

INSTITUTE FOR SENIOR PROFESSIONALS (ISP)
at Okaloosa-Walton College

ISP DIRECTOR'S GUIDE

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INSTITUTE FOR SENIOR PROFESSIONALS
at Okaloosa-Walton College

**MISSION STATEMENT, BROAD GOALS
AND GUIDING PRINCIPLES**

Mission Statement

The OWC Institute for Senior Professionals (ISP) is a Service organization committed to providing opportunities for retired professionals to make meaningful contributions in support of the community and the college's programs and activities through participation in problem solving, economic development of the college district, and volunteer participation in the college's activities.

Broad Goals

The following broad goals explain the mission of the ISP in more specific terms:

1. The ISP will make objective observations/recommendations to enhance the efficiency and effectiveness of client organizations based on research, self-studies, needs assessment, and other appropriate activities in support of the following:
 - a. college programs
 - b. economic development
 - c. community development/quality of life initiatives
 - d. local government programs
 - e. not-for-profit organization activities
2. The ISP will maintain an appropriate level of internal and external awareness of emerging issues that might affect or are affecting the college, community, and/or local governments.
3. The ISP will provide the college and community with ready access to intellectual resources and a broad/deep base of professional experience.
4. The ISP will provide its members with an intellectually stimulating environment that values and makes appropriate use of their knowledge and experience.

Guiding Principles

In pursuing its mission, the ISP will be guided by the following principles:

Awareness

Without seeking publicity or undertaking formal marketing programs, ISP will informally make the community aware of its existence and potential while simultaneously attempting to stay abreast of emerging issues in the community.

Member Participation

The ISP is a volunteer organization that is open to members on a by-invitation basis. Consequently, it is expected that those who become members will actively participate in the ISP's activities and projects.

Fund Raising

The ISP does not engage in fund-raising projects or activities.

Pro Bono Work

The ISP undertakes projects for government and not-for-profit organizations on a pro bono basis. However, provision may be made as appropriate for government and not-for-profit organizations to reimburse members for expenses. Private-sector work is not accepted.

Diversification of Membership

The ISP recognizes the value of diversification in its membership. Consequently, diversity will be considered when inviting people to become new members.

Apolitical

While the ISP accepts local government projects, the organization is apolitical. The ISP does not accept projects meant to support political candidates or parties.

Consistency

The ISP ensures that its operation, activities, and projects are consistent with OWC policy.

Ethics/Professionalism

ISP members are expected to conduct themselves in ways that are consistent with the highest standards of ethics and professionalism.

Criteria-Based Selection

Before a project is accepted by the ISP, it must satisfy a set of established criteria, one of which is approval of OWC's President.

By Laws

Article I. Membership

Section 1. Classification: The Institute will have one type of membership: Director. Institute Directors will have voting privileges and pay annual dues as described in Section 7.

Section 2. Qualifications: Directors of the Institute shall be individuals who have distinguished themselves by their achievement in business, professional, scientific, technical, political, cultural, or academic areas.

Section 3. Privileges of Membership: Directors of the Institute will be entitled to certain resources of the college, including library, lectures, theatrical and musical presentations, athletic facilities, dining facilities, bookstore, and campus parking.

Section 4. Admission to Membership: Membership in the Institute for Senior Professionals will be by invitation of the college president, based on a majority vote of the Directors. Prospective members must be recommended by a member and be invited to attend one regular meeting as guests. Following attendance as a guest, if there is no membership objection within seven days, the prospective member will be offered a membership application. Upon receipt of the completed membership application, it will be reviewed by the Membership Committee who will then meet with the applicant to insure understanding and compatibility with the mission statement of the ISP and the expected level of member participation. Upon final approval by the Membership Committee, the application will be forwarded to the Directors for their approval. The application will then be forwarded to the college president for final approval and issue of a formal invitation to join.

Section 5. Term of Membership: Directors will serve at the pleasure of the college president. Upon request from a Director, recommendation by the Membership Committee, and approval by majority vote of the membership, a Director who is unable to actively participate in regular ISP meetings but wishes to remain informed on ISP activities may be placed in a non-dues-paying Director Emeritus status.

