

**BREVARD COMMUNITY COLLEGE
BOARD OF TRUSTEES
RETREAT**

September 21, 2001
9:00 a.m. – 7:15 p.m.

Imperial's Hotel
8298 N. Wickham Road, Melbourne

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

OTHERS: C. R. "Rick" McCotter III; Dr. Judy Bilsky; Ms. Ingrid Bradley;
Dr. Tom Denison; Dr. Brenda Fettrow; Mr. Walt Gilfiley; Dr. Mike Kaliszeski;
Dr. Al Koller; Mr. Bob Lawton; Mr. Al Little; Ms. Joni Oglesby; Dr. Bert Purga;
Dr. Larry Spraggs

1. CALL TO ORDER:

Mrs. Martinez called the Board retreat to order. She stated the purpose of the retreat is to establish the goals for 2001-2002.

2. GOALS 2000-2001:

Dr. Gamble reported the first item is to review the goals that were set for last year. The Cabinet members provided brief reports on how the goals were met.

(The meeting adjourned for lunch at Noon and reconvened at 1:00 p.m.)

3. ESTABLISHMENT OF INPUT FOR GOALS 2001-2002:

The Cabinet and Board provided suggested goals for 2001-2002 and indicated their importance by vote. Discussion ensued on the establishment of goals.

4. BOARD SELF-EVALUATION:

Dr. Alexandra Penn Williams gave a presentation on "An Introduction to Policy Governance." The Board of Trustee members each completed an evaluation form of the general performance dimensions, which included the categories of Philosophy of the Board, Code of Ethics/Responsibilities, and Powers and Duties of the Board. Ms. Martin read the compilation summary.

5. DISTRICT PRESIDENT’S EVALUATION PROCESS:

Dr. Gamble provided a copy of the “Board – District President Evaluation Schedule for 2001-2002.” The process will begin in April with evaluation forms being distributed at the regular April 2002 meeting and will be completed by the June 2002 meeting. The Board of Trustee members were satisfied with the schedule of the District President’s evaluation process.

6. ISSUES AND TOPICS:

a. Status of TV Station

The Board read the information prepared by Dr. Cobb. There were no concerns expressed.

b. Charter School Involvement

The Board decided that a workshop should be conducted on this topic. The objectives of the workshop should be:

1. Obtain an education on the concept and the state's position.
2. Review the current situation in the county.
3. Understand their mission and our potential involvement
4. Formulate policy in this area.

c. School Board Relations

The Board would like to arrange for a meeting of the BCC Board of Trustees with the Brevard County School Board to discuss the following issues:

1. Charter Schools
2. Technical High Schools
3. Dual Enrollment
4. Establishment of a partnership so that more than 52% of students go on to higher education
5. Readiness of high school graduates for college work
6. Teachers certifications

d. Internal Auditor

After some discussion, the Board decided that it does not wish to hire an internal auditor per se. Instead, they wish for someone to be responsible for ensuring that the college's business processes are adequate for safeguarding the college's assets and are streamlined to eliminate inefficiencies. The Board discussed that their expectations were that the Institutional Effectiveness Department would perform this role.

The Board requested Dr. Gamble's input on this topic.

e. Structured Analysis

The Board discussed that a structured analysis of college organizations would be beneficial at this point, especially in light of the impending budget cuts. Although Dr. Gamble should be given freedom to pursue this task in whatever fashion he chooses, the Board felt that using Dr. Spraggs to assist on this task might be beneficial, due to his newness to the college. However, the Board felt that assistance from the outside (be it Dr. Spraggs or a consultant) might be beneficial.

The Board thought that this analysis should consider the structure, key business processes and the role of information systems and data utilization in supporting these processes. The role of the outsiders in this effort would be to identify the problems and to propose potential solutions.

Mr. McCotter recommended that a potential team of Dr. Spraggs and Mr. Little could be used for this purpose.

