

**BREVARD COMMUNITY COLLEGE  
BOARD OF TRUSTEES  
STRATEGIC PLANNING WORKSHOP**

August 19, 2002  
2:00 p.m.

King Center for the Performing Arts, Rm. #168  
Melbourne Campus

**PRESENT:** Mr. James W. Handley, Chair; Dr. Alexandra M. Penn Williams, Vice Chair;  
Mr. Eugene C. Johnson; Mrs. Miriam E. Martinez; Mr. C. R. "Rick" McCotter III;  
Mr. Joe D. Matheny, Attorney; Dr. Thomas E. Gamble, Secretary

**1. CALL TO ORDER:**

Mr. Handley, Chair, called the workshop meeting to order.

**2. WELCOME:**

Dr. Gamble reported the outline of the agenda for the strategic planning workshop deals with both retrospective and prospective on the reporting of BCC's strategic planning effort. The majority of the meeting will be led by Mr. Frank Billings, Special Assistant to the District President for Institutional Effectiveness and Strategic Management.

Dr. Judy Bilsky, Associate Vice President of Educational Services will also give a report on the retrospect of the Institutional Accountability Progress Report.

**3. STRATEGIC PLANNING AND MANAGEMENT- DEVELOPMENTAL EDUCATION AND ACCOUNTABILITY:**

Mr. Billings reported the college has made significant strides in the last few years in establishing the strategic direction for the college. He emphasized the importance of setting priorities. Mr. Billings reported the strategic management philosophy for the college for the fiscal year 2002-2006 was predicated on five very specific strategic initiatives and one strategic operational initiative.

**4. BREVARD COMMUNITY COLLEGE STRATEGIC PLAN FY 2002-2003:**

Mr. Billings reviewed the five strategic initiatives. He reported the BCC administration must translate the strategy to operational terms for comprehension. Mr. Billings also reviewed the strategic operating initiatives, which are value statements. BCC performance management process, and the ongoing evolution of that process, depicts strategic initiatives from the college's strategic plan, down to the goals, and on to the objective strategies and measurable outcomes that BCC has. These measurable objectives and strategies become the foundation for developing a strategy-focused, performance based college. By tying the individual, as BCC has done, to specific organizational objectives, it assists employees with understanding their individual collective role in strategic management and planning.

Mr. Billings reported compensation, rewards, and recognition should be linked to performance management and measurement. When creating these performance measurements, it is important to ensure that they link directly to the strategic vision and goals of the organization. It is also important the college focus on outcomes and to measure those outcomes to achieve organizational measure and objectives. There was some discussion regarding the direction of the Strategic Plan FY 2002-2003. Mr. Billings gave a demonstration of the use of the web based strategic management process to input and review goals and objectives.

- Mr. Johnson asked Mr. Billings to elaborate on the plan for the reward and how this will be accomplished.

Mr. Billings reported he cannot speak for Human Resources, but he explained how this will impact the future planning process. When a person succeeds in meeting his or her objectives, that becomes a measurement. Awards can be given based on strategic performance. Dr. Gamble reported when this plan is used, there are specific performance components that tie right back to an individual who is to perform it.

- Dr. Penn Williams reported she has not seen any financial budgetary strategic planning. The financial and budgetary strategic planning should be tied with what is currently being done at BCC. Dr. Penn Williams asked Mr. Billings to explain what was being done in that area.

Mr. Billings reported when a person writes an objective to satisfy a college goal, they need a strategy to satisfy that objective. An employee cannot have a budget request unless a previous strategy and objective have been written.

- Dr. Penn Williams reported she is referring to BCC having a system in place that looks back at the strategy, sees how the money was spent to support that strategy, and the benefit. Dr. Penn Williams asked if there was such a system in place.

Mr. Billings reported there is a system in place in terms of the overall efficiency of the college. Some of the performance metrics will satisfy part of that. He reported there has been significant discussion, at the college, regarding return on investment.

- Mrs. Martinez reported she thought this meeting was to look at initial set-up strategies for the college as a whole. She asked if BCC has reached this level. She reported that in the beginning, the Board was given goals. The goals the Board members gave, last year, are broad enough that they should continue for this year. Last year there was a set of high-level objectives. Mrs. Martinez asked when the Board will get to see the status?