The minutes of each meeting of the Directors will record names of Directors present and those absent. If a Director is absent from three consecutive regular meetings, the Membership Committee will be requested to review the Director's status, and recommend action on continuation of his/her membership. If the recommendation is that said membership should be discontinued, the College President will be requested to inform the Director accordingly.

Similarly, if the conduct of any Director fails to live up to the policies and practices of the Institute in any way to bring discredit upon the Institute or the College, continuation of his/her membership would be considered as described above.

Section 6. Fiscal Year: The fiscal year of the Institute for Senior Professionals shall be 1 July through 30 June, the same as the fiscal year of the college.

Section 7. Dues: The Executive Committee shall recommend annual dues to the membership for approval in September of each year. A portion, as determined by the membership, of each dues payment shall be placed in the ISP operating account to be used for the normal operating expenses of the organization. Each paying member will receive a statement of tax credit for this portion from the OWC Foundation. Normal operating expenses include, but are not limited to, costs associated with publishing studies and reports, refreshments provided at monthly meetings, and costs associated with official guest expenses at ISP functions as determined by the Executive Committee.

The balance of the dues payment shall be placed in the ISP Discretionary Account to be used to help offset members' expenses, such as the annual dinner meeting, as determined by the Executive Committee.

When new members are admitted after January 1 the annual dues for that year will be reduced by 50 percent.

Subsequent to the initial meeting of the year (September), the incoming Executive Committee shall review the status of both accounts to determine if excess funds exist beyond those required for normal expenses incurred by the ISP. Should this be the case, the Executive Committee shall determine the amount of excess and make a recommendation to the membership for approval of how best to use these funds to support ISP programs.

Article II. Governance and Operation

Section 1. General: The Institute will function as an integral part of Okaloosa-Walton College. Each member will receive a copy of the ISP Director's Guide, to include ISP bylaws, operating policies, and practices. The college will designate staff to provide administrative support.

Section 2. Elected Officers: The elected officers of the Institute shall include a Chairman, Vice Chairman, Secretary, and Treasurer. The officers will be elected by the Directors and approved by the college president for a term of one fiscal year. The Vice Chairman shall be the Chairman elect. Election of officers shall be conducted prior to the end of the current fiscal year with officers to be installed at the June meeting.

Section 3. Duties of Elected Officers:

(a) The Chairman shall preside over all meetings, shall cast the deciding ballot in the case of a tie, will present an annual written report to the college president on the state of the Institute, appoint a Nominating Committee, and perform such other duties as custom and parliamentary usage prescribe. The Chairman shall serve as chief liaison officer for Directors to the college president, to include periodic meetings.

- (a) The Vice-Chairman shall assist the Chairman in the performance of duties and shall assume the duties of the Chairman in his/her absence.
- (c) The Secretary shall, in coordination with the Senior Staff Assistant to the Director of College Advancement, be responsible for:
- Custody and filing of a copy of all official minutes, task force, and project reports in the ISP office
 - Maintaining a listing of all motions passed by the Executive committee and at general meetings of the Institute
 - Maintaining a membership list of the Institute directors
 - Editing and publishing the ISP Directory
 - Distributing the monthly meeting minutes to the membership
 - Conducting an annual inventory of ISP office equipment
- (d) The Treasurer shall, in coordination with the Senior Staff Assistant to the Director of College Advancement be responsible for:
- Making a monthly financial report to the members
 - Filing a monthly financial report in the ISP office
 - Preparing the proposed annual budget
 - Providing financial planning for the Institute
 - Preparing an annual financial report
- A summary financial report is to be presented at the last meeting of the year. The outgoing and incoming treasurers shall meet for the purpose of developing the budget.

Section 4. Vacancies: In the event an elected office becomes vacant, the Executive Committee shall appoint a member to fill the unexpired term.

Section 5. Meetings: The Directors of the Institute ordinarily will meet once a month, but not less than four times a year. Special meetings may be called by the Executive Committee. The Institute may conduct its affairs by telephone, by mail, or e-mail when the Chairman, or in the absence of the Chairman, the Vice Chairman, determines that the best interests of the Institute require such action.

Section 6. Quorum: A simple majority of the directors present and voting shall constitute a quorum at any meeting.

Article III. Committees of the Institute

Section 1. Types of Committees: Committees shall consist of standing committees and special committees.

