

**BREVARD COMMUNITY COLLEGE  
BOARD OF TRUSTEES  
WORKSHOP**

February 17, 2003  
10:00 a.m.

Library Building (#2), Room #163/163A  
Palm Bay Campus

**PRESENT:** Mr. James W. Handley, Chair; Dr. Alexandra M. Penn Williams, Vice Chair; Mrs. Miriam E. Martinez; Mr. C. R. “Rick” McCotter III; Mr. Joe D. Matheny, Attorney; Dr. Thomas E. Gamble, Secretary

**ABSENT:** Mr. Eugene C. Johnson

**1. CALL TO ORDER:**

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

**2. PERSONNEL PROCEDURES/PRACTICES:**

Dr. Gamble reminded the Board the Personnel Procedures/Practices presentation was requested to provide the Board a clearer understanding of BCC’s personnel practices. Ms. Joni Oglesby, Associate Vice President of Human Resources, reported BCC follows policies and procedures to insure the college is in compliance with applicable laws, rules, and regulations. These policies/procedures have been reviewed by the legal representatives of BCC. Ms. Oglesby presented and reviewed the document titled, “A Review of the Hiring and Firing Procedures at Brevard Community College.”

(Dr. Penn Williams arrived at 10:20 a.m.)

Ms. Oglesby reported all of the members of the College Council have attended a training session where an interview selection handbook was distributed to help the selection committee and the chair through the applicable laws.

Mrs. Martinez suggested Human Resources retain the individual evaluations of the Search Committee on file to identify the individuals who need interviewing skills/ techniques/training. Mr. Handley reported another way to evaluate a candidate is by having more than one individual interview the candidate. Ms. Oglesby reported Human Resources insures all of the EEO and SACS standards have been met when interviewing for a position.

Dr. Gamble reported BCC has been reviewing the credentials of the faculty members in preparation of the Southern Association of Colleges and Schools (SACS) visit for reaccreditation. There are faculty members who are teaching certain subjects, but do not have the 18 graduate credit hours that are required in that particular subject. Dr. Gamble asked Ms. Oglesby to insure a written document is placed in the personnel files for future faculty members indicating they have the required 18 graduate credit hours in the field they

are teaching. Dr. Gamble reported SACS will give BCC five months to correct the items listed as recommendations or suggestions.

Mr. Handley asked the process for terminating faculty members. Ms. Oglesby reported if a faculty member is on an annual contract, they have to be notified by April 1 whether or not their contract will be renewed. A reason does not need to be stated if a contract is not renewed. The process is different for faculty members on continuing contract. There are some continuing education requirements and other requirements that are in the agreement. If the faculty member does not fulfill these requirements, BCC can place the faculty member back on a one-year contract.

### **3. POLICY GOVERNANCE:**

Dr. Penn Williams reported the policy governance needs to be linked to the State policies, which have changed considerably. Mr. Matheny reviewed the changes in the State policies. He reported the biggest change in the law is the definition of the powers and duties of the president of the college. There are also changes in the law about the formula for funding the institution. Mr. Matheny reviewed areas mandated, which include that BCC should have an anti-hazing policy in place, responsibility for the academic improvement trust funds, and development of strategic plans specifying goals and objectives for recommendation to the State Board of Education.

Dr. Penn Williams reported the purpose of the meeting was for the Board to determine the format for the Board policies. She provided the Board members with a handout. Dr. Penn Williams proposed the classic Carver model for organizations. The four components include the ends, Board/Staff relations, executive limitations, and the governance process.

Dr. Penn Williams asked the Board for their approval to use the four headings to organize the policies and reported her opinion is that BCC keep the policies very high-level and pick up on the lower-level ends with procedures, unless Mr. Matheny says that the Board has to have it in a policy based on the State Board rules. She asked the Board to look at the table of contents under “ends policies,” which contain eight sub-headings. Those sub-headings were determined by going through all of the samples she provided to the Board. Dr. Penn Williams chose the sub-headings that best suited BCC. They were mission, core values, clients, accessibility and equal opportunity, impact on students (goal achievement), impact on business, impact on community, and financial resources and accountability. She reported the bottom line, when it comes to end policies, is that the end policy determines not what the organization does, but what it is for. The end refers to the effect that the organization seeks to have on the world outside of itself. It describes the impact, the difference, the change, and the benefit of the outcome to be obtained in the lives of the consumers, which is the result. Under the mission statement, there would be an indentation with sub-policies of the mission. Dr. Gamble reported the mission statement is in the BCC

