

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

November 6, 2006  
9:05 a.m.

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

**PRESENT:** Mr. James W. Handley, Chairman; Mr. C. R. "Rick" McCotter III, Vice Chairman;  
Mr. James Theriac; Mrs. Kimberly Tsamoutales; Mrs. Alberta Wilson;  
Dr. James A. Drake, Secretary

**1. CALL TO ORDER:**

Mr. James Handley, Chairman, called the Retreat/Workshop meeting to order. He welcomed Dr. James Drake, Interim President and Mr. James Ross, Vice President, Advancement and Public Affairs.

Mr. Handley suggested the format for presentations be informal allowing opportunity to dialogue and brainstorming.

Mr. Handley called for a moment of silence for Dr. Gamble and his family.

**2. WELCOME AND INTRODUCTIONS:**

Dr. James Drake, Interim President, reported he met with the Cabinet to gather input regarding their thoughts on strategic planning priorities for the College. As a result, he reported several topics were proposed as highlights, i.e.: 1) the aerospace program; 2) enrollment management and enrollment planning; and, 3) future trends in educational technology. Dr. Drake introduced Dr. Denise Young, Interim Associate Vice President, Administration, Southern Region Campus, University of Central Florida (UCF), and reported she will be invited to give a future Board presentation regarding new SACS requirements based on UCF's recent reaffirmation process.

Dr. Drake reported a table tent was provided at each place setting and he requested each participant write their first name; nickname; an area of excellence at the College; and an area in need of improvement. Several areas were emphasized by more than one participant, namely:

Points of Pride –

1. Distance Learning/Virtual Campus
2. Expansion programs: aerospace, service learning, nursing, interior design
3. Classroom technology, i.e. recording attendance/non-attendance
4. Partnerships with UCF
5. Community outreach/impact in many ways
6. Core mission done well
7. Digital TV station
8. Quality employees

Areas in Need of Improvement/Opportunities –

1. Retention and recruitment
2. Faculty succession planning
3. Communication and marketing - internal and external
4. Streamline all functions to achieve maximum efficiency
5. Career progression and incentive programs to retain good people
6. Opportunity to explore partnership potentials, i.e., future medical-related partnerships with the new University of Central Florida (UCF) College of Medicine.

**3. BOARD DISCUSSION:**

a. Strategic Planning/SWOT Analysis/Environmental Scan

Mr. Frank Billings, Associate Vice President, Institutional Effectiveness & Strategic Management, presented the following documents: 2006 External and Internal SWOT Analysis; Environmental Scan FY's 2007-2008+; and, Strategic Plan Overview and Timeline. He also provided a copy of a power point presentation developed by Dr. Terri Manning, Central Piedmont Community College, entitled "*The Millennial Generation – The Next Generation in College Enrollment,*" and reported it was an insightful perspective of the millennial generation and the impact on College enrollments during the next decade.

Mr. Billings recommended that during the strategic planning process the Board take into consideration the Florida Division of Community Colleges and Workforce Education requirements and linkages provided. In addition, he recommended adding an additional January component to the strategic planning timeline to allow for final identification of performance outcomes and measurable metrics for each Board initiative.

Mr. Billings summarized the top strengths, weaknesses, opportunities and threats revealed by the SWOT analysis. Discussion ensued. Mr. Handley stated that weaknesses identified in the internal SWOT should be analyzed by the administration for formulation of action plans for improvements. Textbook costs and standardization were discussed. A future workshop discussion regarding the topic of academic freedom was requested. Dr. Drake reported Ms. Robin Boggs, President, UFF-BCC, proposed a Board Advisory Group be formed consisting of a representative from each of the following classifications: hourly employee; salary employee; fulltime faculty, and student to meet periodically with the Provosts and Board to improve communication and understanding.

