of contact who can offer collective solutions.



STRATEGIC PRIORITY THREE:

CROSS-SECTOR COLLABORATION AND ENGAGEMENT

CROSS-SECTOR COLLABORATION AND ENGAGEMENT

Engage all stakeholders in talent development and workforce education and training and leverage community partnerships to better align efforts to meet the needs of employers, particularly those in high-demand industry sectors.

GOAL FOUR

Leverage postsecondary institutions to deepen the state's talent pool to support expansion in targeted sectors.

STRATEGIES

1. Further universities' and colleges' efforts targeting specific industry sectors, businesses and employers by proactively identifying their priorities and needs.
2. Encourage universities and colleges to expand and strengthen programs related to targeted sectors.
3. Leverage job placement programs to assist current students and recent graduates in finding state and local career options among businesses within the targeted sectors.
4. Provide value-added tools and activities for students and jobseekers to more efficiently connect with employers who are recruiting talent.

GOAL FIVE

Directly link public investments for postsecondary education, training, and career development to the targeted industry needs within Florida's economy.

STRATEGIES

1. Evaluate current resource allocation and funding streams for system partners to identify and address duplicative services.
2. Identify and recommend creative, cross-agency and cross-sector funding models that support similar workforce programs and include agency programs that potentially benefit from public-private partnerships.
3. Adopt a data-driven, sector-based approach that directly aligns education and training with the needs of Florida's regional and state economies.
4. Leverage opportunities to adopt technology solutions for data coordination to share information more systematically among jobseekers, employers and partners.
5. Engage businesses, employers, employer organizations, trade associations and jobseekers through outreach and recruitment.

STRATEGIC PRIORITY FOUR:

DATA AND ACCOUNTABILITY

DATA AND ACCOUNTABILITY

Program integrity, effectiveness and accountability. Common metrics and benchmarking to demonstrate progress on the SAIL to 60 by 2030 initiative.

GOAL ONE

Identify the fastest-growing industry sectors in Florida.

STRATEGIES

1. Utilize calibrated job forecasting analysis from the Florida Department of Economic Opportunity, Enterprise Florida Inc., CareerSource Florida and other real-time data sources to see which occupations are forecasted to grow the most, ranging from low, middle and high-skilled jobs with an emphasis on Florida's target sectors as well as emerging employment needs.
2. Develop a matrix that aligns fastest-growing industries and occupations to Enterprise Florida's Targeted Industry clusters and includes occupations ranging from low, middle and high-skilled jobs.
3. Develop an awareness campaign and a dashboard to help educate and inform students, parents, counselors, recruiters and other stakeholders to the in-demand jobs and job openings in their region that range from low, middle and high-skilled occupations.

GOAL TWO

Ensure that postsecondary credentials needed for fastest-growing jobs are available.

STRATEGIES

1. Develop a consistent validation process to ensure that industry credentials and job skills offered across secondary and postsecondary institutions are in demand for the fastest-growing jobs in the region and are aligned with industry and qualified and credentialed employees.
2. Develop a sustainable process for the business community to identify the secondary and postsecondary credentials and occupation skills needed to fill talent gaps in Florida.
3. Modify the national Classification of Instructional Programs (CIP) x Standard Occupational Classification (SOC) crosswalk to align with Florida secondary and postsecondary credentials and implement as statewide standard.



STRATEGIC PRIORITY FOUR:

DATA AND ACCOUNTABILITY

DATA AND ACCOUNTABILITY

Program integrity, effectiveness and accountability. Common metrics and benchmarking to demonstrate progress on the SAIL to 60 by 2030 initiative.

GOAL THREE

Consider the formation of a Florida Workforce Data Advisory Panel to evaluate the current workforce education data collected by Florida College System institutions and school districts, the schedule of collection, funding sources and state data system infrastructure. Use the Panel to shape data policies that enable workers to access in-demand skills that businesses seek.

STRATEGIES

1. Leverage current standardized data elements and reporting mechanisms to improve information available to the entire workforce performance network to make key strategic, programmatic and funding decisions as well as communicate performance to all stakeholders, including students/parents, jobseekers, businesses and policy-makers.
2. Identify and leverage existing program accountability measures required by law and how these measures may be improved by the addition of business satisfaction, entry into or advancement in employment and retention in Florida's Talent Network.
3. Identify, measure and assess the integration of critical employability skills into academic and training programs and assessments.
4. Leverage current and emerging technology (e.g., artificial intelligence) to provide in-demand and on-the-job training to incumbent workers to enhance their skills. Increase the number of students enrolling in online/distance learning courses. Consider solutions for Florida's 29 rural counties where broadband access may be unavailable or limited.
5. Measure and assess the use of business-led, work-based learning, such as pre-apprenticeships, apprenticeships, customized training and on-the-job training (OJT) as well as credit for prior learning.