catalog, which includes the internal philosophy and intent. He reported it would fit well with what Dr. Penn Williams is suggesting. Dr. Penn Williams reported there can be a broad-end policy statement and, under that, can be a more-detailed mission statement. Mr. Handley asked if the Board would end up with the eight topics being policies of the Board. Dr. Penn Williams reported to the affirmative. She reported that depending on how comfortable the Board would be with a “big box,” the Board could go smaller and get more detailed. Dr. Penn Williams reviewed some tips on Board policies. She reported the important thing is that the Board describes why BCC is in business, what the results of the business are going to be, who the customer is going to be, and are there any broad statements of cost. Dr. Penn Williams reported the Board ends policies should be brief, but should include all of the three ends components. It must be workable, clear, expansive, yet narrow enough to distinguish the organization.

Dr. Penn Williams made the suggestion that each Board member draft what they would think to be a good ends policy. The Board members were asked to send their suggestion to all of the other Board members. Dr. Penn Williams will attempt to combine all of the policies into one policy and will bring that to the next Board meeting. Dr. Gamble asked the Board to consider the possibility of working on the mission and core values because they are extremely closely related. He reported he would be inclined to do the core values because the mission has to reflect the core values.

Dr. Penn Williams asked each Board member to write a high-level ends policy, a mission policy that fits underneath it and a core philosophy policy.

Dr. Penn Williams thanked Ms. Terry Martin, Executive Assistant to the District President, for all of her help in the process.

(The workshop adjourned at 12:15 p.m.)

(The workshop reconvened at 1:00 p.m.)

#### **4. VOLUNTEER INCENTIVE PROGRAM:**

Dr. Bert Purga, Palm Bay Campus President, reported on the Voluntary Incentive Program (VIP). He reported this is the third year BCC has had this program. The faculty program has not yet changed because any changes made to the faculty VIP must go through the negotiations process. Dr. Purga reviewed the requirements for the faculty VIP. He reported the current program allows faculty members to receive a VIP every other year. The recommended change is to allow the faculty member to receive an award each year and the opportunity to receive both awards in a given year. Another recommended change is to have the nominations made by the supervisor and co-worker, in addition to self-nomination. The Campus President must approve the nomination. He reported it is up to each Discipline Committee to decide whether or not the committee members are eligible.

Dr. Purga reported that if approved, this would go into effect one year from now after approved with the United Faculty of Florida (UFF) negotiations.

Dr. Purga reported on the staff Voluntary Incentive Program (VIP). The Committee has worked with the Human Resources office to realign the timing of the evaluations, so they will occur immediately after July 1, and be effective regarding the previous fiscal year. The Committee is recommending that there be a collegewide award for staff. In order to be eligible to receive a collegewide award, a person must have received a discipline award.

Mrs. Martinez reported the VIP does not need to be brought to the Board. This is to be used as a management tool. The Campus Presidents will need to sign off on this in order to make it work and it must be driven by the management.

Mr. Handley suggested BCC look at the adjuncts possibly being eligible for the VIP award. Dr Gamble reported an Adjunct Faculty Task Force has been established and will be submitted a list of recommendations to administration, which may include some type of salary incentive based on performance.

**6. GOALS PROGRESS REPORT, 2<sup>ND</sup> QUARTER:**

Mr. Frank Billings, Special Assistant to the District President for Institutional Effectiveness and Strategic Management, reviewed the second quarter accomplishments report. He reported the accomplishments for this quarter were extraordinary. Each strategic manager owns his objectives and is responsible for completing them. Mr. Billings reported of the 77 objectives due this quarter, 48 were accomplished, 29 were not accomplished and 73 of the 77 were accomplished early. The total objectives accomplished this quarter were 121. Mr. Handley reported what he was envisioning when he looked at this report, was something that would be a higher-level look at whether BCC is meeting the nine goals, rather than looking at the details. The details are more important to BCC management than they are for the Board members. Dr. Penn Williams suggested looking at the goals when coming up with the ends policies. Mr. Billings reported at the end of each quarter, there is a final report that is issued that summarizes BCC's accomplishments. Mr. Handley reported it would be good for the Board members to see if they are on track on a quarterly basis.

