

**BREVARD COMMUNITY COLLEGE
BOARD OF TRUSTEES
BOARD RETREAT
AUGUST 18 & 19, 2000**

August 18, 2000
3:00 P.M.

Hilton
Melbourne Beach

PRESENT: Mr. Eugene C. Johnson, Chairman; Mrs. Miriam E. Martinez, Vice Chairman; Mr. James W. Handley; Mrs. Betts O. Silvernail; Dr. Alexandra M. Penn Williams; Dr. Thomas E. Gamble, Secretary

1. MEETING CALLED TO ORDER

Mr. Johnson, Chairman, called the Board Workshop meeting to order.

2. VISIONING: BCC TO THE YEAR 2020 - Mrs. Martinez

Mrs. Martinez led a presentation on visioning. She began her presentation with a quote from an article from the June/July 2000 Community College Journal. The article stated that “the discipline of building shared visions is centered around a never ending process, whereby people in an organization articulate their common stories – around vision, purpose, values, why their work matters, and how it fits in a larger world.” She stated that it was within the spirit of this statement that she proposed a possible vision of the future for the college.

Mrs. Martinez described her view of the current educational environment, characterized by low threats to entry (it is easier to have a virtual college through the use of the internet), more bargaining power from labor (there is a great competition for talent from private industry), high threat of substitution (it is easy to change colleges in the internet world) and great pressure from communities for courses to be offered in different modes (just-in-time training, weekend programs, off-site after work programs, etc.). All of these factors make the educational environment highly volatile and competitive.

It was in light of this environment that Mrs. Martinez proposed a potential future structure for the college in the year 2015. An important feature of her proposed design was a college organized around four operational units 1) workforce development and industrial training, 2) multi-media course development and sales, 3) life long learning and 4) content and delivery. She suggested that the structure and that this portion of the structure would provide resources to all operational units, in a matrix environment, as required. Similarly, the multi-media course development and sales would be responsible for course development in selected areas of excellence and would employ individuals with knowledge in multi-media didactic methods drawing from subject matter experts from the content and delivery operation.

Mrs. Martinez discussed the benefits of online instructional methods and pointed out that in the future, colleges may be more in the business of assembling “educational bundles” to address the needs of its target markets in the community. These “bundles” can be assembled from best-in-class offerings from other institutions, or from the college’s centers of excellence. Likewise, the college could market and sell its multi-media courses to other institutions with similar needs.

Dr. Gamble mentioned that this model brought up the question of the college’s focus. Should it be the community, or should it go beyond? He mentioned that unlike the universities, which historically have had their world as their audience, the community colleges have traditionally focused on the local community and that he felt that BCC should put Brevard County as its top priority. The group agreed.

Target segments for BCC were also discussed. Aside from high school graduates and those seeking better jobs, the retiree population was identified as a potential target. Dr. Gamble stated that the college does not have the luxury of focusing on one particular age group as a customer. There are limited dollar and staff resources; therefore, the college must offer programs to all varieties of students. Mr. Handley discussed the flexibility of online learning in reaching multiple populations. Dr. Gamble reaffirmed that the college could play the role of a “broker” of online materials already available. Mrs. Martinez added that the college should focus its marketing efforts on those segments of the population that are likely to provide the best return. Mr. Handley added that marketing materials should emphasize the value of the community college over the university: smaller classes and high level of personal attention. He also mentioned that regarding online courses, the college should focus on differentiating its offerings and on ensuring student completion. Dr. Gamble reported there are efforts underway to improve online course retention and that Dr. Cobb is beginning a program to train faculty on the principles of online instruction technology.

