

**BREVARD COMMUNITY COLLEGE
BOARD OF TRUSTEES
WORKSHOP**

June 14, 2004
1:10 p.m.

Board Room (#231)
Administration Building, Bldg. 2
Cocoa Campus

PRESENT: Mr. James W. Handley, Chair; Mr. C. R. "Rick" McCotter III;
Mrs. Miriam E. Martinez; Mrs. Alberta K. Wilson;
Mr. Joe D. Matheny, Attorney; Dr. Thomas E. Gamble, Secretary

ABSENT: Mr. James Theriac

1. CALL TO ORDER:

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

2. VISIONING/STRATEGIC PLANNING:

Mr. Handley introduced Mr. Steve Gilmore, head of organizational management and development for the Harris Corporation in Brevard County, as the facilitator of the visioning and strategic planning discussions. Mr. Gilmore indicated that he was aware that strategic planning had become an important goal to the college, and that discussions would allow focus toward continued growth and maturity in the process.

Mr. Gilmore reported that the materials he reviewed indicate that the college has goals with an outward versus operational focus, with an emphasis on goals that are outcome oriented versus tactical for which successes can be ultimately measured.

Mr. Gilmore stated that discussions would include: (1) how well the interests of the institution's stakeholders (i.e. students, community, industry, etc.) are currently being represented; (2) where the focus of the college is today and what the focus should be for the next three years; (3) review policies that may either aid or inhibit goals; and, (4) are there areas/topics which should be redefined or redeployed. He stated that due to the diverse constituency of the college's "stakeholders" the task of defining goals is difficult. Therefore it is important to have data measuring achievements when asked to "defend positions".

Mr. Gilmore stated that:

- *the Board Policy Ends should be reviewed with the focus on how well the efforts are going toward achieving the board ends;*
- *where the institution should be positioned in three years; and,*
- *if progress-to-date is congruent with the future plans and if not, how to close the gaps in order to achieve the three-year projected goal.*

He further stated that priorities need to be defined in order to achieve the goals.

Since there was such a large amount of data available, Mr. Billings was requested to summarize data, which was provided to the board for review.

This analysis showed that there are a few areas in which the BCC Performance Outcome measurements are lower than the K-20 Sector level outcomes. This data allows the college to focus on areas in which there are opportunities for improvement. He pointed out however, that there are more areas reflected in the report that indicate the college performance outcomes which exceed the system wide averages.

Mr. Little reported that the data indicates that the college excels in recruiting students, as BCC has the highest percentage of students out of high school within the first year of graduating of any other college. However, the data shows that an above average number of students have difficulty with GPA's with transferring into the State University System directly from high school, which seems to correlate to remediation/developmental education. Mr. Little further noted that the students that articulate to the State University System under the 2+2 program do exceptionally well. Mr. Billings further clarified that it appears that students that take developmental education courses do not do as well when they articulate to the state university system. Although BCC excels at recruiting students from high schools into college, performance problems are evident with students of varying ethnicities upon transfer to the State University System.

Mr. Gilmore suggested that this data may indicate that the college should understand demographics better in the future in order to better improve outcomes.

Dr. Gamble reported that a large percentage of students enrolling at the college require remediation, which is a national phenomenon. As a result, Pat Hare has been assigned to revamp the developmental education effort in order to provide a more effective and successful approach to getting students ready for college-level work.

Dr. Astrab reported that the below average data for AS Retention and Success Rates are directly correlated to the College Prep Rate numbers which are also below average as students who require remediation declare an AS degree as their major so that they can take college-level courses in their technical area to start working on a degree. Many of these students do not advance past the Prep stage, which brings the AS degree success numbers down. As a result, he has asked for data to be gathered for the last few years to see if there are corollaries which can be determined to improve the success rates in the future.

Dr. Astrab distributed several documents reflecting workforce development and economic impact statistics. He stated that the data is used to correlate with program offerings to ensure that the priorities in scheduling and spending match the local demand and return on investment. Mr. Billings called attention to Section 2, pages 23-24 of the Strategic Visioning handout, which shows 1, 3 and 5 year projections for occupational demand in Brevard County.

As there is so much data that it makes it difficult to make assumptions, Mr. Gilmore suggested that it would be diligent to simplify the process by developing metrics for the two areas discussed today and in order to establish performance goals and evaluate meaningful indicators.