STRATEGIC PRIORITY FIVE:

EQUITY AND ACCESS

EQUITY AND ACCESS

Increase access to postsecondary education and successful completion for underserved populations and incumbent workers requiring an upgrade of skills.

GOAL ONE

Conduct a rigorous analysis of economic and demographic indicators of key equity gaps that must be addressed to propel Florida toward achieving the state's postsecondary attainment goal.

STRATEGIES

1. Develop a framework to identify the opportunity groups that have the lowest rates of postsecondary attainment historically and examine whether there are groups that may be excluded from competing for high-wage, high-demand jobs and careers due to their lagging educational attainment. The framework must include information regarding critical gaps for underserved and underrepresented groups in focus areas including but not limited to socioeconomic, geographic, race/ethnicity, veterans and other indicators deemed essential to achieve the state's postsecondary attainment goal.
2. Utilize data to identify benchmarks and targets for postsecondary attainment by the underserved and underrepresented opportunity groups for whom equity gaps exist to eliminate gaps.
3. Identify opportunities to enhance postsecondary attainment completion for all Floridians by further addressing existing college and career readiness achievement gaps in secondary education including but not limited to increasing to 100 percent 3rd graders reading at or above grade level, 8th graders reading and performing math at or above grade level and accelerated coursework.



STRATEGIC PRIORITY FIVE:

EQUITY AND ACCESS

EQUITY AND ACCESS

Increase access to postsecondary education and successful completion for underserved populations and incumbent workers requiring an upgrade of skills.

GOAL TWO

Evaluate current practices to identify, share and, where appropriate, replicate proven practices that expand access to and completion of postsecondary degrees, certificates and other credentials and support closing equity gaps.

STRATEGIES

1. Conduct an inventory of current practices in secondary and postsecondary education (public and private) to close equity gaps by gathering stakeholder input regarding programs and practices that are assets in addressing equity issues with proven results to increase certification and degree completion.
2. Identify and highlight strategies, programs and practices by community partners and other entities that effectively address closing equity gaps in education and training resulting in postsecondary attainment.
3. Using the framework outcomes, benchmarks and targets, identify statewide priorities for closing critical equity gaps in education and training, which may include but not be limited to dual enrollment, increasing work-based learning opportunities for Florida students and incumbent workers as well as expanded access to online education.

STRATEGIC PRIORITY FIVE:

EQUITY AND ACCESS

EQUITY AND ACCESS

Increase access to postsecondary education and successful completion for underserved populations and incumbent workers requiring an upgrade of skills.

GOAL THREE

Provide Florida students access to quality, comprehensive and coordinated information and guidance regarding postsecondary education and career opportunities to support their decisions regarding postsecondary attainment, employment and careers.

STRATEGIES

1. Identify and assess existing tools and resources in Florida that offer college and career information, guidance and support through state-level investments to ensure the state investment is focused on evidence-based, results-driven information and guidance in collaboration with employers, education, workforce and community partners.
2. Gather information for each tier of the education system regarding existing methods for making college and career information available to students and evaluate opportunities for audience-focused continuous improvement and collaboration.
3. Develop and support funding for a statewide outreach campaign to enhance awareness of the value of postsecondary attainment including a focused communication strategy to target underserved and underrepresented Floridians to increase their postsecondary attainment outcomes.



COUNCIL MEMBERS:

JOEL SCHLEICHER, CHAIR

GOVERNOR'S APPOINTEE

KEN LAWSON, VICE CHAIR

FLORIDA DEPARTMENT OF ECONOMIC
OPPORTUNITY

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FLORIDA DEPARTMENT OF EDUCATION
DIVISION OF CAREER AND ADULT
EDUCATION

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Florida Talent Development Council

2020 Meeting Dates

Date	Time	Location
Tuesday, January 28 th	1:00 PM	Tallahassee, FL
Thursday, February 20 th	3:00 PM	Conference Call
Thursday, March 26 ^{th*}	3:00 PM	Conference Call
Tuesday, April 21 st	1:00 PM	Naples, FL - Arthrex
Thursday, May 28 th	3:00 PM	Conference Call
Monday, June 22 ^{th*}	10:00 AM	Conference Call
Tuesday, July 21 st	2:00 PM	Tampa, FL
Tuesday, August 25 th	3:00 PM	Conference Call
Tuesday, September 22 nd	3:00 PM	Conference Call
Tuesday, October 27 th	3:00 PM	TBD – Embry Riddle
Tuesday, November 24 th	3:00 PM	Conference Call
Monday, December 21 st	2:00 PM	Conference Call

*updated based on Board of Governors Meeting