Mr. Martinez led a discussion on the future focus of the college as it pertains to distance learning. Dr. Gamble felt the college has to pursue avenues that will lead to more program completions. He added that more convenient scheduling may be the way to improve in this area, per a Noel Levitz study. Mrs. Silvernail pointed out that the present college strategic plan, as an evolving document, should revisit the multi-media aspects of online training and include plans for training the faculty in this area. Dr. Gamble agreed with the evolving nature strategic plan and cited, as an example, the institutional effectiveness function which was recently added when the need was identified. He reported that this organization will provide a baseline of data, or benchmark, against which the college can compare improvements.

Mrs. Martinez described a scenario planning process that could be useful in shaping

strategies. She briefly described the process, whereby management is presented with different fictitious future states and the group then develops courses of action to address each scenario. In going through this exercise, the group often gains significant insights that shape the strategy.

Future partnership possibilities were also discussed. Mr. Handley brought up the possibility of an alumni association. Dr. Gamble reported that Mr. Gilfilen is leading an effort to establish such an association by the end of this year.

Dr. Gamble brought up the topic of remediation. He reported that although the community colleges are responsible for remediation in Florida, they have not been very successful to-date. Dr. Kaliszkeski reported that if a student comes into the community college needing all areas of remediation, there is only a 2-3% chance they will be successful in obtaining an A.A. degree.

3. GOALS 2000-2001

Dr. Gamble stated he had combined the goals of the Board along with his and asked the Board and the Cabinet to prioritize the list. The list of goals presented in the Board material reflects the top priorities of the Board. Dr. Gamble stated the top prioritized goals were placed on charts. The underlined numbers indicate this was also a priority of the Cabinet. Dr. Gamble asked the Board to select their top five goals.

Dr. Gamble reviewed the goals prioritized. **The highest priority goal involves the continual merit of a "Virtual Campus."** Dr. Gamble reviewed a document entitled, "The Joint-Use Virtual Campus" which is a work in progress and would create a partnership between the University of Central Florida and Brevard Community College for a 2+2 virtual campus. This is a futuristic project for BCC, which he felt should be claimed as one of its distinctions, along with the Aerospace Training Center. Dr. Gamble reported the Virtual Campus and the Aerospace Training Center have the potential of being funded from other than the educational silos in the state. Dr. Penn Williams commended Mr. George Gray for the business plan prepared for the Center for Aerospace Training and Development.

Dr. Purga reported on the Florida Virtual Campus which is a combination of all 28 community colleges and universities in Florida. As the college moves toward the bilateral agreement with UCF it should be sensitive not to duplicate areas which have already been developed. Dr. Purga reported the Florida Virtual Campus is a conduit with one of the 38 learning institutions with distance learning. Courses may be taken at a combination of the 38 institutions, however, the degree is awarded by the University of Florida.

Mr. Gilfilen reported the U.S. Army is seeking a turnkey vendor for software, computer equipment and training. This project is bigger than any one entity could do, so the

college is seeking partners through a statewide online consortium. Representatives from BCC visited Washington, D.C. to make a presentation and are now receiving inquiries from potential partners. Dr. Gamble reported Dr. Kathy Cobb, Joe Williams, Jacques Dubois, Walt Gilfilen and Eddy Pauley are working on this project.

Dr. Gamble asked how the Board wanted to measure the development of the virtual campus at the end of the year. Mrs. Martinez stated that a business plan should be developed with a time line with milestones to accomplish for the year.

The second identified priority goal involved the “Need to eliminate FTRL/FERF bond issue.” Dr. Gamble reported as soon as FTRL is eliminated, the DSOs would be eliminated. Mr. Little reported the key is getting rid of the bonds. Once the bonds are eliminated, the assets could be absorbed and the corporation can be closed out. Dr. Gamble reported MRI has been encouraged to look at December. Dr. Penn Williams recommended another workshop be held in December regarding the bond issue if there is enough information available.

