

**BREVARD COMMUNITY COLLEGE
BOARD OF TRUSTEES/CABINET
RETREAT**

February 27, 2006
10:35 a.m.

Rooms 163-163A
Library Building (Bldg. #2)
Palm Bay Campus

PRESENT:

Board of Trustees:

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

Cabinet Members:

Dr. Barbara Ake; Dr. Donald Astrab; Mr. Frank Billings; Dr. Kathy Cobb;
Dr. Brenda Fettrow; Dr. Amy Hendricks; Dr. Mike Kaliszkeski; Mr. Al Little;
Mr. Tim Marshall; Ms. Ingrid Matta; Ms. Joni Oglesby; Dr. Bert Purga

1. CALL TO ORDER:

Mrs. Alberta K. Wilson, Chairman, called the Retreat to order.

2. REVIEW OF VARIOUS INSTITUTIONAL REPORTS, DATA & RESOURCES:

Mr. Frank Billings, Associate Vice President, Institutional Effectiveness and Strategic Management, invited Ms. Kieta Osteen-Cochrane, Executive Director, Institute for Business Training and Continuing Education (IBT&CE), to present her report in advance of the Environmental Scan discussion.

a. Report on ESL/ESOL Programs

Ms. Kieta Osteen-Cochrane, Executive Director, Institute for Business Training and Continuing Education (IBT&CE) recognized Ms. Agnieszka Dobrosielski, Program Manager, Intensive English Program (IEP), and Ms. Paula Fines, Curriculum Coordinator, Intensive English Program, to whom she gave credit for the success of the ESL/ESOL. Ms. Osteen-Cochrane reported on the three programs offered by IBT&CE; namely: (1) Intensive English Program (IEP); (2) English for Speakers of Other Languages (ESOL); and, (3) Compton's Accent Modification, and she described the structure and dynamics of each program offering.

Ms. Osteen-Cochrane reported the Intensive English Program (IEP) is primarily for academic preparation of International Students on F-1 Visas (70%) representing 45 different countries. It offers instruction in grammar, reading, writing, conversation, pronunciation and TOEFL (Test of English as a Foreign Language) preparation. The courses are offered on the Cocoa Campus only during daytime hours. Placement tests are required to determine the skill level of students.

Ms. Osteen-Cochrane reported on the English for Speakers of Other Languages (ESOL) program. These programs are offered on Cocoa, Melbourne and Palm Bay and focus primarily on functional fluency through integrated skills. All ESOL students are residents, with the majority being Spanish speaking. The program consists of 14 weeks of study with three hours of weekly classroom instruction each week, totaling 42 total contact hours. The students enrolling in this program have some level of fluency prior to enrolling and are tested to determine the proper level of instruction. Ms. Osteen-Cochrane reported that classes for ESOL are non-credit and categorized as "Leisure" and thus are charged at non-resident rates. She described field trips and extra-curricular activities that are arranged for the students in order that they might practice their skills in real-life environments.

Ms. Osteen-Cochrane reported on the Compton Accent Modification, which allows mastery of English pronunciation to individuals who have a full command of the English language, but are difficult to understand due to heavy foreign accents.

Ms. Osteen-Cochrane reported that English for Academic Purposes (EAP) instruction is being considered to help students develop academic language proficiency. She reported that EAP course credits vary from college to college, but the most common model offers the first four levels as non-credit, with the last two levels as credit courses. This program would be beneficial to students who are able to pass the CPT exam, but do not have sufficient academic fluency compared to their native-speaking peers, thus hindering their success. Ms. Osteen-Cochrane further reported approval has been received for creation of a state-funded EAP Consortium Committee which will write a curriculum and designate a phase-in plan.

Ms. Osteen-Cochrane reported a recommendation has also been made for a full-time Spanish faculty position to be added on the Palm Bay Campus. Dr. Astrab reported that further investigation is needed to determine the predominant need and priority.