Mr. Billings reported the Board members currently have seven college goals that were drafted by the District Cabinet. They were located in the information provided to the Board. He reported the District Cabinet and Dr. Gamble established seven college goals. They became the strategic goals, for the college, for the fiscal year 2002-2003.

- Mrs. Martinez asked what the target objectives were for the goals for the year. She wanted to know if that had been done.

Mr. Billings reported it is a similar process. For each goal, there are numerous objectives. The objectives that were satisfied say something about accomplishing that specific goal.

- Mrs. Martinez reported that if people are told what the top level goals are, the objectives are written, and are mapped into the right place, there can be a focus on one or two things, for the year, to get those goals accomplished. This is the part Mrs. Martinez expects the District Cabinet to do.

Mr. Billings reported the objectives are the steering documents for the individual working managers. The managers and supervisors have been asked to tell BCC what they thought they could do to satisfy the goals. He reported it is bottoms up and it is the worker bees that have to accomplish the daily operational commitment to making these adjustments work.

- Mr. Handley verified that the document provided, tied into the seven goals.

Dr. Gamble reported he found it extremely difficult to choose what he considered to be an overall collegewide representation of the goals. BCC would like to take the approach that all of this can be accomplished within the funds that have been allocated. Dr. Gamble reported BCC would like to bring back to the Board, each quarter, all of the things that have been accomplished in each of the goal categories.

- Mrs. Martinez reported Dr. Gamble should have every department do whatever they can to accomplish each one of these goals. She reported the Board has to have a picture of what the focus is of the college. Mrs. Martinez would like to have an idea of what the District Cabinet feels are priorities for the college in the coming year.

Dr. Gamble agreed with the exception that all of the items listed need to get done. Those items are not a choice. Dr. Gamble reported he sees that as a different component of the strategic management process from what he considers to be the ultimate priorities for the college as a whole.

Mr. Handley reported each of the Campus Presidents should generate a list for their campus, which would be underneath what Dr. Gamble has listed and would answer that question.

- Mrs. Martinez reported that she would want the District Cabinet to agree on what is important to the college as a whole. She reported everybody should have objectives that align with the top level goals.

Dr. Gamble reported the seven goals that are listed are the goals that the District Cabinet agreed BCC should be pursuing.

- Dr. Penn Williams reported she wanted to remind the Board members that they have adopted a governance policy as a Board. According to governance policy, it is the Board that sets the leadership and vision. The District President and the District Cabinet have their objectives and goals. The strategic operating initiatives are the method.
- Mrs. Martinez reported this is the philosophical part of strategic planning. She reported that she would like to know what the top priorities are for the college under goal #1, for this year. Mrs. Martinez would like to see what Dr. Gamble and the District Cabinet think are the priorities at the top level.

Mr. Billings reported the strategic themes and goals are very much the same thing. He reported that success has to be measured and will hopefully be in measurable metrics that are quantifiable.

Dr. Gamble reported he can respond in a way that Mrs. Martinez would like to see using a project list. Dr. Gamble reported Mr. Billings has been working on the other elements that need to be accomplished. The goals that were presented are goals for each department's accomplishments. This is what will be used in an evaluative scheme. There will be a VIP Task Force to work on the design to incorporate those kinds of measurable items. He reported the Board will assess the District President, with regard to accomplishment of the ultimate mission of the college with the items on the project list. He reported he will convert it into the format that Mr. Billings had that relates to the State's strategic objectives and BCC's seven goals.

Dr. Gamble reported the first part of Mr. Billings report is the philosophy statement, which is the underlying purpose goal and methodology. Dr. Gamble reported that one of the things the Board asked for was to see something, which showed how BCC would plan to measure what it is that is being done before it was agreed to proceed. He reported the important component of the workshop meeting will be to concentrate on the strategic management accountability components.

- Dr. Penn Williams reported it was mentioned that the District President evaluation should be based on this list.

Mr. Billings reported the metrics are measurements against a couple of standards, one of which is the American Association of Community Colleges core indicators. Other core indicators are metrics that BCC needs to identify and measure itself against.

- Mr. McCotter asked if the objectives, with the goals, are dated to be completed by fiscal year 2003.

Mr. Billings reported they are to be completed by fiscal year 2003.