Section 2. Standing Committees: These committees serving the same term as the elected officers will be appointed by the Chairman and approved by the college president. The standing committees must have a minimum of two members and shall include, but not be limited to the following:

- (a) Executive Committee, consisting of the Chairman, Vice Chairman, Secretary, Treasurer of the Institute, and the College President. The Executive Committee shall be responsible for:
 - Operation of the Institute between meetings
 - Review and approval of proposed projects and presentation, with recommendations, to the Directors after the college president's approval
- (b) Membership Committee, appointed by the Chairman, shall include one past ISP Chairman. It shall be responsible for interviewing, evaluating, and recommending individuals who meet the overall requirements for Institute membership and possess specific qualifications to meet the needs of the Institute. The committee shall make specific recommendations to the Directors in accordance with Article I, Section 4.
- (c) Program Committee, appointed by the Chairman, shall be responsible for providing interesting speakers and programs for all meetings, and/or any special programs.
- (d) Social Committee, appointed by the Chairman, shall be responsible for providing and scheduling social outings during the fiscal year.

Section 3. Advisory Committee: An ISP Advisory Committee shall be appointed by and conduct business at the pleasure of the chairman. The committee shall be comprised of past ISP chairmen and limited to a maximum of seven members. The most senior past chairman shall rotate off the committee each year. The committee shall be limited to the following:

- Special instructions from the ISP chairman
- A new committee chairman shall be appointed each year by the incoming ISP chairman

Section 4. Nominating Committee: The Nominating Committee, consisting of three past chairmen of the ISP, will be appointed by the Chairman annually in April, and will submit at the May meeting a slate of officers for election by the Directors.

Section 5. Reports: All task force and project chairs shall prepare a written summary covering their monthly activities which will be submitted to the Recording Secretary to be included in the Minutes. A verbal monthly summary will be given to the membership. All final reports, upon acceptance by the directors, are subject to approval by the college president.

Article IV. Approval and Amendments

The Directors will develop bylaws for the Institute. The bylaws, and/or amendments, must be approved by a two-thirds vote of the Directors present and voting. They are subject to approval by the college president.

INSTITUTE FOR SENIOR PROFESSIONALS

at Okaloosa-Walton College

ISP POLICIES

1. Executive committee meetings are held the first Tuesday of each month, September through June. Meetings are held in the ISP Conference Room, Building K.
2. Membership meetings begin at 9:30 a.m. the third Tuesday of each month, September through June at the OWC Gallery, Building K.
3. Yearly dues are determined by the directors each September upon recommendation of the current Executive Committee.
4. As an apolitical organization, ISP is not associated with nor supports any political party, political action group, candidate, nor political activity of any kind.
5. Members may engage in relevant activities without approval when: a) such activities are separate from the ISP; b) there is no conflict of interest; and c) other members of ISP are advised as appropriate.
6. ISP does not seek publicity.
7. All requests for studies or projects must be approved by the executive committee, ISP directors, and by the college president. Final reports are approved by directors and the college president.
8. Diversification of membership is desired.
9. Members receive no remuneration for participation in ISP activities.
10. All ISP files shall be maintained by the Secretary in the ISP office. Files may be copied; originals must be re-filed. File users must use sign-out/sign-in logs.
11. Compassionate expenditures normally are limited to the following: a) death of a member, \$100; b) death of an immediate family member (spouse, child, or parent living with member), \$50; c) serious injury, illness or hospitalization of member, \$25, family member or other, \$5.

What is ISP?

Background:

This document has been used in the past as a statement of the ISP mission and purpose and a summary of past activity.

Objective:

This edition of "What is ISP?" has been updated to more clearly portray the ISP Mission Statement and make it consistent with the by-laws. It also contains a complete record of ISP study activity from inception to June 2004.

"What is ISP?" will be used as background and instructional material for prospective members and speakers. It may also be used to inform agencies considering requesting study effort of our capability and may be used as a handout when Directors make ISP related appearances in public forums.

WHAT IS ISP?

ISP is the Institute for Senior Professionals of the Okaloosa-Walton College, an organization of mostly retired senior men and women who have enjoyed careers as executives and professionals in many and varied fields of endeavor.

