

**BREVARD COMMUNITY COLLEGE
BOARD OF TRUSTEES
WORKSHOP**

October 27, 2003
2:10 p.m.

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

PRESENT: Mr. James W. Handley, Chair; Dr. Alexandra M. Penn Williams, Vice Chair;
Mrs. Miriam E. Martinez; Mr. C. R. "Rick" McCotter III; Mrs. Alberta Wilson (phone);
Mr. Joe D. Matheny, Attorney; Dr. Thomas E. Gamble; Secretary

1. CALL TO ORDER:

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

2. SACS REVIEW:

Dr. Rosemary Layne, Dean, Transfer/Special Programs, discussed an overview of the college's response to the report of the Southern Association of Colleges and Schools (SACS) reaffirmation committee visit. Dr. Layne reported the self-study was accomplished by a team which administered surveys, conducted interviews, analyzed finders and reported on the results. Appropriate recommendations were made and the self study document and addendum were published prior to the arrival of the SACS visiting team. A formal response was prepared in response to the SACS team exit report. The Self-Study process was extensive involving many participants and subcommittees to review all aspects of BCC programs. The 17 member Reaffirmation Committee, chaired by Dr. Elva LeBlanc (President, Galveston College in Texas), had a four day visit to BCC at which time 161 separate interviews were conducted at their request. The Reaffirmation Committee gave a verbal report on February 27, 2003, followed by a written response on April 1, 2003. Commendations were made for excellence for many BCC programs, including Learning Center, Service Learning Program, Campus Welcome Centers, as well as the BCC Foundation, King Center, and Cocoa Village Playhouse as enhancing the college's mission, goals and community image. Fifteen recommendations were made based on 400 accreditation criteria statements. Dr. Layne explained that 24 is the average number of recommendations for institutions of like size. She continued by detailing each of the 15 recommendations, followed by the steps taken for resolution.

The Board of Trustees requested a future workshop be scheduled to discuss the college's response to the recommendation pertaining to academic advisement models on steps taken by the Advisement Implementation Task Force. Dr. Layne reported a high priority was placed on secure student record scanning and storage.

The Board requested a future workshop agenda item be a discussion regarding the procedures and processes for monitoring deferred and upcoming maintenance requirements, which was also the subject of SACS recommendation.

SACS made further recommendations regarding the need for ensuring appropriate faculty and adjunct credentials and proper documentation of same in all cases. The three-person SACS team, which visited BCC in September, reviewed BCC's responses and actions responding to the earlier recommendations. All of the concerns related to the faculty credentialing recommendations had been addressed and corrected prior to this visit. In addition to reviewing BCC's responses, the SACS team conducted interviews, conducted random records checks and reviewed strategies and tools for ensuring future compliance. The Course Credentials Verification System was developed as a guide to assist Department Chairs and others in the hiring process to ensure appropriate credentialing is ensured. As some credentialing requirements are vague and subject to interpretation, the tool allows for notes in a comments section to aide in determining qualifications for each faculty or adjunct position. Dr. Layne reported she maintains this Verification System, however, it is on the web and available for others to review or utilize.

Beginning this month, Criteria & Reports (C&R) Committees for SACS will read and review BCC's detailed response documents. They will meet in several closed meetings in December and make their recommendations to the Executive Council of SACS, who in turn will recommend final action to the 77-member Commission on Colleges, which then makes the final decision in closed session. The public announcement will be made in open meetings on the afternoon of December 9th to be followed by a written notice in January 2004. All indications are that the response should be positive for BCC's reaccreditation.

In response to Mr. McCotter's concerns regarding ensuring standards are maintained in the future, Dr. Layne indicated that constant monitoring of other colleges' review processes and outcomes will be necessary to learn by inference. Unfortunately, SACS will not provide "official" intermediary responses when questions arise and the subjectivity of reviewers will always be an issue. Dr. Astrab commented that another collegewide tool is now in use, which provides a hiring flowchart. The flowchart indicates credentialing requirements and identifies roles and responsibilities for individuals at each level of the process. In addition, when new course plans are developed, the course plan specifies the necessary credentials so that when the course is approved the credentialing requirements are clear before the hiring process begins. An electronic pool of adjunct faculty, who are pre-certified as meeting the criteria to teach certain classes, is also being developed.

3. GOALS, ACCOMPLISHMENTS AND STRATEGIC PLANNING:

Mr. Frank Billings, Associate Vice President, Institutional Effectiveness and Strategic Management, discussed the philosophical approach of the strategic planning process and provided a demonstration. The Florida Board of Education has established four specific statewide goals for education and the college later developed tentative Board policy ends in nine categories regarding planning outcomes. From those nine Board policy ends, seven specific college goals were established. The process is based on accountability and measurable performance outcomes and the seven college goals relate to 92 Key Performance Indicators (KPI's), which relate to the nine board policy ends. Mr. Billings provided a demonstration of this new web-based process which is initiated by Strategic Managers online. The system is

designed to be linear and sequential, involving six separate steps. Each KPI is assigned a sequential number, which shows the definition of the KPI, a benchmark (projection) and a baseline (current measurement).

During the past cycle, each Strategic Manager was asked to identify one area of process improvement within their unit's responsibility. First they would select a Key Performance Indicator (KPI) for the measurable objective, define the projected completion date (benchmark), define the strategy to accomplish the objective, identify a budget component, review input data and finally link this to the specific college goal.

Mr. Billings discussed the feasibility and desirability of identifying several interim milestones for complex objectives in order to keep focused on the task and monitor the timeline thus avoiding delays in completing the task. It was suggested to improve this process that several dates be included: the initial date, the last revised date and at least one milestone defined each month until objective completion. Dr. Gamble said that this type of enhancement is a logical improvement and will be included at a time to allow comfort and adaptability of the end users' learning curve.

Dr. Gamble stated that the two additional handouts, namely: Strategic Planning & Accountability Program 1st Quarter FY 2003-04 Accomplishments Report, and the District President's High Priority Projects/Objects 1st Quarter Report are a summarized version of the larger Strategic Planning & Accountability Program booklet, including a summary of Institute for Business Training and Community Education (IBT&CE) financials.

4. POLICY GOVERNANCE:

Mrs. Martinez briefly reviewed the first draft of the Board of Trustee's Policy Governance Manual. She requested the members of the Board review the document and submit comments and changes as needed. In addition, she requested Mr. Matheny's review with regard to policies pertaining to mandatory state and federal regulations and/or statutes. Comments or changes should be emailed to Mrs. Martinez who will update the draft for discussion at the November workshop meeting. She also requested Mr. Billings review and provide advice regarding the strategic planning section process. Dr. Gamble advised that no policies will change until the document is finalized and approved. In addition, Mrs. Martinez requested Dr. Gamble submit a list of any additional policies which should be included in this document.

5. **ADJOURNMENT:**

The workshop adjourned at 4:00 p.m.

APPROVED: _____

Chairman, District Board of Trustees

ATTESTED: _____

Secretary, District Board of Trustees