Mrs. Martinez reported that the county's growing diversity reflected in the recent environmental scan emphasizes the need for these programs to allow individuals to achieve their maximum potential, having a correspondingly positive effect on the economics of the county.

b. Reports on SpaceTEC and International Programs

Dr. Gamble reported that written reports on the SpaceTEC and International Programs, (Items 2.c.) were provided in the Board notebooks. No formal presentation will be provided unless there are specific inquiries made.

3. **COLLEGE STRATEGIC PLAN FY 2006-07**

a. Florida Division of Community College's and Workforce Ed Strategic Plan Overview

Mr. Frank Billings, Associate Vice President, Office of Institutional Effectiveness and Strategic Management, reviewed the strategic planning process which begins with four broad goals established by the Florida Department of Education, which map to the K-20 strategic imperatives, and the Florida Community College System (FCCS) strategies and goals. He reported that the purpose of the Retreat is to collectively review input from the Trustees, Cabinet, community stakeholders, and strategic managers, etc. to ensure consensus of agreement for the final strategic plan.

b. Responses to Board Information Requests

Mr. Billings reported that data has been included in the Miscellaneous Planning Documents handout in response to specific Trustee inquiries, as follows:

(1) 2005 High School Graduate Data

Mr. Billings provided numerical and alphabetic data reflecting 2005 high school graduates attending BCC in 2005-06. Dr. Fettrow confirmed the data will be helpful to define recruiting and marketing efforts. She reported that high schools having low BCC attendance figures are due, in part, to students choosing to attend four-year institutions. She further reported identifying and recruiting the students who have chosen not to continue their education is of primary concern, in the hopes that they could be encouraged to do so. Dr. Gamble reported that as the dual enrollment program expands, he expects fewer students will leave prior to completing their Associates Degree. He stated that 40-42% of Brevard's high school students who are furthering their education come to BCC compared to the 28% statewide average, due largely to the emphasis on dual enrollment by the Brevard School Board. Dr. Gamble reported that financial support of the dual enrollment program will require further negotiation. He further reported that data reveals greater student success for dual enrollment students receiving instruction on the college campus rather than their local high schools, and he will make recommendations to Dr. Richard DiPatri, School Superintendent, accordingly. He also reported the State and School Board have indicated a desire to significantly increase vocational study offerings to high school students who do not wish to continue to college. This will have a significant impact on college funds, which will also require further discussion with the school board. Data shows very few high school students enrolled in vocational dual enrollment classes continue on to college. It was the consensus that these topics should be included on the agenda at the next joint meeting with the School Board. Dr. Gamble

reported that data should be collected and analyzed regarding costs, enrollments, drop out statistics, etc., in preparation for this discussion.

(2) Increased Job Demand for Waste Management Occupations

Mr. Billings reported details on increased job demand for waste management occupations has been provided in the Miscellaneous Planning Documents handout as requested by Mr. Handley. Mr. Handley confirmed that the information was helpful and clarified the matter.

(3) Immigration Statistics

Mr. Billings reported that immigration statistics were also provided in the Miscellaneous Planning Documents handout in response to Mrs. Martinez' request. He reported that although the data is interesting it is not current; the immigrations office reported that more current immigration data is not available at this time. Additionally, data on legal versus illegal immigrants is not available. Mr. Billings reported that the environmental scan data shows that half the U.S. population will be Hispanic by the year 2050, with the majority residing in 13 south east states; primarily Texas and Florida.

Dr. Gamble announced that following a short break the meeting would continue with a working lunch. He outlined the schedule for the remainder of the retreat and requested the Trustees provide input on specific comments or areas of interest to be added to College Strategic Plan (Item 7a) for the coming year. Dr. Gamble further clarified that this is distinct from the three-year Strategic Plan (Item 5.b.), stating that although minor changes to this document may be made, it should remain essentially unchanged as the college is currently in the second year of a rolling three-year plan.

Following the break, Mr. Billings reported on the top ten significant issues and trends revealed by the strategic plan and related discussions ensued.

(Mr. McCotter arrived.)

