

August 18, 2000  
3:00 P.M.

Hilton  
Melbourne Beach

Mr. Eugene C. Johnson, Chairman; Mrs. Miriam E. Martinez, Vice Chairman;  
Mr. James W. Handley; Mrs. Betts O. Silvernail; Dr. Alexandra M. Penn  
Williams; Dr. Thomas E. Gamble, Secretary

---

**Board of Trustees Workshop**  
**August 18 & 19, 2000**  
**Page -2-**

Mrs. Martinez discussed the benefits of online instructional methods and pointed out that in the future, colleges may be more in the business of assembling “educational bundles” to address the needs of its target markets in the community. These “bundles” can be assembled from best-in-class offerings from other institutions, or from the college’s centers of excellence. Likewise, the college could market and sell its multi-media courses to other institutions with similar needs.

Dr. Gamble mentioned that this model brought up the question of the college’s focus. Should it be the community, or should it go beyond? He mentioned that unlike the universities, which historically have had their world as their audience, the community colleges have traditionally focused on the local community and that he felt that BCC should put Brevard County as its top priority. The group agreed.

Target segments for BCC were also discussed. Aside from high school graduates and those seeking better jobs, the retiree population was identified as a potential target. Dr. Gamble stated that the college does not have the luxury of focusing on one particular age group as a customer. There are limited dollar and staff resources; therefore, the college

**Board of Trustees Workshop**  
**August 18 & 19, 2000**  
**Page -3-**

strategies. She briefly described the process, whereby management is presented with different fictitious future states and the group then develops courses of action to address

**Board of Trustees Workshop**  
**August 18 & 19, 2000**

**Board of Trustees Workshop**  
**August 18 & 19, 2000**  
**Page -5-**

measurements have to be put into place. Dr. Penn Williams asked if a marketing analysis could be prepared by October and by December a good strategic or business plan could

**Board of Trustees Workshop**  
**August 18 & 19, 2000**  
**Page -6-**

mechanisms the college plans to utilize to improve in this area. Ms. Oglesby reported in the last report it was mentioned that the college plans to target black colleges and historically ethnic organizations.

Mr. Lawton reported the annual equity report itself requires that the college develop strategies for improvement. Dr. Gamble felt a full plan was still needed. Dr. Penn Williams asked if a plan could be developed by November. Dr. Gamble recommended the success in increasing diversity representation at the college be measured annually which requires that the college implement a plan and show results, rather than reporting back to the Board every month. Mrs. Martinez suggested that in this area, instead of a percentage, the college's goal should be to get into compliance. Dr. Gamble will remove the percentage and include the equity plan. Dr. Penn Williams reported at the end of this year a plan is needed. Ms. Oglesby reiterated that diversity is not only her job, but everyone's job at the college. It has to be a group effort.

---

was discussed and Dr. Gamble reported the college is reviewing the technical program offerings currently. The method of measurement would be if this action has taken place.

---

---

\_\_\_\_\_ Dr. Gamble reported this area involves Mr. Lawton and would be looked at a year from now regarding what process will be followed. Mrs. Martinez offered to be of assistance to Mr. Lawton with ideas.

Dr. Gamble stated six priority issues have been discussed which will be considered as part of the District President's evaluation process and discussed at the Saturday workshop session.

---

Dr. Gamble reported that Mr. Matheny and Mr. Potter of Holland and Knight had prepared their contracts as recommended by the Attorney Gen(m)R t Hollan12 108 218.34 Go1e goa from

**Board of Trustees Workshop**  
**August 18 & 19, 2000**  
**Page -7-**

Dr. Gamble opened the meeting by distributing a copy of the goals discussed at the workshop on Friday and stated he felt under the diversity goal part-time as well as full-time should be included. Dr. Gamble reviewed the material provided to the Board. The state requires the Board to evaluate the District President in two areas which would be included in the evaluation instrument selected by the Board.

**Board of Trustees Workshop**  
**August 18 & 19, 2000**  
**Page -8-**

The Board discussed utilizing the evaluation format provided by Mrs. Martinez. The first section regarding specific goals would have three columns. One column would list the goal; the second column would list the objectives or results expected, with the third column completed by Dr. Gamble on what he has achieved. The Board suggested having another column for Board comments. The Board reviewed the second part of the form regarding "general performance dimensions." Dr. Gamble stated he felt some components were missing. It was recommended adding Board relations – communications, responsiveness, organization and management of the Board meetings; visionary leadership and maintenance of plant as separate items. Dr. Gamble stated he would also like to also add another section at the end of the evaluation called "Areas of Special Note/Concern." After discussion, it was decided to add "areas for improvement." This would be the area where the Board would want Dr. Gamble to focus on specific development. It was the consensus of the Board to utilize the following scale to rate the general performance dimensions of the District President: Exceeds Expectations (2 categories); Meets Expectations (2 categories); Below Expectations (2 categories) and Unsatisfactory (1 rating). The Board also agreed if there is ever an unsatisfactory rating item that a workshop would be held to discuss the issue.

