

**BREVARD COMMUNITY COLLEGE
BOARD OF TRUSTEES
WORKSHOP**

March 21, 2005
1:15 p.m.

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

PRESENT: Mr. C. R. “Rick” McCotter III, Chairman; Mr. James W. Handley;
Mrs. Miriam Martinez; Mr. Joe D. Matheny, Attorney; Dr. Thomas E. Gamble,
Secretary

ABSENT: Mrs. Alberta K. Wilson, Vice Chairman; Mr. James Theriac

1. CALL TO ORDER:

Mr. C. R. “Rick” McCotter III, Chairman, called the Workshop meeting to order.

2. DISCUSSION OF BOARD OBJECTIVES AND ENVIRONMENTAL SCAN DOCUMENT:

Mr. McCotter reported that the end objective of the college is to deliver a “product” to students, namely higher education, which allows them to be prepared to serve the community and accordingly enhance their personal lives, families and economy. He reported the task today is to review and discuss the data provided in the environmental scan and make three to five year projections based on that data.

Dr. Gamble clarified that the timeframe for the goals to be set during this meeting is July 2005 through June 2007. He also reported that the budget for this timeframe has not yet been set; therefore, budget decisions can be made based on the outcome of the identified objectives of the meeting.

Mr. Frank Billings, Associate Vice President, Institutional Effectiveness & Strategic Management, provided a brief overview of the college’s strategic planning process and highlights of the environmental scan findings. In summary, the following significant trends and emerging events were noted.

- a. Brevard County is experiencing significant growth and shifting demographics. Specifically the county’s population is aging and becoming more diverse, with Hispanics representing the largest growth segment for the minority population. In addition, for a variety of reasons more aging Americans are expected to return to the workforce, which may require additional training. Therefore, senior citizens will become an increased economic factor.
- b. Accountability factors will play a greater role in the future. Specifically, the Florida Department of Education (FLDOE) is placing greater significance on measurable outcomes, and will increasingly link funding to accountability

outcomes. This is particularly important due to the increased competition for shrinking revenues. Accordingly, stakeholders will demand increased college accountability and cost effectiveness and will call for a demonstrated return on investment.

- c. Academic and learning programs will be affected by the projected trends. Namely, enrollments will continue to show moderate increases; there will be continued pressure to improve student retention and success rates, particularly among black and Hispanic students; an increase in students exhibiting psychological and behavioral control issues is expected; increased developmental education resources will be required for first time in college (FTIC) students; distance education learning will experience increased popularity; and, faculty will be challenged to identify creative ways to engage students in the learning process, as students will expect teaching and learning to be available according to their needs and demands.
- d. Advanced technology will continue to bring changes to classroom instruction and library services. Accordingly, computer access and literacy for faculty, staff and students will be essential. Mechanisms for providing adequate computer access to the underprivileged student population will need to be explored.
- e. Customer/student relation methods will need to be changed as students will demand more personal rights and attention and the college's relationship with students is expected to become more market driven.

Mr. Billings further reported on occupational demand forecasts. In summary, significant demand increases are expected in the area of arts, entertainment and recreation; utilities; transportation; management/professional services; protective services; food preparation; and, health care occupations. Average wage projections and curriculum needs were also provided.

Mr. Billings reported that unemployment figures are expected to remain constant at approximately 5%, although a major world event could change this without notice.

Mr. Billings reported that although AA retention success has shown consistent improvement, the AS retention success is lagging, especially for minority students. Currently 91% of FTIC minority students at BCC require remedial education, while the system average is 89%. Further, FTIC enrollments for minorities are increasing, and exceed the county population per capita (Is this the right word?) Mr. Billings also reported that although AA degrees awarded are increasing, AA degrees to Hispanics are decreasing. Dr. Astrab reported that AS degree success rate figures are down due to the growth of college credit certificates, as students often obtain the certificates and seek employment prior to completing their degree. He also reported that dual enrollment students explore technical programs, which increase our statistics. When these students make other educational decisions, the AS program success rate figures are affected.

