

**BREVARD COMMUNITY COLLEGE
BOARD OF TRUSTEES
WORKSHOP MEETING**

April 16, 2001
3:00 P.M.

Room #168, King Center for the Perf. Arts
Melbourne Campus

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; Mr. Joe Matheny, Attorney

1. CALL TO ORDER:

Mr. Johnson called the Board meeting to order.

2. OPENING COMMENTS:

Dr. Gamble opened the meeting and reported that during the planning session conducted in August, one of the recommendations was that the college needed to devise the approach for the next strategic planning effort. Since that time, the college has begun preparations for the Southern Association of Colleges and Schools' accreditation visit, which encompasses requirements linking directly to institutional effectiveness. Dr. Gamble reported when this goal was established, he requested that Mr. Bob Lawton assume the task and develop a plan to pursue which would lead the college into the next strategic planning and effort and this would be coupled with the requirements for the Southern Association of Colleges and Schools.

3. WORKSHOP PRESENTATION - Mr. Lawton:

Mr. Lawton, Associate Vice President of Institutional Effectiveness and Planning, distributed a sample unit plan notebook to the Board. He reviewed the background of the BCC planning efforts which included a long range development plan developed for 1970 to 1980, which dealt primarily of demographic studies and provided descriptive material; however, did not get in to measuring effectiveness. Shortly afterward, there was a 1973 to 1983 plan developed by a consulting organization and included descriptive material, budgets and future plans. This did not provide specifics. A plan was later developed for 1978 to 1988 and was primarily a product of a doctoral dissertation and focused primarily on goals. The action and follow-up steps were missing from this plan. Mr. Lawton reported in the 1980 time frame he was reassigned from the Patrick Center to a planning and research position at the college in preparation for the 1983 reaccreditation visit. At that time he prepared a three-year plan and included goals, how they were to be accomplished, who should do it and the date to accomplish the goals. For the 1991-1993 SACS reaccreditation time frame the college began another planning process. At this time the state legislature began to dictate the need for effectiveness planning, which focused almost entirely on the academic instruction plan and forms the background and basis to drive what is now called the Institutional Accountability Report. The latest Institutional Accountability Report was prepared in 1997 and covered the fiscal years 1999-2003 and is an attempt to link the

instructional accountability process to the strategic planning process. In 1998, the legislature made a change in the state statute which directed the colleges to do strategic planning and for the first time included a reference to doing institutional planning because of the Southern Association of Colleges and Schools so that there is a connection between the criteria required for reaccreditation and Florida state statute.

Mr. Lawton reviewed the Support Unit Plan notebook, which is a planning document. He reviewed the organization of the various sections of the notebook. Copies of the notebook had been distributed to each of the District President's Cabinet members and one subunit from each of the Cabinet members. The remainder of the plans are in progress and due at the end of June. These will encompass a plan for the calendar year 2000. There is a total of 65 planning units. Mr. Lawton reported the college would like to have on hand, when the SACS visiting team arrives (in February or March of 2003), three years of documented planning, action, evaluation and use of results. It is anticipated that the update of the basic strategic plan will be prepared for Board review early in 2002.

Mrs. Martinez asked how in the planning process the boundaries would be set to meet budgetary requirements. Mr. Lawton reported initially the unit managers are being asked to set their own goals; however, at some point the goals will be reviewed to insure they fall within the budgetary constraints. He discussed using bench marking to determine realistic targets as compared to the other community colleges. Mrs. Martinez asked given diminishing resources how will goals be set. Dr. Gamble reported the process anticipates there will be an annual review of accomplishments as compared to how goals are set. When goals are noted, there will be an area where the cost is noted. As this is revisited each cycle, in some cases because of the lack of financial resources, the goals may not be reached. However, the next round for the following year, the goals may be achieved.

Dr. Gamble reported since the college is beginning with 2000 and 2001, there will be some recall of information. It is anticipated through this process the various divisions will learn realistic goal setting. In addition to setting realistic goals, Dr. Gamble felt goals must be set to aspire to some level of excellence. Mrs. Martinez felt the college should be open to bench marking itself against businesses. Dr. Gamble discussed the college and the experience with the aerospace program.

Dr. Penn Williams discussed that goals do not cost money; strategies do. She suggested in the flowchart that somewhere between specifying of purpose and developing of goals there should be an understanding of the resource. There needs to be a good understanding of realistic resources.

Mr. Lawton reported this process will be lined up with the budgeting process. This is why the plan is being done on a calendar year basis. The plan should be completed in December, in time for the upcoming budget process.

Mr. Lawton reviewed the instructions for completion of the notebooks. The Board has also been provided with a copy of the sample plan which was also provided to the units. Dr. Gamble reported the Office of Institutional Effectiveness and Planning is available to provide individual assistance for the completion of the unit notebooks. Mr. Lawton reported there are 28 strategies for which the individual support units and the administrative units will be asked to identify as appropriate to their area. The Board of Trustees' priorities have been listed, which were identified at the workshop on August 18 and 19, 2000. There are nine goals identified.

Mrs. Martinez felt it important that management provide guidelines so that their strategies are tied in with specific aspects of the mission. Dr. Gamble felt this could be remedied by including another guide of the goals as established by the Cabinet members which would go out with the planning document. Mr. Johnson thanked Mr. Lawton for his presentation and complimented the process.

4. **ADJOURNMENT:**

There being no further business to come before the Board, the meeting adjourned at 4:00 p.m.

APPROVED: _____
Chairman, District Board of Trustees

ATTESTED: _____
Secretary, District Board of Trustees