Dr. Gamble reported **the third priority goal selected by the Board was to “Improve College marketing effectiveness.”** This actually represents about seven different items on the original list. Mrs. Martinez reported inbound marketing has to do with all of the efforts of researching the target market to understand their requirements and needs and once that is determined, the strategy is set and then outbound marketing is developing a way to reach those people. Dr. Gamble reported Ms. Bradley is working with the Millennium Group to get some of the research data by submitting surveys specifically to the sub-markets of Brevard County. The research will be targeted to the Titusville, Cocoa-Rockledge, Melbourne and Palm Bay environment and the beaches. It is a random survey of those sub-markets regarding what they want and how they would like to have it delivered. Dr. Gamble reported the college has the benefit of EDC information which provides information on business and industry needs. Mrs. Silvernail reported she saw two business plans from this: general public and industry. Mrs. Martinez reported this can be measured by the assistance of a plan which includes milestones and a completion of those milestones. Dr. Gamble felt the Board should determine what they would like to see as an outcome by June relating to demonstrating the college has moved on the issue of college marketing effectiveness. Dr. Purga felt one of the first steps would be a marketing needs analysis. Dr. Gamble reported he has discussed with Ms. Bradley the development of a year long continually moving plan, i.e., the month of October certain action will be taken and it would move along through each month of the year. Dr. Kaliszkeski discussed that if enrollment is measured, that it should be understood there are other efforts taking place at the same time. Mrs. Silvernail felt Dr. Gamble’s idea was good. The outcome is for enrollment to increase, as well as completion. The marketing plan will take time to complete and in the meantime, process

measurements have to be put into place. Dr. Penn Williams asked if a marketing analysis could be prepared by October and by December a good strategic or business plan could be developed and by the Fall 2001 an increase in enrollment could be seen. Ms. Bradley reported questions for the survey are being formulated now and if they start September 1, by the end of October a marketing analysis could be available. Ms. Bradley is working with the consultant to have a good marketing plan with current trends and advertising promotions for this spring. It may be possible to see some results for the Spring 2001. Mrs. Martinez felt the marketing analysis should be prepared prior to the marketing plan to ensure that the advertising funds are used effectively. Further discussion ensued on the marketing efforts. Dr. Gamble suggested measuring the success of the marketing goal by the increase of enrollment in credit and non-credit and to look at the whole picture in terms of what is increasing.

The Board selected to **“Increase business and industry training – workforce development” as the next priority goal.** Dr. Gamble reported the college could take the headcount at the beginning of the Fall and measure it again at the beginning of the Fall 2001. Dr. Kaliszeski reported the college will have to work on tracking this as there is a lot of Business and Industry Training Center that comes from that area. Mr. Handley reported he would like to see information from Dr. Denison in terms of new clients, new businesses Dr. Denison has enlisted, etc. Mrs. Silvernail expressed an interest in seeing how many students are placed in jobs.

Dr. Gamble reported the next priority goal involved to “Improve student retention rates by 2-5%.” He stated he would rather work for a range of percentage rather than a single component. Dr. Kaliszeski reported retention and success rates are measured statewide, however, the data is usually four years old. He reported that data is not reliable on a year by year basis due to dropouts and other factors. Dr. Kaliszeski reported he will discuss how to obtain the data and put into report form with the assistance of Donna Lake and Dr. Bilsky. Dr. Penn Williams asked that the goal be that a system be in place where the college can get a baseline so by the following year to provide information on what has been done to improve the retention rate. Dr. Gamble stated an annual measurement system can be established and then it can be determined how to measure retention.

“Improve College diversity representation in new faculty/administrator/support staff ranks by 2%,” was the fifth goal selected by the Board. Dr. Gamble reported there is an annual diversity report required by the state. The College needs to improve in that area. Some recent appointments were made that moved people up, so there will be an improvement in administration, however, a loss will show in the faculty area. Ms. Oglesby is developing a process whereby the college will be more effective in bringing minorities into the college. Mrs. Silvernail asked for a plan on what the college is doing to improve diversity representation. Dr. Gamble felt a plan is needed to identify the

mechanisms the college plans to utilize to improve in this area. Ms. Oglesby reported in the last report it was mentioned that the college plans to target black colleges and historically ethnic organizations.