Certificate offerings have gained in popularity as the majority of the college's students are enrolled part time, while holding full time or part time jobs. Many students only need to complete their general education coursework to obtain their AS degree, but choose not to

as they are already employed. Although the college is fulfilling its mission to the students, legislative decisions are based on degree completion statistics, which negatively affects our funding. Mrs. Martinez suggested that changes be considered to offer only AA degrees and certificate programs and delete the AS degree option. Dr. Gamble reported that it is common in some states to articulate certificates, and technical programs could follow this model to serve as an inducement to complete the degree. Dr. Astrab reported that this solution complicates issues due to SACS requirements. Mr. Billings reported that in 1999 the college awarded 332 Certificates, compared with 899 in 2004, with 1502 Certificates projected to be awarded in 2008.

Discussion ensued regarding the challenge for increasing student success is ensuring remediation mechanisms are utilized, as six to ten students currently fail the CPT test and would benefit from these services. These services are available, but the college cannot force the students to participate in remediation. In addition, many of the FTIC students come unprepared due to poor role models and the inexperience to make the proper inquiries to find appropriate resources. Remediation courses are often rejected by students as they do not want to pay for a course that will not obtain degree credit.

The Board requested the Cabinet member's input regarding gaps reflected in the scan information in relation to the proposed Board objectives. Mr. Billings reported that due to good communication the proposed objectives are adequate. He pointed out that 25 of the 39 objectives are mandated by state law, four were identified by the Cabinet and the balance was determined by the Board.

Mrs. Martinez requested discussion regarding plans for addressing the growing impact of senior citizens on the college; possibility of structuring courses in smaller units to assist working students; and, possibility of identifying ways to reach welfare recipients in an effort to reduce the need for federal welfare assistance.

Dr. Gamble reported that the Brevard Workforce Development Board (BWDB) is tasked to oversee the training needs of the unemployed, including those receiving federal assistance, and have resources and funding to accomplish this. The college assumes a major partnership role with the BWDB and assists with these efforts. It was the consensus of the Board that a future presentation by the Linda Rice, Executive Director, BWD and Dianne Messer, BCC, Director, Technical Programs & Apprenticeships, would be useful.

Dr. Gamble reported that the state no longer underwrites senior citizen tuitions other than a \$5.00 discount per class. However, the Institute of Business Training & Continuing Education (IBT&CE) offers many classes targeted for the senior citizen population, but many are unwilling to pay tuition. Possible discounts related to volunteer efforts have been studied and the financial impact to the college was found to be significant. Dr. Gamble suggested perhaps the County's Senior Program could be asked to help offset some of the costs for this effort. Dr. Astrab suggested that this effort could be tied to Objective #18. Mr. Little reported that non-credit courses would be more feasible than for credit courses.

Mrs. Martinez reported that there are no Distance Learning objectives despite the projections for continued growth. Mr. McCotter agreed that focus should be made on

virtual teaching or hybrid courses as it appears to be the trend for the future and might have a decreased effect on classroom enrollment. In addition, he suggested that we should consider selling innovative ideas of our Virtual Campus programs to other colleges. Dr. Cobb reported that there are financial aid challenges that prohibit expanding the timeframe for completing virtual classes; however, a 12 week option has been made available to provide more flexibility to students. She reported that research has shown that 12-weeks is the minimum timeframe to ensure student success in on-line courses. Dr. Cobb further reported that marketing outside of the county has not been pursued as the necessary infrastructure is not available, i.e. 24 hour helpdesk services, etc. She suggested that instead a particular niche of excellence could be identified that we could concentrate on marketing the prototype, which does not replicate what other programs provide. Mr. Marshall stated that this market is saturated except in novel areas, such as SpaceTEC, that no other colleges provide.

