

**BREVARD COMMUNITY COLLEGE  
BOARD OF TRUSTEES  
WORKSHOP**

April 18, 2005  
2:20 p.m.

Lecture Auditorium  
Occupational Building #1  
Titusville Campus

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

**1. CALL TO ORDER:**

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

**2. GENERAL BOARD DISCUSSION:**

a. Simpkins Series Attendance

Mr. Handley reported that he attended the Joe Lee Entrepreneurial Session on the Cocoa Campus and was concerned about the low attendance, especially by students. He questioned why the Melbourne Campus had better success in this regard. Dr. Gamble reported that students are generally uninterested in attending unless faculty provides incentives, such as extra credit. Dr. Gamble suggested that future series offered at the Titusville Campus location might prove to be more successful, or faculty could be further encouraged to offer student incentives for attending.

(MRS. WILSON ARRIVED.)

b. Internet Filters

Mr. McCotter asked if the college has the ability to filter material on college computers to avoid inappropriate internet use. Mr. Marshall reported that although filters exist, they are not active as they block legitimate research sites when turned on, which raises “academic freedom” concerns creating controversy and possibility of civil liberty lawsuits. Dr. Gamble reported that SPAM filters are used to reduce inappropriate data from entering the system via incoming email.

c. Drug Testing

Mr. McCotter reported that drug testing of new employees is a common practice in the industry these days and inquired regarding the Board’s ideas regarding this issue for the college. Mrs. Martinez suggested that drug screening is not expensive and could identify employees with potential high risk behaviors prior to hiring. Mr. McCotter also reported that there is a discount on Worker’s Compensation

Insurance offered to companies who perform drug screens and have a drug policy in force. Mr. McCotter also reported that his company's policy is to perform a drug test for all employees involved in workplace accidents. Mrs. Martinez reported that it is important for employers to be aware that there are items which can cause false positive tests. Mrs. Oglesby reported some community colleges do have drug screening policies; however, collective-bargaining negotiations with the Union would be necessary for Brevard Community College policy changes of this nature. Mrs. Oglesby further reported that private college contractors would be responsible for their own testing policies. Mr. McCotter requested that Dr. Gamble and the Cabinet discuss the issue at their next meeting and report back and discuss at the May Board Workshop. Dr. Gamble suggested a new hire clause providing for random drug testing and conveying to the employee that "illegal drug use can be cause of dismissal."

d. Health Fair

Dr. Gamble reported that Dr. Fettrow is in the process of organizing a health fair for full time employees and their immediate family. This event could help identify potentially life-threatening conditions by administering medical tests at a reduced rate.

3. **THIRD QUARTER REPORT:**

Mr. Frank Billings, Associate Vice President, Institutional Effectiveness and Strategic Management, reported on the Strategic Planning and Accountability Program, Third Quarter FY 2004-05 Accomplishments Report. He reported that 26 objectives were accomplished. Dr. Gamble reported that he is very proud of the college's performance in exceeding or meeting most statewide performance goals, while recognizing that there is always room for improvement. Mr. Billings reported that of 38 performance measurements the college met or exceeded the system averages 88% of the time.

Mrs. Martinez stated that improperly worded/unclear objective statements and areas where accomplishment data is not recorded are cause for concern. Mr. Billings reported that his office tries to reconcile all the objectives, and those without explanation from the strategic manager, get "red flagged" for follow up and are not dismissed, with the ultimate goal to complete all tasks within the year. It is often determined that incomplete reporting is due to operator error or technical malfunction. Dr. Gamble reported that ability to observe inconsistencies is proof that the system is working. Dr. Astrab reported that the process was improved this year, to provide an alert to all parties involved with objectives to ensure all parties are aware and in agreement. Mr. Billings reported that there is a cumulative report that is distributed at the end of the fiscal year to Cabinet and strategic managers, which becomes part of the evaluation process.

Mrs. Wilson commended the college for the implementation of the strategic management system that is quite effective and unique. Mr. Billings reported that although there are technical challenges for some, the system is extraordinary and working well, providing a dynamic process with refinements made each quarter.

Mr. Billings reported that the process also provides measurable outcome data due to the “value chain” which links individual accomplishments to resulting performance metrics.

Mr. Billings reported that objectives which are completed early are removed from the following Report, so the percentages of completions on quarterly reports appear skewed until the year-end report.

Mrs. Martinez remarked that in order to obtain continuous improvement, large objectives should be broken down into smaller objectives that are more manageable to determine a level of progress. In addition, emphasis should be made to write clearer more understandable objectives. Mr. Billings reported that strategic managers will not write objectives in this year’s strategic management process, but will devise strategies based on Board performance objectives, with final revision at the Cabinet level.

#### **4. POLICY GOVERNANCE:**

Mr. McCotter reported that he reviewed the latest draft of the Policy Governance Manual and feels confident that that the document is well-written and near completion. Mrs. Martinez reported she has reviewed the document and is comfortable with the changes made thus far. Mr. McCotter recommended that the Board carefully review the sections dealing with the Executive Limitations of the President and the President’s Evaluation procedure to ensure it meets the approval of all. The Board concurred.