Mr. Lawton reported the annual equity report itself requires that the college develop strategies for improvement. Dr. Gamble felt a full plan was still needed. Dr. Penn Williams asked if a plan could be developed by November. Dr. Gamble recommended the success in increasing diversity representation at the college be measured annually which requires that the college implement a plan and show results, rather than reporting back to the Board every month. Mrs. Martinez suggested that in this area, instead of a percentage, the college's goal should be to get into compliance. Dr. Gamble will remove the percentage and include the equity plan. Dr. Penn Williams reported at the end of this year a plan is needed. Ms. Oglesby reiterated that diversity is not only her job, but everyone's job at the college. It has to be a group effort.

The goal to "Complete a comprehensive review of all technical program offerings" was discussed and Dr. Gamble reported the college is reviewing the technical program offerings currently. The method of measurement would be if this action has taken place. **The last goal was discussed which was to "refine the institutional strategic plan – make it more focused, and have short and long-term goals, single vision (Who does the college serve, when, how?)." Dr. Gamble reported this area involves Mr. Lawton and would be looked at a year from now regarding what process will be followed. Mrs. Martinez offered to be of assistance to Mr. Lawton with ideas.**

Dr. Gamble stated six priority issues have been discussed which will be considered as part of the District President's evaluation process and discussed at the Saturday workshop session.

4. LEGAL SERVICES DISCUSSION

Dr. Gamble reported that Mr. Matheny and Mr. Potter of Holland and Knight had prepared their contracts as recommended by the Attorney General. Dr. Gamble asked if the Board had any concerns with the legal representation. Copies of the contracts were provided to the Board for review and comments at the August Board meeting.

The Board adjourned for dinner and will reconvene on Saturday.

Saturday, August 19, 2000

(Mr. Johnson reconvened the workshop meeting at 9:00 a.m.)

5. DISTRICT PRESIDENT'S EVALUATION FORMAT

Dr. Gamble opened the meeting by distributing a copy of the goals discussed at the workshop on Friday and stated he felt under the diversity goal part-time as well as full-time should be included. Dr. Gamble reviewed the material provided to the Board. The state requires the Board to evaluate the District President in two areas which would be included in the evaluation instrument selected by the Board.

The Board reviewed a copy of Board Policy 101.01 which states the duties and responsibilities of the District President. Mrs. Silvernail asked if Dr. Gamble felt any areas of the Board policy needed to be changed. Dr. Gamble stated that he did not particularly like the way the policy was set up and would like to work backwards from the evaluation mechanisms decided on today. In his opinion, the evaluation should match the policy statement and job description. The Board concurred with changing the policy and Dr. Gamble stated that as soon as the Board selects a format, he will provide a revised policy for the Board's review. Mrs. Martinez felt the policy should be specific toward meeting yearly goals set by the Board of Trustees. Dr. Gamble recommended that the statutory components be incorporated in an introductory paragraph of the job description of the policy and specifically under the generic description state the president will be evaluated on the items as listed. Dr. Gamble stated that although the list of goals discussed by the Board earlier in the workshop included only eight goals, he will be pursuing, as a routine, all of the items on the original goals list, as well as others that come up from time to time. However, he felt the Board should emphasize specific goals as part of the evaluation process.

Mrs. Silvernail stated that she felt the goal on raising faculty salaries should be added to the list of goals for the President's evaluation. The faculty salary increase issue was discussed. Dr. Gamble felt the college could come up with a plan whereby every effort would be made to increase faculty salaries in increments of a percent minimum until such time as BCC reaches the state mean, subject to the availability of funds. Mrs. Silvernail felt the goal of setting a goal for raising faculty salaries was important to the Board. Mrs. Martinez agreed that it was important to increase salaries of the faculty and the college may want to look at trimming certain programs in order to increase salaries. Dr. Gamble felt it important to look at faculty salaries and other employee salaries as well.