The membership of ISP meets on a regular basis to exchange ideas, review requests for assistance and task force reports, and hear from speakers in various fields of activity, on subjects of current interest.

MISSION STATEMENT

The OWC Institute for Senior Professionals (ISP) is a service organization committed to providing opportunities for retired professionals to make meaningful contributions in support of the community and the college's programs and activities through participation in problem solving, economic development of the college district, and volunteer participation in the college's activities.

WHAT WE DO

In pursuing its mission, ISP establishes Critical Issue Focus Groups for reviewing issues in the areas of Environment and Natural Resources, Transportation, Disaster Response, Workforce Housing and Citizen Involvement.

We also form study groups to participate in problem solving with many segments of local government, not-for-profit business, and charitable organizations. Some examples of activities in which we have been or are currently involved include:

- **Okaloosa County Facilities Requirements**

At the request of the Okaloosa County Commission, ISP studied and made specific recommendations as to the future facilities requirements of county government.

- **Okaloosa County Fee Structure**

At the County Commission's request, a study was conducted regarding the adequacy of fees charged by various county government departments and recommended specific changes.

- **Okaloosa County Contract Administration**

The Okaloosa County Commission requested a review of county contract administration and recommendations for procedural changes to improve effectiveness.

- **Okaloosa County Emergency Services – Fire Service Consolidation**

The county Director of Emergency Services requested that ISP members moderate a discussion of a proposal to combine county fire departments.

- **Okaloosa County School System Administration**

The county Superintendent of Schools requested a study of administration structure and procedures.

- **Okaloosa County Medical Department Procedures Consultation**

The county medical department requested consultation from ISP in its internal operation.

- **City of DeFuniak Springs – Enterprise Zone Application**

The city and Walton County Economic Development Council requested assistance in preparing their application for Enterprise Zone designation.

- **Horizons of Okaloosa County**

On two separate occasions, Horizons requested ISP assistance in improving the effectiveness of their overall operation.

- **Fort Walton Beach Speech and Hearing Center**

The Board of Directors of the Center requested assistance in determining the future course of its operation.

- **The Heritage Museum**

The museum requested assistance on two occasions: first in developing a plan of organization and operation followed by a request to facilitate development of a long-range plan.

- **City of Destin Insurance Consultation**

The city requested expertise in determining the city's insurance needs.

- **The American Red Cross**

The American Red Cross requested assistance in a strategic planning study.

- **The Salvation Army**

The Salvation Army requested assistance in developing a five-year Strategic Plan.

- **Eglin Air Force Base**

Eglin Air Force Base has requested assistance on two separate occasions. First, a task force studied the club operations and made recommendations to maximize utilization and efficiency. The second request was for assistance in developing a plan to enhance Eglin's corporate image as part of the base's strategic planning process.

- **Town of Cinco Bayou**

ISP was requested to provide assistance in updating the town's Comprehensive Plan.

- **Town of Shalimar**

ISP was requested to provide assistance in updating the town's Comprehensive Plan.

- **Children in Crisis (CIC)**

The CIC Board of Directors requested that ISP develop a Business Plan for this proposed Foster Care Village.

- **City of Valparaiso Public Works Study**

The city requested a study of the efficiency of the city's sanitation operations

- **Okaloosa County Science Fair**

ISP was requested to judge projects displayed by middle and high school science students at the East Panhandle Regional Science and Engineering fair.

- **City of Destin**

The city requested two studies. One to develop Performance Evaluation Procedures and a Job Description for the City Manager, and one to implement the Florida Global Management Control System.

- **American Cancer Society Transportation**

The American Cancer Society asked the ISP to assist the UWF Academy of Senior Professional in studying transportation problems for cancer patients in the five county region of Florida's western panhandle.

- **Ethics Seminar**

OWC asked ISP to develop and provide to the classrooms a professional, contemporary Ethics Seminar series covering Ethics in Business, Ethics in Science and Engineering, Ethics in the Humanities, and an examination of Ethics as a core subject; Ethics 101.

- **AAUW, Choices for the 21st Century**

The AAUW asked ISP to help develop and moderate five evening sessions at OWC focused on "Finding our Role in Changing Society".