Mr. McCotter inquired if the Board was comfortable with the President’s authority to approve outside contracts of less than \$250,000 without Board approval. The Board concurred that this figure is acceptable since the President is obligated to stay within the approved budget.

Mr. McCotter asked if the Procedures Manual is currently being revised. Dr. Gamble reported that the revision of the Procedures Manual will begin upon final approval of the Policy Manual at which time he will create a college administrative procedures manual with references back to the Policy Manual. Dr. Gamble stated that the Policy Manual suggests the need for administrative policies, as well as administrative procedures and that he intends to combine both in the revised Procedures Manual. Mr. Matheny suggested that this manual be entitled “Rule/Procedures” Manual, to avoid confusion. Dr. Gamble recommended this manual be in electronic format. Accordingly, the Board concurred that the terminology throughout the Policy Manual be changed to reflect “rule/procedure” rather than “procedure.” Mr. Matheny recommended the wording “the President shall recommend the adoption of rules, as appropriate, to the community college Board of Trustees to implement provisions of law governing the operation and administration of the college, which shall include the specific powers enumerated herein.” The Board concurred that this wording does not appear to fit under the “Executive Limitations” section, which lists the limitations or what the President shall not do.

It was the consensus of the Board to add the following wording at the end of Section 300.0: “The President shall have all the powers and duties enumerated by Florida Statutes pertaining to community colleges (FL Statute 1001.65) and the rules of the State Board of Education (FAC 6A-14.0262).”

Mr. Handley asked if it is a state requirement for the Board to review and ratify the procedure manual on an annual basis. Mr. Matheny responded that it was not a requirement; however, it would give strength to the procedures and rules in the event of a challenge. He reiterated his opinion the Board should review and approve the rules on a yearly basis, but that it should not be published as such in the Policy Manual to allow more flexibility, as needed. The Board concurred that the "Rules/Procedures" document will be reviewed by the Board only when rules or procedures change, but that this will not be specified in the Policy Manual.

Mrs. Martinez requested the Board's input on Section 200.8. It was the consensus that the wording be maintained as is as to continue broad discretion by the Board.

Mrs. Martinez inquired if "artistic freedom" should be addressed in this document due to problems experienced at other colleges in the past regarding "offensive displays". She stated that Indian River Community College (IRCC) has researched and drafted a policy, which should be reviewed for possible inclusion in our Policy Manual. Dr. Gamble suggested that the Board could review this subject upon receipt from IRCC, for future inclusion if desired. Mr. Matheny also reported that the King Center is working on a policy regarding the process for events containing objectionable material. Dr. Gamble stated this topic is sensitive as offensiveness is in the "eye of the beholder" making it difficult to define.

Mrs. Martinez reported that she just noted that Section 200.1 dealing with "Gender Equity" will be re-written to read "Neglect to follow and comply ...." to conform with the negative tense used throughout this section.

Mr. Matheny discussed Section 200.5(D) and the legality of the requirement for issuance of permits for peaceful demonstrations. It was the consensus of the Board to delete this requirement by rewording "..., in advance of the event, peaceful demonstrations of protest within the designated areas."

Dr. Fettrow, Provost Cocoa Campus, offered to review Sections 100.3 and 100.4 in light of her new role, and make comment to the board. Dr. Gamble reported that much of the material is related to statutory requirements. Dr. Fettrow expressed concern with the wording in 100.3(B) reading "Students who enroll in college credit coursework must be a high school graduate or equivalent," as not all students meet this requirement, such as those who are dual enrolled. The Board concurred that this sentence should be removed in its entirety. The Board welcomed Dr. Fettrow's further review and comment of these sections.

The Board further concurred with the removal of the last paragraph of Section 100.4.

Dr. Astrab, Executive Vice President, Academic Services, and Ms. Oglesby, Associate Vice President, Human Resources, reported that HIPA rules require the college to assign a competent Human Resource designee. Accordingly, Ms. Darla Ferguson, Employee Benefits Coordinator, was named and trained. Therefore it was the consensus of the Board to change the second paragraph of Section 200.4(A) to read: "The point of contact will be

established by the President,” with the specific point of contact defined in the Rules/Procedures Manual.

Dr. Gamble requested that Section 200.4(B) be revised to remove all the specified areas of attention to read “The President will establish appropriate.... throughout the College.”

Mr. Billings, Associate Vice President, Institutional Effectiveness and Strategic Management, suggested that Section 200.6 should be revised as the Florida Retirement System (FRS) is not required. Ms. Oglesby suggested that she will work with Mr. Matheny and make suggestions for appropriate revision to maintain brevity and accuracy. The Board concurred that the specifics should be included in the Rules/Procedures Manual rather than the Policy Manual.

Mrs. Martinez inquired if Sections 200.7 and 200.10 should likewise be revised for brevity. Mr. Matheny recommended that these sections remain as written due to state mandates.

The Board concurred that subsequent revisions of the Policy Manual will be placed in a three-ring binder with modified pages to be reflected on yellow paper.

**5. ADJOURNMENT:**

The workshop adjourned at 4:05 p.m.

**APPROVED:** \_\_\_\_\_  
**Chairman, District Board of Trustees**

**ATTESTED:** \_\_\_\_\_  
**Secretary, District Board of Trustees**