

D r a f t

M I N U T E S

SPECIAL MEETING/RETREAT DISTRICT BOARD OF TRUSTEES GULF COAST COMMUNITY COLLEGE

March 28, 2008

2 p.m.
Gulf/Franklin Center

Members Present William C. Cramer, Jr. (presiding), Karen L. Durden, Denise D. Butler, James Allen Cox, Charles S. Isler, Dr. Stephen C. Myers, Linda R. Wood, Dr. Jim Kerley

Others Present Wanda Luckie, Debbie Mikolajczyk, Lynn Wallace

Call to Order Chair Cramer called the meeting to order at 2 p.m.

President's Welcome Dr. Kerley welcomed the board to the Gulf/Franklin Center and expressed appreciation to the trustees for their willingness to participate in the planning retreat. He acknowledged the outstanding support of Ms. Brenda Galloway, director of the center, and her staff. Dr. Kerley emphasized the importance of strategic planning and acknowledged the efforts of faculty and staff members who had played important leadership roles in the planning process.

Strategic Planning Overview Ms. Wanda Luckie, executive director of institutional advancement and special projects, provided an overview of the strategic planning process. She referred to Dr. Kerley's interest in creating a strong strategic plan, which he expressed soon after accepting the board's offer of the GCCC presidency in March 2007. Among the activities noted in Ms. Luckie's summary was the preliminary research conducted by Dr. Kerley, retreats conducted by the President's Leadership Team and the District Board of Trustees, identification of 2007-08 strategic planning areas of focus, creation of action teams, establishment of a planning infrastructure that included a timeline for developing a new strategic plan and appointment of a steering committee and four work teams, as well as communication strategies that included faculty and staff meetings. She identified the major components of the draft strategic plan, which included a statement of values, vision, mission, major initiatives, and goals, and indicated that the final draft plan that the board would be asked to approve on April 17 would also include key performance indicators, reflecting criteria for success in achieving the plan's goals. Ms. Luckie described the implementation phase and emphasized the importance of the plan's element of accountability. She introduced and commended Ms. Debbie Mikolajczyk and Mr. Lynn Wallace, chairs of the Research and Writing teams, for their leadership and the outstanding efforts of their teams. Ms. Luckie concluded by indicating that a brief summary report would be presented on behalf of each of the four teams.

**Research
Team**

Ms. Mikolajczyk, director of business, continuing, and community education, shared some of the data that had been collected and analyzed by the Research Team. Among the demographic, enrollment, and economic data topics presented were student engagement, student and district ethnicity, high school graduation rates, district population and educational attainment, district per capita income, housing affordability, unemployment rates, average wages, and workforce demand. In addition, Ms. Mikolajczyk shared a summary of responses to the web-based survey that solicited input from internal and external stakeholders. Trustees expressed keen interest in the research findings and requested that they be provided additional information used to develop the draft plan.

**College &
Community
Input Team**

Ms. Luckie commended Ms. Lori Luppino, coordinator of business and industry training, and her team members for their excellent work. She explained that Ms. Luppino could not be present because of a serious scheduling conflict, and she provided an overview for the College and Community Input Team. Among the team's tasks were identification of key stakeholders from Bay, Gulf, and Franklin counties; invitations to 59 to participate in individual interviews, with 37 interviews conducted by 14 college staff members; four internal forums; six community forums; and creation of the web-based survey mentioned previously. Dr. Darryl Armstrong, strategic planning consultant who facilitated the forums, had observed that the college enjoys a strong relationship with its community and that even when community members identified areas where they thought the college could improve, they also shared ideas for improvement strategies.