Dr. Penn Williams suggested looking at the progress that has been made under each goal. Dr. Gamble reported BCC will be including the other components, mainly the AACC core metrics and also the K-20 strategic imperatives. Those are equally important as BCC's own sense of goals for the institution. Mr. Handley reported it was hard to see what goals and objectives have been met and which ones have not been met. Dr. Gamble suggested a summary of accomplishments be completed by quarter, along with a summary of shortfalls that would provide the Board with a clear status.

Mr. Billings reported the strategic plan, including the second quarter accomplishments, is now posted on BCC's web site. Dr. Gamble reported that the ends statements the Board is going to develop are going to be like the nine goals Mr. Billings presented. They are very broad statements that cover every aspect of what the college is supposed to be doing. Mr. Billings reported this is a steering document for the college and holds people accountable. The process is performance-based, and it is a valued chain in the sense that every single activity accomplished has some value and meaning in the overall process. The other component of this process allows a person to look at what they do, why they do it, do they need to do it, and can they do it better.

Mrs. Martinez suggested listing the significant objectives completed by the college along the lines of the particular goal. Dr. Gamble suggested a paragraph form in which BCC would start off with the goal. Under the goal, there would be significant accomplishments, major shortcomings, and the numbers reflecting that information. Mr. Billings suggested going back and doing summaries for the first two quarters. At the end of the fourth quarter, a final report should be given that very clearly identifies what BCC accomplished and did not accomplish. Dr. Penn Williams suggested if it was written in graph form, comparisons could be made from one year to another.

Mr. Billings reported on Dr. Denison's Institute for Business Training and Community Education (IBTCE). Dr. Gamble reported it is important to note, that with the IBTCE development, it is a real challenge to cover the dollar costs of the salaries and fringes of the staff. This is why the institute has to do so well in order to develop a totally self-supporting issue. The IBTCE has come up with many good ideas to help defray some of the costs.

7. **COLLEGE GOALS' PROJECTION 2003-04, PRESENTATION OF ENVIRONMENTAL SCANS AND DISCUSSION:**

Mr. Billings reported the strategic plan should begin with a relatively good idea as to what the environment has to offer in terms of impacts. Mr. Billings reviewed the demographic profile, economic profile of the county, and also a brief profile of the college. He reported BCC is finding that its FTEs are directly related to unemployment. When unemployment increases, FTE increases. There was discussion regarding faculty and staff salaries and the cost of living. Mr. Billings also reviewed the BCC profile.

Mr. Handley recommended the Board schedule a workshop to continue discussion.

Mr. Billings reviewed the environmental scanning concept with the Board members. BCC tried to identify emerging trends and events that might impact the college. There was a list of approximately 300 items. The list was shared with the strategic managers. The list was refined to 183 trends, events, and emerging issues. Mr. Billings asked the Board to think in terms of putting all of the trends into a funnel. Those trends will be reduced to high probability and high impact areas for the college. From this list, the Board needs to address

ends. From these ends comes strategic direction and from the strategic direction comes the colleges' goals and strategic plan. Mrs. Martinez reported she believes the strategic direction is going to be much more detailed and much more focused to the future. The ends the Board comes up with will be enduring.

Dr. Gamble asked the Board to determine three trends per section that they feel are important to the college.

**8. INTERINSTITUTIONAL AGREEMENT WITH SCHOOL BOARD:**

Dr. Judy Bilsky, Associate Vice President of Educational Services, introduced Ms. Lynn Demetriades, Program Manager of Accelerated Programs, who works with programs such as dual enrollment, early admissions, credit and escrow, and all of BCC's accelerated programs and as the BCC liaison with the school district. Dr. Bilsky and Ms. Demetriades reviewed the different aspects of the interinstitutional agreement. They also reviewed the statutory requirements, described the process for developing the agreement, addressed the key elements of the agreement, and identified issues of concern.

**9. BOARD ROOM RENOVATIONS:**

Mr. Al Little, Vice President for Finance and Administrative Services, reported BCC incorporated the suggestions the Board members provided into the planning. The raised platform will be removed in the Board Room and the room will be shortened by creating a storage room in the back. The Board Room will receive new paint and new carpet. An access door will be placed to allow access to Dr. Gamble's conference room and the main door will be expanded to a double door. Mr. Little reviewed plans for the Board meeting table. Two monitors will be added to the room; one facing the Board members and one facing the audience.

**10. ADJOURNMENT:**

The meeting adjourned at 4:20 p.m.

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

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