Discussion was held on staff positions and salaries. Mrs. Martinez felt college programs should be evaluated on the need and number of enrollees.

Dr. Penn Williams asked about a college goal of increasing CLAST scores at BCC.

Dr. Gamble reported the college continues to strive to improve the test scores on a routine basis. She asked about establishing baseline entry data to compare to the exit examination (CLAST). Mr. Johnson stated he felt the strategic plan addressed this issue. Dr. Gamble stated that he would talk with Dr. Bilsky about tracking individuals from the CPT through the CLAST.

The Board discussed utilizing the evaluation format provided by Mrs. Martinez. The first section regarding specific goals would have three columns. One column would list the goal; the second column would list the objectives or results expected, with the third column completed by Dr. Gamble on what he has achieved. The Board suggested having another column for Board comments. The Board reviewed the second part of the form regarding "general performance dimensions." Dr. Gamble stated he felt some components were missing. It was recommended adding Board relations – communications, responsiveness, organization and management of the Board meetings; visionary leadership and maintenance of plant as separate items. Dr. Gamble stated he would also like to also add another section at the end of the evaluation called "Areas of Special Note/Concern." After discussion, it was decided to add "areas for improvement." This would be the area where the Board would want Dr. Gamble to focus on specific development. It was the consensus of the Board to utilize the following scale to rate the general performance dimensions of the District President: Exceeds Expectations (2 categories); Meets Expectations (2 categories); Below Expectations (2 categories) and Unsatisfactory (1 rating). The Board also agreed if there is ever an unsatisfactory rating item that a workshop would be held to discuss the issue.

Dr. Gamble felt the president's role is unique in the college, therefore, the District President's compensation should not be considered at the time of everyone else's. The faculty and staff are considered for increases in June and the District President's evaluation would be done in July and would be considered for adjustment in August. Mrs. Martinez asked for information on the president's salary increase. Ms. Osborne reported a list of salaries of other college presidents could be provided in July, although the data could possibly be last year's data. In addition, Dr. Gamble reported there are other compensation components, i.e., housing, health and medical insurance, etc. The Board requested that when the evaluation is sent to them that Dr. Gamble include what he would like to have considered in his employment package and some comparable data from state and national sources. In the future, the topic of the District President's compensation and contract will be placed on the August Board meeting agenda.

The process for the District President's evaluation was discussed. The Board requested the District President meet with each Board member individually regarding his evaluation. Once a summary is prepared by the Chairman of what has been submitted by each Board member, the Board Chair will meet with the District President. The time period to be evaluated would be the fiscal year beginning July 1 through June 30. the evaluation would be done in the month of July. Ms. Osborne reported if the evaluation was submitted to the state in August, it would meet the time requirement. It was the Board's consensus that specific concerns should be discussed with the District President on an individual basis.

As a recap, the Board agreed to evaluate the District President on the following goals:

- 1) Continue to Develop “Virtual Campus” as a College Priority.
 - a. Business Plan
 - b. Establish timeline for development
 - c. Complete 2000-2001 milestones
- 2) Need to Eliminate the FTRL/FERF Bond Issue.
 - a. Sell FTRL.
 - b. Sell bond land.
 - c. Discontinue FERF and FTRL DSOs.
- 3) Improve College Marketing Effectiveness.
 - a. Carry out market research in community.
 - General public/what and how
 - Business and industry/what and how
 - b. Identify key college target markets and related competition sources.
 - c. Develop rolling 12 month marketing plan beginning ASAP, at least by January 1, 2001.
- 4) Increase Business and Industry Training – Workforce Development.
 - a. Using July 1, 2000, starting statistics, measure/report increases in numbers of people trained, number of businesses and industries served, and dollars brought in after expenses.
 - b. Set some business and industry service goals relating to measures identified in “a.” above.
- 5) Improve Student Retention/Creating an Annual Measurement System.
 - a. Develop annual measurements for retention and success.
 - b. Report changes in measurements by June 1, 2001.
- 6) Improve College Diversity Representation in New Faculty/Administrator/Support Staff (get into compliance with this).