**Communication
Team**

Ms. Luckie commended Mr. Chris Thomes, executive director of media and community relations, and his team members for their excellent efforts. Explaining that Mr. Thomes also had a scheduling conflict, she reported for the Communications Team. The team had taken a two-phase approach to its responsibilities. In the first phase, a timeline was established for accomplishing several tasks including the following: A webpage was created for the Strategic Planning Steering Committee on the intranet that included an area for uploading documents as well as a discussion board for all steering committee members. The team worked with the College and Community Input Team to establish a media plan to enable Dr. Kerley to explain to the public what strategic planning is, why the college is going through the process, and how the college needs the public's help in determining strategic goals for the next three to five years. The media plan, which included Dr. Kerley's appearance on television and radio community talk shows, news programs, op-ed articles, press releases, and chamber emails, focused on promoting the community forums. The team also posted the survey on the GCCC website. Phase two is to be accomplished in several ways including online and print design of the Strategic Plan, a press conference where Dr. Kerley and board members will unveil the strategic plan to the public; and regular updates to the community about the college's progress and successes through community talk shows and op-ed pieces.

**Writing
Team**

Mr. Lynn Wallace, chair of the Writing Team, identified members of his team, Dr. Kerley, Dr. Melissa Lavender, Ms. Luckie, Ms. Angela Smitherman, and Ms. Patti Woodham, and expressed appreciation for their excellent efforts. He noted that the team had met more than two dozen times in the past two weeks and had developed a number of drafts, leading to the draft the board would review in the retreat. He noted that the team would take the board's feedback, as well as comments from faculty and staff, as it continues to refine the draft plan in preparation for Dr. Kerley's request for board approval of the final draft at the April 17 meeting of the board. He also noted that the team was working on identifying and articulating the key performance indicators, which would be a significant part of the Strategic Plan.

**Review
of Draft Plan**

Dr. Kerley led review of the draft plan, walking the trustees through the plan's Statement of Values, Vision, Mission, Major Initiatives, and Goals. With regard to the draft goals, he provided examples of implementation ideas that been offered during various strategic planning activities. Dr. Kerley and staff members responded to trustee questions and promised to provide additional background materials. Trustees were encouraged to review the draft carefully and to send their feedback to Ms. Luckie. Dr. Kerley reminded trustees that the Writing Team would continue to refine the draft, which would be completed and presented for board approval at the regular meeting on April 17.

**Higher
Education
Issues**

Chair Cramer referred to draft state legislation regarding higher education governance. He noted that the proposed bills in the Senate and the House of Representatives would establish a State College System that would be comprised of 2-year and 4-year public postsecondary institutions that grant undergraduate academic degrees. Trustees discussed implications of the bill, and Chair Cramer indicated that the legislation would preserve local board autonomy as well as the open-door admissions policy of the community college. An additional provision of the proposed legislation would be creation of the Florida College System Task Force, with membership comprised of eight community college presidents appointed by the Commissioner of Education. The purpose of the task force would be to develop findings and issue recommendations regarding (1) the migration of community colleges to baccalaureate-degree-granting colleges and (2) the criteria for establishing and funding state colleges. Trustees expressed strong interest in having Dr. Kerley serve as a member of the task force. Trustees discussed a number of other pressing higher education issues and considered various approaches to meeting the accompanying challenges.

**Board
Leadership
Plan**

Ms. Durden suggested that the board develop a leadership progression plan so that trustees with aspirations to serve in leadership positions would be well prepared to assume those roles as opportunities occur. She noted that with the term limitation policies implemented by recent governors, the college would be well served to enhance trustee professional development opportunities and to facilitate the transfer of knowledge from senior to junior trustees. Ms. Durden also encouraged trustees to consider participating in

opportunities made available through appropriate national associations. Several trustees expressed support for the idea of developing a leadership progression plan for the board, and Mr. Cox suggested that Dr. Kerley be tasked with researching models and reporting back to the board. Ms. Butler, whose current term is set to expire May 31, 2008, indicated she was interested in being reappointed to the board, and Mr. Cox encouraged her to submit an application to the Governor's Appointments Office. Chair Cramer expressed appreciation for the exchange of ideas and emphasized the value of continuity through trustee reappointments.

Adjournment

Following Dr. Kerley's expression of appreciation for the trustees' great participation and a reminder to send feedback on the draft strategic plan to Ms. Luckie, Chair Cramer adjourned the meeting at 5:40 p.m.