Dr. Gamble asked that the Board instruct the Administration as to which areas they feel should have the highest priorities within the available resources. Mr. Billings remarked that each of the nine policy ends has key performance indicators and benchmarks and baselines defined. However, he stated that the Board should consider aligning K-20 system level outcomes to the performance outcomes that will be eventually identified as the state has already taken the effort to focus on these items. Dr. Gamble stated that he understands that the state is in the process of requiring K-20 data reporting based on a set of measurable goals which they have defined. This data will have to be available for reporting sometime next year.

Mr. Gilmore proposed that since a methodology has already been defined via the ends policies, benchmarks, etc., that the Administration should manage the operational implications of the data and the Board manage the deltas.

The Board expressed consensus.

A forum of discussion ensued regarding: (1) what is working and should be continued; (2) what isn't yielding returns on the college's effort; (3) what isn't being done, which should be started, as summarized below:

STUDENT SUCCESS

- Better understand developmental prep student success rates;
- Better understand 4-year degree candidate success based on ethnicity, age; and
- Set ends policy that focuses resources on improving student success rates.

USE OF DATA/METRICS

- Agree on metrics (emphasize benchmarks);
- Administration assess performance and allocate resources; and
- Board of Trustees oversee "Ends Policies" and recommend changes in focus and/or allocation.

POSITIONING FOR 2007 VISION

- Stimulate mix of hybrid programs;
 - Policy
 - Process
 - Practice
 - Facilities

- How BCC will address “Leave no Child Behind;”
- Increase partnerships;
- Assess cultural activities, identify gaps and address as appropriate; and
- Increase senior citizen-oriented programs.

WORKING

- Wide Range of Program Offerings;
- Aerospace Program;
- Virtual Campus;
- Traditional Classroom Model;
- Dual Enrollment;
- High School → BCC Enrollment;
- Quality of Education;
- Time Spent with Students;
- Financial Assistance/Scholarships;
- Cultural Enhancements – King Center, Planetarium, Cocoa Village Playhouse;
- Allied Health Program;
- Geographically Accessible;
- Facilities;
- Minority Friendly;
- Financial Stability;
- Partnerships, i.e. UCF, YMCA, Space Center, Port, Brevard County Commission, Cocoa High School, K-12, etc. (Keep an eye on geographic representation.);
- Successful Graduates; and
- Technology Infrastructure

WHAT COULD BE WORKING BETTER

- Homeland security training;
- Identification of high school students who are not considering pursuing a Bachelor’s Degree (participating in activities at the local high schools);
 - Continue working with K-12 Board
 - Look for additional opportunity for high school faculty development
 - Expand pilot collegiate high school program
- College student advising - capacity to serve;
- Minority recruitment/retention, including faculty;
- King Center: operating costs;
- Increase publicity of use of expert resources;
- Streamline administrative processes/procedures;
- Developmental education, career centers;
- Update employment demand trends;
- Communication with employees/professors/adjuncts; and
- Enhance Allied Health program.

WHAT SHOULD BE STOPPED/CHANGED

- Duplication of programs and resources, regional focus; and
- Bureaucratic creep: need to always be alert to this.

TO BE POSITIONED FOR 2007 VISION – WHAT IS MISSING?

- Agility to adapt to change;
- Facility/faculty growth – need to meet enrollment demands within a six month timeframe. Note: Capital cost projections need to project a longer time period, e.g. 5+ years;
- Prepare to address diverse student populations **and** changes in diversity/demographics;
- Enhanced success rate for developmental students; and
- K-12 career planning.

PRIORITIES

- Linking with K-12 to address vocational, career planning, remedial/development prep needs;
- Growing Allied Health Program to meet demand;
- Growing industry partnerships by identifying needs and providing solutions;
- Continue to refine “dashboard” metrics;
- Improving employee communications; and
- Expansion of the Virtual Campus.

3. POLICY GOVERNANCE

Mr. Matheny provided an updated draft Policy Governance manual with the mandated statutory policies inserted. Mrs. Martin was requested to send the latest draft electronically to Mrs. Martinez, who agreed to review and mark any suggested edits for discussion of the Board at the August meeting.

4. ADJOURNMENT:

The workshop adjourned at 3:55 p.m.

APPROVED: _____
Chairman, District Board of Trustees

ATTESTED: _____
Secretary, District Board of Trustees