- a. Develop a specific recruitment plan for each sector by November 1, 2000.
 - b. Report results as of June 1, 2001 for:
 - C Faculty
 - C Administration
 - C Professional Staff
 - C Classified Staff
- 7) Complete Comprehensive Review of All Technical Program and Their Offerings.
- a. Present reviews to Board by June 1, 2001.
- 8) Refine Institutional Strategic Plan – More Focused, Short and Long-Term, Single Vision carried out during 2001-2002 fiscal year.
- a. Present Plan by July 1, 2001.
- 9) Set Plan/Goal for Raising Faculty Salaries.

6. BOARD OF TRUSTEES SELF-EVALUATION - BOARD MEMBERS

Dr. Gamble provided materials to the Board which he obtained from the Community College League for Innovation of California on Board Self-Evaluation rationales with some sample formats. He encouraged the Board to consider some mechanism for self-evaluation which could be background for future Board discussions and be supportive to the SACS accreditation review of the college.

Dr. Gamble recommended the Board go through their own process and review the five sections of the college policy manual. Each Board member agreed to take a section to review and prepare questions and concerns and a workshop can be held later relating to this topic. It was the Board's consensus to divide the college policy manual sections as follows: Mrs. Martinez - Section 1; Mrs. Silvernail - Section 2; Mr. Handley - Section 3; Mr. Johnson - Section 4; and Dr. Penn Williams - Section 5. Dr. Gamble suggested discussing these policies at a January workshop.

Mrs. Martinez suggested the Board quickly go through the sample self-evaluation and answer the questions. The Board members and Dr. Gamble briefly discussed the "no" answers to the questions. Mrs. Osborne recorded the "no" answers which she will provide to the Board at the meeting on Monday. Dr. Penn Williams will develop a format from the John Carver evaluation process to provide to the Board by April 2001, regarding self evaluation of the Board.

7. **BOARD OF TRUSTEES ISSUES**

Dr. Gamble answered questions presented by the Board of Trustees regarding the Center for Aerospace Training and Development. He stated that part of the plan is to project potential sources of funding.

Dr. Gamble invited the Board to the Technical Advisory Committee Meetings/Lunches on September 18 and 27 at Noon. The meetings will be to brainstorm trends and other information pertaining to technical programs.

Mr. Johnson asked the Board to think about having a student trustee on the Board as a representative. The Board did not feel this was necessary. Mrs. Martinez felt comprehensive surveys are helpful and it would be a much better method to understand what is going on. Dr. Penn Williams requested a summative report of students' faculty evaluations and felt it would be helpful to the Board.

Dr. Gamble reported students participated in the Noel Levitz survey which he could provide to the Board. However, the students are inclined not to report negativity. Dr. Penn Williams asked about the faculty evaluation of department chairs. Dr. Gamble reported this has not been done yet.

Mr. Johnson will provide a copy of Mrs. Martinez' suggested items to be routinely placed on the agenda long-term. Mrs. Silvernail asked for a "Top 10" list of things which the Board wishes to discuss. Dr. Gamble will solicit the Board for their "Top 10" list.

Dr. Penn Williams asked about the college hiring a Manager for Information Systems and if a national search is being conducted. Dr. Gamble will check into this topic.

Mr. Johnson reminded everyone of the grand opening of the "Live Shoot House" for the Criminal Justice Center on August 24.

8. **ADJOURNMENT**

There being no further business to come before the Board, the meeting adjourned at 12:55 p.m.

Board of Trustees Workshop
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APPROVED: _____
Chairman, District Board of Trustees

ATTESTED: _____
Secretary, District Board of Trustees