b. Future of Aerospace Program

Dr. Al Koller, Executive Director, Aerospace Program, reported on future changes and resulting opportunities for the College. He reported that the aerospace industry is coming to a crossroad and it is important to project patterns and strategize changes for the coming decade. Dr. Koller reported on opportunities in the following areas: 1) in the civil space business as the Crew Exploration Vehicle (CEV) and Heavy Launch Vehicle (HLV), will have final assembly at the Cape in the future, therefore training needs will exist for assembly technicians, engineering

and support staff for this program; 2) additional GPS (Global Positioning System - not radar) flight control personnel will be needed due to increased use of shared airspace, i.e. Unmanned Aerial Vehicles (UAVs), Very Light Jets (VLJs), and business charter flights; 3) commercial launch companies will be taking the place of NASA flights by 2008; and, 4) future space tourism.

(Mrs. Wilson arrived.)

Dr. Koller reported on other possible impacts and requirements that may arise due to aerospace industry changes, and suggested that BCC should be prepared to react. Mr. Handley suggested that BCC explore partnerships with UCF and FIT to begin plans to address these opportunities.

c. History of Educational Technology

Dr. Drake, shared an article entitled "A Snapshot of American College Life," which summarized concerns regarding college and technological advances during the 1925-1930 timeframe. He reported the topics are strikingly familiar to concerns stated today. He further presented examples of typical educational technology during this timeframe.

(Lunch Break at 12:00 p.m. – Meeting Reconvened at 1:00 p.m.)

d. Enrollment Management and Enrollment Planning

Dr. Brenda Fettrow, Vice President, Student Services, reported on two new enrollment concepts for the Board's consideration. She introduced Ms. Kathleen Peters, Dean, Enrollment Management, and reported that a meeting was held on November 3, 2006, at which time the proposed enrollment management planning process was announced. The Enrollment Management Planning Committee (EMPC) consists of 73 members, forming design teams of 20-25 members each. Dr. Fettrow reported that according to research, employees must be directly involved in the design of the process in order to facilitate a "cultural shift." The plan includes one, three and five-year goals with ongoing assessments to measure effectiveness.

Dr. Fettrow reported the first component of the plan, the Call Center, was successfully implemented in June 2006. The Call Center handles incoming phone calls and places outbound calls to individuals who expressed interest in the College, but did not enroll; or, courtesy calls to First Time in College (FTIC) students. Dr. Fettrow reported that although some students may consider some of the techniques as intrusive, research has shown extra guidance and mandates to be instrumental for student success and retention. Dr. Fettrow invited the Trustees input and/or participation at future meetings, with the next meeting scheduled for November 30. Dr. Fettrow further reported on a concept to expand educational access opportunities at BCC.

The Trustees concurred with the continued development and near-term implementation of the Enrollment Management Plan as presented, and also

supported the idea of further investigation by Dr. Drake and others regarding possible innovations to expand access to higher education.

e. Trends in Educational Technology

Dr. Kathy Cobb, Provost, Titusville/Virtual Campuses, and Mr. Tim Marshall, Chief Information Officer, demonstrated various distance learning delivery technologies being used or being explored by the College.

In addition to the many technological tools available to students, statewide initiatives are also a benefit. For instance, members of the Florida Distance Learning Consortium share on-line curriculum via the "Orange Grove," Florida's operational repository project which provides a single point of access for learning resources design to be used by Florida's K20 teachers and educational institutions. Content can be searched by using a common course number (higher education), subject area, resource title, and by many other descriptive fields. As College faculty create learning objects with multi-media, they go into this digital library to be used by faculty across the state. In addition, a proposal has been made to the Governor's office regarding a resource library for all colleges to share statewide.

Dr. Drake reported that the rapid evolvement of technical education delivery methods is exciting and expands access opportunity; however, at the same time it creates challenges due to the necessary investment in infrastructure and training.

4. ADJOURNMENT:

The workshop adjourned at 4:20 p.m.

APPROVED: James W. Handley  
Chairman, District Board of Trustees

ATTESTED: James D. Drake  
Secretary, District Board of Trustees