

**BREVARD COMMUNITY COLLEGE  
BOARD OF TRUSTEES  
WORKSHOP**

March 24, 2003  
2:00 p.m.

Performing Arts Center (#9), Rm. #168  
Melbourne 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

(Mr. Eugene C. Johnson arrived at 3:50 p.m.)

**1. CALL TO ORDER:**

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

**a. SACS Report**

Dr. Gamble provided a summary to the Board of the status of the SACS report. BCC has not received the formal report and anticipates receipt in the next week to ten days. The Campus Presidents, under the leadership of Dr. Rosemary Layne, Special Assistant to the District President, SACS/Dean, Staff & Program Development, are in the process of responding to the recommendation.

**2. POLICY GOVERNANCE:**

Mr. Joe Matheny reported on the “must have” policies for Policy Governance. He suggested the Board take a look at BCC’s existing policies and go through them to determine which the Board wants to keep as policies and which ones are considered as procedures. Dr. Penn Williams reported the Board had agreed, at the last meeting, that Mr. Matheny would review all of the policies, which referenced statute and to which BCC was statutorily obligated to maintain.



Dr. Penn Williams reported, for clarification in the minutes, that Mr. Matheny will come up with a summary and provide it to Dr. Penn Williams. Mr. Matheny and Dr. Penn Williams will discuss the possibility of bringing the summary to Attorney Daniel J. Woodring for approval. Dr. Penn Williams reported on the ends policy with the mission and the operating philosophy policy. She reported she took Mrs. Martinez' submission and made a few recommendations.

Dr. Penn Williams reported the Board members all have enough information to go through the same exercise they just went through for the executive limitations.

Dr. Gamble reported one of the precepts of the learning college is to focus on the students' goals as opposed to BCC's goals for the student. He advised to stay away from institutional references and deal with the fact that BCC will offer up to two years of the undergraduate program of study.

Dr. Penn Williams reported to the Board that as they go over what she and Mrs. Martinez have done, the Board members can e-mail Dr. Gamble their suggestions.

Mr. Handley clarified the Board's assignment is to go through the executive limitations in exactly the same way they went through the ends policies, and e-mail it to Dr. Gamble. Dr. Gamble will then e-mail it to the Board members.

Mr. Matheny reported it would be helpful for the Board members to look at 1001.65, because it is the Florida law on executive limitations. Mr. Handley reported the Board members should turn this information in prior to the meeting in April.

### **3. GOALS SETTING DISCUSSION:**

Mr. Frank Billings, Special Assistant to the District President for Institutional Effectiveness and Strategic Management, reported the strategic plan cascades from policy ends. BCC has taken the approach that policy ends comes out of the environmental scanning SWOT process. Mr. Billings reported the process he asked the Board members to go through, at the Board meeting, was tying BCC's end policy back to the Florida Board of Education K-20 goals. He explained he took the environmental scanning process and narrowed it down to 24 trends and emerging issues that have a probability of impact in the next two to three years. The 24 high-impact events were incorporated into the SWOT process as either opportunities or threats. Mr. Billings categorized strengths, weaknesses, opportunities, and threats. He asked the Board to go through the list of items he presented, and categorize each item under one of the four Florida Board of Education

goals. Within those four goals, the Board is to decide where the item falls within the eight strategic initiatives.

Mr. Billings reported BCC has taken the approach that its strategic planning process starts with the Board formulating policy ends. This is a yearly process that begins with the environmental scan and SWOT analysis. He reported that the list, under each one of the four Board of Education goals, the Board should be able to glean something in terms of what BCC says about itself, as far as BCC's weaknesses and strengths, and what the community says about BCC in terms of opportunities and threats. Mr. Billings asked the Board members to establish one or more end policies that satisfies all of the four Board of Education goals prior to the Board meeting in April, taking into account the slot components. Mrs. Martinez asked Mr. Billings to send this to the Board members via e-mail. He reported he would also give them a copy to take with them. Dr. Gamble reported the last page of the handout the Board members received at this meeting, identifies the four strategic initiatives, which are listed in red. Underneath that, the seven goals that BCC used this year are listed. Those are goals the Administration would establish.

Mrs. Martinez reported the level of discomfort she had with writing policies from the environmental scan, is that the environmental scan will change from year to year. The policies are so high-level, they should not change that much. She reported BCC needs to have a policy at the highest student achievement level. Dr. Gamble reported the same thing could be said about some of the ends. It is likely that the ends are not going to be one-year ends. It is likely that some of the ends statements are going to multi-year in character. Dr. Gamble reported the Board members need to tell him what areas of special interest that they have concern about in the college. Dr. Gamble reported the Board, as they develop this process, needs to be careful about the terminology that is used. Policies impact on BCC's focus and its purpose. Mrs. Martinez reported the policies that are written should be in a format to avoid frequent revisions. Her preference would be to not encumber the Board with many lower-level policies. Dr. Gamble reported one of the things that will need to be looked at is what the Board wants to look at as it relates to the quarterly reports used as measurements.

Dr. Penn Williams asked how the ends policies that Mr. Billings wrote can be incorporated into what has already been done by the Board. Mrs. Martinez reported she is uncomfortable with this part because she doesn't think the Board should make an end policy that says the community will have a college that strives for strategic leadership rather than administrative detail through strategic planning and performance-based accountability. Mr. Handley reported one of the reasons to have a policy on this is so that the Board can get a report back on how BCC is doing in that area. Mrs. Martinez

suggested that if there is something specific the Board wants done, that should be noted