Mr. Billings briefly reviewed the eight priority goals included in the strategic plan for the Florida Community College System (FCCS).

Mr. Billings reported that the Cabinet and Board collectively agreed upon 26 performance objectives for FY 2005-08. Mr. Billings requested that these performance objectives be reviewed by the Trustees to ensure no changes are required. It was the consensus of the Board that the 26 performance objectives are adequate.

Mr. Billings reported that the Cabinet has spent six weeks reviewing data leading to the development of 20 strategic initiatives identified by the Cabinet for FY 2006-07. The Proposed Cabinet Strategic Initiatives for FY 2006-07, were distributed to the Board, followed by discussion of each.

Trustees identified the following areas for consideration:

- (1) Mr. Handley recommended monitoring of course offerings with backlogged admissions, i.e. Health Sciences area.
- (2) Mrs. Martinez said the expansion of opportunities for the aging population should be addressed.
- (3) Mrs. Martinez recommended close monitoring of large programs which might come into Brevard County to ensure program offerings are available for all levels of incoming workforce. This would also pertain to expanded Port activities, which Mr. Matheny reported are significant.
- (4) Mrs. Wilson stated that diversity issues are being addressed in a much more proactive manner; however, more work is needed. Mrs. Martinez stated the goals for Hispanic recruitment and retention should be increased as significant progress is needed in this area. Dr. Gamble stated that diversity recruitment and retention efforts will be continually measured and monitored as part of the Board performance objectives.
- (5) Mr. Handley recommended close monitoring of the UCF medical school. Dr. Gamble reported Dr. Ake is working with UCF Health Sciences representatives and is scheduled to report at the March Board meeting at UCF. He stated this is important as the medical school will create spin-off needs such as a Pre-Med Program with a goal of continuing toward the Medical Degree at UCF. In addition, the medical school will create an increased need for technicians, orderlies, etc.
- (6) Mr. Handley asked if the increased demand for virtual classes is being integrated into the strategic plan. Dr. Cobb stated that in response to Board performance objective #26, the Virtual Campus is developing a business plan to transition as a more integrated collegewide program. The college faculty is equipped for this transition; however, the infrastructure for student services must be expanded to adequately support students in this growth. Mr. Marshall reported that outsourcing of 24/7 student support services is being considered. Dr. Gamble reported that UCF has had a difficult time transitioning to virtual instruction, so there may be potential to discuss training opportunities for their faculty in these efforts.

Mrs. Martinez asked for a future report and demonstration on the structure of an on-line course, i.e. the flow of the on-line process for students from registration to completion.

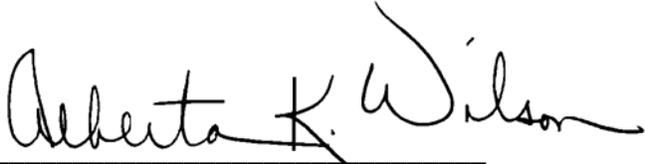
- (7) Mr. McCotter reported that student recruitment goals be set to protect funding issues associated with fluctuating enrollment. Dr. Gamble reported that a master plan for enrollment management will be part of the Board performance objectives overseen by Dr. Fettrow. Mr. McCotter stated that three recruiters on staff may not be sufficient. Mr. Little reassured the Board that fluctuating enrollments would not be financially devastating as the college is not 100% funded by tuition.

Dr. Gamble reported that he is considering discussions with UCF proposing they refer Brevard County students who are not accepted by UCF, as well as their students who are struggling academically at the University and may benefit by the community college structure with a transfer to UCF after two years.

Mr. Billings requested that the strategic planning timeline for future years be adjusted so that the Strategic Planning Workshop is held in late-December or early-January. The Board concurred with this idea and Dr. Gamble stated related Policy Governance Manual entries will be modified accordingly.

4. **ADJOURNMENT:**

The retreat adjourned at 3:10 p.m.

APPROVED: 
Chairman, District Board of Trustees

ATTESTED: 
Secretary, District Board of Trustees