- **Ft. Walton Beach Urbanized Area MPO**

The MPO requested ISP to develop profiles of each of the communities within the urbanized area.

- **Okaloosa County Criminal Case Costs**

A County Judge requested ISP determine the costs of administering a case in the county criminal court system.

- **NWFRPC CEDS Review**

The West Florida Regional Planning Council asked ISP to review their Comprehensive Economic Development Strategy.

- **Symposium on Terrorism**

OWC requested ISP to participate in a symposium to consider the various aspects of terrorism including its roots, means and methods, and ways that America might counter this new kind of threat.

- **FBLA**

ISP was asked by the Future Business Leaders of America to help conduct and judge their annual district leadership and skills development competition.

- **Crestview Enterprise Zone**

The Okaloosa County Economic Development Council requested assistance in preparing their application for Enterprise Zone designation.

- **AmeriCorps Sustainability**

ISP was requested to develop a sustainability plan for AmeriCorps and also to participate in a Quality Control Evaluation.

- **Veterans Upward Bound**

ISP was requested by OWC to provide career guidance and counseling to Veterans seeking new careers.

- **Walton County Commission Procedures**

This study, which was aborted by the Commission, was to determine how Commission decisions get translated into policies and procedures.

- **Okaloosa County Four-Day Week**

At the request of the County Manager this study examined the pros and cons of a four-day workweek for some county departments.

- **Ft Walton Beach Urbanized Area MPO Procedures**

The FWB Metropolitan Planning Organization asked ISP to review their "Public Involvement Procedures" which were used as a model for the West Florida Regional Planning Council.

- **Okaloosa County School Transportation System**

At the request of the Okaloosa County school system, ISP reviewed their transportation facilities, needs, and procedures.

- **PAWS Accounting System**

ISP was requested to review accounting procedures for the Panhandle Animal Welfare Society.

OTHER ACTIVITY:

In addition to these activities, ISP has worked through the Okaloosa County Economic Development Council and “TeCMEN” to assist local manufacturing and service organizations in accomplishing their business objectives.

ISP also participated in the formation of an Elderhostel activity at OWC - both Traditional and Senior Learning. The Senior Learning Program has evolved into a permanent program called “PRIME TIME.” The Adapter Program was an ISP/OWC faculty cooperative effort directly involving members in classroom activity.

ISP members also participate in proctoring and judging activities in support of OWC’s and other educational missions. Examples include Future Business Leaders of America and the Okaloosa County Science Fair.

SUMMARY:

All in all, ISP offers activities for senior professionals in many directions, and the opportunity to work with outstanding members of our communities, college faculty, staff, and students. We are mostly retired but we remain involved. It is our intent to continue to focus attention on the facets of life in our community that need scrutiny and where improvements or enhancements might be possible.

INSTITUTE FOR SENIOR PROFESSIONALS
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ACQUIRING AND ORIENTING NEW MEMBERS

ISP candidates for membership shall be persons who have distinguished themselves by professional or other accomplishments and are in a position to actively contribute to the community through the work programs of the ISP. In addition, and in the interest of maintaining a membership sufficiently diverse to meet anticipated program requirements, the ISP may search for and recommend to the college president as members individuals with specific backgrounds.

Directors are encouraged to take an active part in recruiting new members by seeking out talented members of our community and impressing upon them that they can make a real contribution through the ISP.

1. When a Director elects to sponsor a person for membership in ISP, it is incumbent upon him/her to be familiar with the background, experience and qualifications of the prospective member. When the candidate visits a regular ISP meeting as a guest of the Sponsoring Director, a brief summary of the candidate's qualifications shall be presented when he/she is introduced.
2. The prospective (recommended) candidate shall receive "What is ISP?" when attending as a guest.
3. Before the next regular ISP meeting, after favorable acceptance, i.e., no unfavorable comments within seven days to the Membership Committee Chair, the candidate shall be sent an application for ISP membership per the By-Laws, Article 1, Section 4.
4. An interview/orientation meeting between membership committee members and the candidate shall take place as soon as possible after the application form is received.
5. Interview/orientation subjects to be covered:
 - Review mission statement
 - ISP is an apolitical organization
 - Emphasis on candidate's available time to be active
 - Readiness to accept responsibilities
 - Dues and attendance
 - Time and date of regular meetings
 - Program and lunch
 - Social meetings
6. A candidate's application will be made available to all Directors, who will vote at the next regular meeting.
7. If approved by a majority of the Directors then voting, the application will be forwarded to the college president for approval and invitation to membership.