The Board reiterated that the purpose of such study should be to eliminate bureaucracy and to streamline operations. Opportunities for outsourcing should be considered.

f. Strategic Planning

The Board is concerned that the current strategic planning process does not stress the flow down of business goals from the top to the lowest level of the organization.

g. Alumni Association

Mr. Handley expressed displeasure with the slow pace of development of the Alumni Association. He feels that the organization could serve as a great marketing vehicle for the college, given the great numbers of BCC graduates with successful careers now living in Brevard. After some discussion he suggested to Mr. Johnson, who is the Board representative on the Alumni Association Board that he work with the Association Board to keep the emphasis on getting the Association up and running and that perhaps additional funds might be allocated to speed up the implementation.

h. Legal Services

The Board discussed Mr. Matheny's plans for retirement. Some Board members said that they had heard that Mr. Matheny's intentions were to stay with BCC for two to three years longer. Mr. Handley expressed some dissatisfaction with Mr. Matheny's recent performance with issues related to sale of the FERF property and resolving the bond issue. Dr. Penn Williams discussed that she was concerned that initially, there was not enough clear and comprehensive legal history upon which to base decisions regarding the Brevard Teaching and Research Laboratories, Inc., but she also felt that once the Board of Trustees had made its decision to sell the Labs, that Mr. Matheny moved forward to perform in an exemplary manner and was of great assistance in gathering historical information in working out the legalities.

Mr. Handley also pointed out that he had heard that Holland and Knight although well respected, were very costly and that this might be the issue with using a large national law firm like this. Mrs. Martinez mentioned that she felt that a large law firm was beneficial due to their breadth and depth in any area that the college may need support. In addition, she reminded the Board that when Holland and Knight was selected, the intent was for Joe Matheny to train them in the affairs of the college and that upon his retirement in a year's time, an attorney from Holland and Knight would take over his role.

The Board concluded the discussion pointing out that Dr. Gamble should get an exact retirement date from Mr. Matheny so it can plan adequately, given that a bid package must be put together, if it is to change the firm that it is using.

i. District President/Board Communications

Mr. Handley expressed concern that lately, he had not gotten information about some items that he or the board should have been aware of from Dr. Gamble. Dr. Penn-Williams mentioned that there were instances when she had not received information. Mr. Johnson expressed concern with the large amounts of last-minute changes handed out prior to the Board meeting.

Mrs. Martinez mentioned that she feels that Dr. Gamble has communicated to her all critical issues and that if any Board member finds out that communications has not been appropriate, that they should tell Dr. Gamble immediately.

j. Board Package via Computer

The Board briefly discussed the idea of having the Board package delivered electronically. Although all Board members were positive on the idea, Dr. Penn Williams expressed some concerns, given that she does not have consistent access to a computer. The Board agreed that Dr. Gamble's office should prepare a proposal to the Board on this issue, if it is workable for the college and results in more flexibility and efficiency for the staff.

The Board discussed the length of Board presentations under “Communications” and decided to establish a rule that presentations should not last any longer than 15 minutes.

Mrs. Martinez asked that Board minutes be reviewed to ensure that they are easy to read and that they convey only the key elements of the discussion and decision being made. She volunteered to review the minutes for a time, until the process is improved.

7. **GOALS ESTABLISHED FOR 2001-2002:**

The Board reviewed and combined the list of goals previously brainstormed by the Cabinet and Board during their joint session. The following is the list of goals identified by the Board for the 2001-2002 fiscal year. The Board requested Dr. Gamble propose to the Board measurable objectives related to each of these goals.

1. Develop and execute a plan for examining and streamlining the organization in order to eliminate bureaucracy and improve effectiveness. The analysis should include the improvement of educational services and data utilization.
2. Develop and execute a plan to ensure that staff and faculty salaries reach state average. The plan should consider upgrades to the VIP program and should include measures to bring adjunct technical personnel to a competitive salary level.
3. Improve student enrollment and retention rates.
4. Develop and execute a plan for improving physical plant and landscaping.

5. Improve student success rate. Develop a metric that is inclusive of all types of success objectives.
6. Focus on the following programs:
 - Virtual College (a possible metric is prepared to plan for digital TV transition)
 - Aerospace
 - Health Care
 - Pre-Service Certification for K-12 teachers
7. Improve diversity (hiring and retention).
8. Show linkage of all programs to high priority community needs or state requirements.
9. Turn BITC into a profit/loss center and make organizational changes to increase organizational effectiveness and number of profitable courses.
10. Develop a long range IT Strategic Plan.
11. Ensure that the strategic plans are developed with these objectives in mind (top/down) and that the budget is distributed accordingly.

8. ADJOURNMENT:

There being no further business to come before the Board, the meeting adjourned at 7:15 p.m.

APPROVED: _____
Chair, District Board of Trustees

ATTESTED: _____
Secretary, District Board of Trustees