Dr. Gamble felt the president's role is unique in the college, therefore, the District President's compensation should not be considered at the time of everyone else's. The faculty and staff are considered for increases in June and the District President's evaluation would be done in July and would be considered for adjustment in August. Mrs. Martinez asked for information on the president's salary increase. Ms. Osborne reported a list of salaries of other college presidents could be provided in July, although the data could possibly be last year's data. In addition, Dr. Gamble reported there are other compensation components, i.e., housing, health and medical insurance, etc. The Board requested that when the evaluation is sent to them that Dr. Gamble include what he would like to have considered in his employment package and some comparable data from state and national sources. In the future, the topic of the District President's compensation and contract will be placed on the August Board meeting agenda.

The process for the District President's evaluation was discussed. The Board requested the District President meet with each Board member individually regarding his evaluation. Once a summary is prepared by the Chairman of what has been submitted by each Board member, the District President will be notified. This would be done last July in J1d bralths in J30sse beough



**Board of Trustees Workshop**  
**August 18 & 19, 2000**  
**Page -9-**

As a recap, the Board agreed to evaluate the District President on the following goals:

- 1) Continue to Develop “Virtual Campus” as a College Priority.
  - a. Business Plan
  - b. Establish timeline for development
  - c. Complete 2000-2001 milestones
- 2) Need to Eliminate the FTRL/FERF Bond Issue.
  - a. Sell FTRL.
  - b. Sell bond land.
  - c. Discontinue FERF and FTRL DSOs.
- 3) Improve College Marketing Effectiveness.
  - a. Carry out market research in community.
    - General public/what and how
    - Business and industry/what and how
  - b. Identify key college target markets and related competition sources.
  - c. Develop rolling 12 month marketing plan beginning ASAP, at least by January 1, 2001.
- 4) Increase Business and Industry Training – Workforce Development.
  - a. Using July 1, 2000, starting statistics, measure/report increases in numbers of people trained, number of businesses and industries served, and dollars brought in after expenses.
  - b. Set some business and industry service goals relating to measures identified in “a.” above.
- 5) Improve Student Retention/Creating an Annual Measurement System.
  - a. Develop annual measurements for retention and success.
  - b. Report changes in measurements by June 1, 2001.
- 6) Improve College Diversity Representation in New Faculty/Administrator/Support Staff (get into compliance with this).

**Board of Trustees Workshop**  
**August 18 & 19, 2000**  
**Page -10-**

- a. Develop a specific recruitment plan for each sector by November 1, 2000.
  - b. Report results as of June 1, 2001 for:
    - C Faculty
    - C Administration
    - C Professional Staff
    - C Classified Staff
- 7) Complete Comprehensive Review of All Technical Program and Their Offerings.
- a. Present reviews to Board by June 1, 2001.
- 8) Refine Institutional Strategic Plan – More Focused, Short and Long-Term, Single Vision carried out during 2001-2002 fiscal year.
- a. Present Plan by July 1, 2001.
- 9) Set Plan/Goal for Raising Faculty Salaries.

---

Dr. Gamble provided materials to the Board which he obtained from the Community College League for Innovation of California on Board Self-Evaluation rationales with some sample formats. He encouraged the Board to consider some mechanism for self-evaluation which could be background for future Board discussions and be supportive to the SACS accreditation review of the college.

Dr. Gamble recommended the Board go through their own process and review the five sections of the college policy manual. Each Board member agreed to take a section to review and prepare questions and concerns and a workshop can be held later relating to this topic. It was the Board's consensus to divide the college policy manual sections as follows: Mrs. Martinez - Section 1; Mrs. Silvernail - Section 2; Mr. Handley - Section 3; Mr. Johnson - Section 4; and Dr. Penn Williams - Section 5. Dr. Gamble suggested discussing these policies at a January workshop.

Mrs. Martinez suggested the Board quickly go through the sample self-evaluation and answer the questions. The Board members and Dr. Gamble briefly discussed the "no" answers to the questions. Mrs. Osborne recorded the "no" answers which she will provide to the Board at the meeting on Monday. Dr. Penn Williams will develop a format from the John Carver evaluation process to provide to the Board by April 2001, regarding self evaluation of the Board.

**Board of Trustees Workshop**  
**August 18 & 19, 2000**  
**Page -11-**

---

Dr. Gamble answered questions presented by the Board of Trustees regarding the Center for Aerospace Training and Development. He stated that part of the plan is to project potential sources of funding.

Dr. Gamble invited the Board to the Technical Advisory Committee Meetings/Lunches on September 18 and 27 at Noon. The meetings will be to brainstorm trends and other