- Mr. McCotter reported that Mrs. Martinez asked what the priorities are. All of the goals need to be accomplished, so they are all a priority.
- Mrs. Martinez reported she wants to see more details listed within the goals. For example, list the dates of expected completion.

Dr. Gamble will again review the list of goals with the District Cabinet tomorrow morning.

- Mr. McCotter reported it would be helpful to have a quarterly document, presented to the Board, which showed the percentage of the objectives of each goal that had been accomplished.

Dr. Gamble reported he could bring the report he now has, as well as a report showing what had been accomplished.

- Mrs. Martinez reported the Board needs to look at the current list of projects and decide whether the projects are leading the college in the direction they feel the college should move in. She reported the Board needs to make sure the list will move the college into the vision that the Board collectively has agreed on.

Dr. Gamble reported if it is acceptable to the Board, he would like them to look at the goals. If the Board feels that any of the goals are inappropriate, they can let Dr. Gamble know. He also reported the Board can add items if they feel it is necessary.

- Mrs. Martinez reported the college may want to look at the upcoming needs of the population to help decide what objectives need to be accomplished.

Dr. Gamble reported this is done routinely.

- Mr. Handley reported that what Mrs. Martinez just described, seemed to fit perfectly with what has been discussed regarding the Board and governance policy.
- Mrs. Martinez reported the college needs to set a time to talk about an environmental scan and to look at the high level objectives in light of the scan to see if the college is still on track.
- Mr. Handley asked if BCC has reached the point where it has performance plans in place, at each tier, that the objectives are tied into the performance plan.

Dr. Gamble reported that is in place. He reported the accomplishments can be viewed, at any point, through the Banner system.

- Mr. Handley asked if there is a process in place to have periodic reviews of individuals. This becomes a means of evaluating the individual quarterly, and making sure they meet their goals at the end of the year.

Dr. Gamble reported it will be reviewed with the Board. In terms of the individual, it is in their evaluation plans.

- Dr. Penn Williams summarized two items that came from this discussion. The first item was that there are clearly some items that are strategies that are not high level. There are others that tie in up to four of the goals. There are a lot, which focus on the first goal, which is improving the quality and efficiency. She reported this knot needs to be jointly tied between the District President and the District Cabinet. The second item was that everything the college has a metric for, also needs a financial metric so the Board can look at the cost benefits.
- Mr. McCotter reported he does not agree with the cost benefits, respectively.

Dr. Gamble reported he believes it is the Board's responsibility to hold him accountable for staying within the budget. He believes that this is the level of the Board involvement. The tying of costs to individual components is Dr. Gamble's responsibility. He reported in terms of pay-off, Dr. Gamble has the responsibility to report to the Board how he believes what has been done with the funds and if it is paying off.

- Dr. Penn Williams feels that if Dr. Gamble and BCC had more information to draw from, they could make better decisions about situations. She stated if BCC has systems in place that can show where there is the least amount of efficiency and the most amount of efficiency that can be taken and applied to the strategies. Dr. Penn Williams wants to make sure that Dr. Gamble and the District Cabinet have the proper tools in place so that when it comes to making the day to day decisions, there is something solid the decisions were based on.

5. **ANNUAL INSTITUTIONAL ACCOUNTABILITY PROGRESS REPORT (2000-2001):**

Dr. Bilsky reported Florida Statute 240.324 requires the college and the Board develop and implement a plan to improve and evaluate instructional and administrative efficiency and effectiveness. She reviewed the Institutional Accountability Progress Report, 2000-2001, which shows that BCC has improved and exceeds system averages in almost all categories. The plan addresses the five mandatory issues established by the state.

Dr. Bilsky addressed questions presented by the Board.

6. **COLLEGE PERFORMANCE AND ACCOUNTABILITY METRICS:**

Mr. Billings reported, that as part of the performance based management, BCC administration will be required to look at performance measurements early in the process. BCC has identified 29 measurement metrics. The Board will provide input on other measures to be considered.

7. **ADJOURNMENT:**

The meeting adjourned at 4:05 p.m.

**APPROVED:** \_\_\_\_\_

**Chairman, District Board of Trustees**

**ATTESTED:** \_\_\_\_\_

**Secretary, District Board of Trustees**