Okaloosa-Walton College

100 College Boulevard, Niceville, FL 32578-1294

Name:

Address:

Phone Number: _____ FAX: _____

(Other) _____ E-Mail _____

Currently employed: _____ Yes _____ No

Current, or if Retired, Previous Profession:

Education (Please List College attended and Degrees awarded):

Professional/Business Experience:

Areas of Expertise including Avocation:

Awards and Recognitions Received:

List any Organizations of Membership and Office held in each:

Summary of Previous Volunteer Activity

Hobbies and/or Avocations:

Please read the Mission of the Institute for Senior Professionals (ISP) and the Summary of Activities.

a) Why do you want to be a member of ISP?

b) What do you believe you can contribute to ISP.?

Marital Status/Spouse's Name

Additional comments (Optional)

Please sign and date, attach resume, and give completed application to your sponsor.

Signature of Applicant Date

Signature of Sponsor Date

Approval _____
Membership Committee Chairman Date

Approval _____
ISP Chairman Date

INSTITUTE FOR SENIOR PROFESSIONALS
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REQUESTED PROJECTS, STUDIES, AND REPORTS

Background:

The Institute for Senior Professionals (ISP) has the capacity to bring the diverse experience, background and problem-solving abilities of its members to bear on a wide range of local and regional public-interest issues.

The Committee Chairperson is required to provide a brief status report monthly on the studies and projects previously approved by the Directors. Such reports will normally be oral with brief written status notes to the Recording Secretary for inclusion in the published minutes.

All ISP members are expected to periodically participate actively in one or more committees.

Objective:

The objective is to research, document and provide to the requester comments and specific recommendations. This will be done through intensive review and analysis of available data, interviews with knowledgeable individuals, and other investigative techniques as determined by the committee chairman the final report must be approved by a majority vote of the entire ISP membership and clearly identified as an ISP, and not OWC, recommendation. All formal reports will require approval by the college president prior to submitting the report to the requester. Members of ISP may assist organizations on an individual basis; however, such assistance must be made known to the membership, along with periodic reports. Reports on individual assistance do not require approval by the college president prior to their being published.

Project Criteria

Must be within the skills inventory and capabilities of the membership
Must be apolitical with a clear benefit resulting
Non-competitive with for-profit consulting firms
Not to be conducted for monetary, influence, or political gain
Project defines a clear beginning and ending point, and the desired product
The request must come from the not-for-profit arena
Project will be limited to the OWC primary service area
Project request may also be internally generated

Guidelines:

In pursuing the purpose of this program, the following guidelines apply:

- Establish committees as necessary, with each being focused on a specific request that has been submitted to and approved by the ISP membership.
- At the time a new project is presented to the membership for approval, that package should also include the name of the project committee chair who has been appointed by the ISP chairman.
- Committees will be structured for involvement with projects and studies and as consultants in response to traditional requests from communities served by Okaloosa-Walton College.
- Committees will develop and document a complete understanding of all facets of the areas of concern.
- Usually monthly, an oral report will be given to the membership. A brief written summary report will be given to the Recording Secretary for inclusion in the monthly minutes.
- If a final report reveals a unique problem, the committee chairman may recommend to the ISP chairman that a “white paper” be written to document the problem.
- Any reports and/or recommendations endorsed by the committee must be approved by a majority vote of the ISP membership then voting and clearly identified as an ISP, not an OWC, document.
- Formal reports will require approval of the college president prior to submitting the report to the requester.
- A copy of all reports will be filed in the ISP office. Filing will be the responsibility of the ISP secretary.
- ISP Directors’ access to ISP files will be controlled by a sign-out/sign-in register.
- The ISP chairman periodically will require a follow-up on past studies and projects. The follow-ups will be done chronologically, and conducted by the original study/project chairman, or his appointee (member of the original study or project committee/team). An oral report will be given to the membership. The ISP chairman will be given a written summary of the report.