It was the consensus of the Board that an objective needs to be added to ensure that the Virtual Campus remain on the cutting edge of development. Dr. Astrab reported that he had made a recommendation to the Cabinet to schedule a summit to discuss Virtual Campus issues and goals and develop a strategic initiative based on the discussions. Dr. Gamble suggested an objective be added, as follows: "Continue to expand college distance learning capabilities involvement and offerings" and determine appropriate measurable goals to document the capability of the classes and supporting infrastructure. Dr. Astrab suggested the strategic plan should be formulated to address the growth, infrastructure, costs, and overall positive and negative impacts to the college. Mr. Handley stated if virtual learning is the wave of the future, then the college will need to provide finances to adequately support the programs. Therefore, the comparative cost of distance learning needs to be further discussed and determined. Mr. Little reported it is important to be careful not to extrapolate growth rate as growth may level off and not grow exponentially. Dr. Gamble suggested an additional Objective to read: "*Develop distance learning strategic plan for 24/7 support and make appropriate funding allocations.*" The Board concurred.

Mr. McCotter reported he reviewed the local newspaper classified section to observe the current employment needs of the County and discussion ensued how the college is academically equipped to address the training needs to meet current and future job demand. Dr. Astrab responded that the resources to expand programs limits the college, and it is necessary to create partnerships with local businesses. Finances to expand tools to increase student success rates was identified as a primary concern to Cabinet members. Dr. Gamble reported that maintaining academic standing is a "moving target" and therefore changes must be constantly observed and recommendations made to remove some programs, while adding others. He said this is one of the major reasons for the reorganization to encourage forward thinking in the area of academics.

The proposed Board Performance Objectives were reviewed and discussed.

a. Board Objective #1 – Community Stakeholder Satisfaction

It was the consensus of the Board to add a bullet to Data Source stating "and comparisons to other community colleges."

b. Board Objective #2 – Student Satisfaction

Maintain wording as is.

c. Board Objective #3 – Implementation of Technical and Career Programs

Maintain wording as is.

d. Board Objective # 4 through #13 – Maintain or increase retention rates

After thorough discussion it was the consensus of the Board to remove these items from the Board objectives. The reporting of these statistics is mandated by the state and will be provided to them as required.

e. Board Objective #14 through #27

The Board concurred that these are the more meaningful objectives, for which the college has more control. Maintain wording as is, with the following clarification:

#17 – It was clarified that the percentage in college goal #17 reflects the students who have taken a remedial class and transferred to a State University System, with a 2.5 GPA or greater. Mr. Billings reported that these figures are also tracked by ethnicity.

f. Board Objective #28 and #29

Mrs. Martinez questioned why the projected increase for black faculty is higher than Hispanic faculty. Dr. Astrab reported that the ability to add any staff is limited to retirements, etc. so dramatic change will not be evident. Ms. Oglesby reported that past efforts to recruit Hispanic faculty have been unsuccessful, but continued emphasis on minority faculty recruitment is a priority. It was the consensus to maintain wording as is, with the goal to find methods to increase Hispanic faculty recruitment.

g. Board Objective #30, #31 and #33

Mrs. Martinez requested measurable goals be added. Dr. Gamble clarified that these objectives are qualitative as reflected by employer surveys. Mrs. Martinez suggested that the surveys should be revised so that more quantitative feedback can be ascertained by measurable data.

h. Board Objective #34

Mr. Handley reported that these target figures are not especially meaningful as the college has had success in the past, with expectations to continue. He suggested the emphasis should be changed

- i. Board Objectives #35 through #39 not discussed due to time constraints.

3. **GENERAL BOARD DISCUSSION:**

Discussion tabled due to time constraints.

4. **POLICY GOVERNANCE:**

Discussion tabled due to time constraints.

5. **ADJOURNMENT:**

The workshop adjourned at 4:20 p.m.

APPROVED: _____
Chairman, District Board of Trustees

ATTESTED: _____
Secretary, District Board of Trustees