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ISP Critical Issues Focus Groups

Background:

After three or four very active years addressing local area issues and problems, ISP realized the importance of coordinating solutions to short-term, local areas of concern by developing and proposing solutions to regional long-range needs. Therefore, in 1995, in a departure from the traditional approach to requested projects, studies and reports, ISP decided to additionally pursue activities involving long-range planning, looking into the future to see what northwest Florida might be like twenty-five years hence. To implement this activity, ISP needed to generate the effort internally, rather than waiting for requests from external sources. Thus was born the “Focus 2020 Task Force Program” to investigate and coordinate with public agencies and private groups involved with regional long-range planning. Task Forces were initially established to address Transportation, Water Resources, and Citizen Involvement, which at the time were deemed to be the three most significant areas in the future growth and development of Northwest Florida.

In 2005 the program was reorganized and renamed the ISP Critical Issues Focus Groups (CIFG) and currently consists of five issue groups: Environment and Natural Resources, Transportation, Disaster Response, Workforce Housing, and Citizen Involvement.

Objective:

The original objective of task forces as stated in 1995 was: “Identify the most critical issues facing Northwest Florida over the next 25 years.” In attempting to identify critical issues, the task forces would be required to gather information, evaluate the importance and decide how best to interact in the long-range planning process in surfacing those issues considered critical. It was envisioned that the ISP would become a repository of information about critical issues, and written reports of task force findings and “white papers” would be published following appropriate review and approval of the ISP Directors and College President. This continues to be the objective of the ISP Critical Issues Focus Groups.

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Guidelines:

- ISP to Identify the most critical issues facing Northwest Florida
- CIFGs to participate in strategic planning activity as a service to the college and community
- Focus Group chairperson should rotate, invigorate, lead
- ISP Chairperson to insure that all members are involved.
- Members are encouraged to participate.
- Members should attend strategic planning meetings in the community.
- Members should learn about who is doing what, for what purpose, and identify work that seems to be in parallel or overlapping.
- Members should act as catalyst and stimulate strategic planning.
- Members should assist community planning agencies in identifying problems and alternative solutions.
- Chairpersons make monthly written or oral reports to the ISP Chairperson and Secretary; and verbally summarize their reports at monthly ISP meetings.
- Task groups may prepare and submit “white papers” on topics of significance; these may later be selected for publication after approval by the Directors and College President.
- An annual report of each Critical Issues Focus Group activity and status will be submitted to the ISP Chairperson, outlining accomplishments, what next can be done, and where the project is predicted to go. This will become part of the ISP Chairperson’s Annual Report to the College President.

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INTERNALLY INITIATED ISP STUDIES AND REPORTS

Background

In order to enrich and expand the current Critical Issues Focus Groups (CIFG) we recommend that ISP adopt a pro-active policy and procedure for developing, publishing, problems or needs of the broad community served by the college - which are identified as local short-range or long-range matters of concern. It is expected that from time to time, such issues or problems will be identified from within existing CIFGs as they monitor and provide awareness of happenings or developments within their particular interest areas. Once identified, the need will be brought before the Directors at a regular meeting.

Objective

“White papers” would enable ISP to highlight issues and community needs, assist in setting public priorities, and suggest solutions founded on established facts and professionally-based views. Experience and expertise of ISP directors thereby could be brought to bear on serious concerns, helping community decision-making bodies arrive at fair and balanced conclusions and actions.

Guidelines

- An internal request for a study of a particular subject shall be made in writing to the ISP Chairperson by the chairman of one of the current CFIGs or may be suggested by any Director
- As is the case for any request from a community organization for ISP to undertake a study, any internally proposed study will also require approval of the Executive Committee and the Directors, as well as consent of the college president.
- Upon such authorization, the ISP Chairperson will appoint a chairperson for the conduct of the study, and the study chairperson will select from the membership a committee of directors with the appropriate skills and interest to undertake the particular study.
- Such studies may develop positions, propose alternative solutions, or highlight priorities of the subject concern, supported by facts and based on the diverse professional experience of ISP members. If optional plans evolve, the study might also require evaluation and comparison of the positions developed.
- As is customary, the final report, or “white paper” would be presented to the membership for acceptance, and to the college president for approval and release. The report would be released in the name of ISP or the college, to appropriate organizations, public bodies, or agencies.