

Blue Ridge Community College
Board of Trustees Retreat
November 10, 2014
12 – 5 p.m.
Brevard Music Center

The Blue Ridge Community College Board of Trustees met for a retreat Monday, November 10, 2014, at the Brevard Music Center.

The following members were present:

John McCormick	Chip Gould
Dee Dee Perkins	Ken Butcher
Stan Cooper	Betty Gash
Andrew Tate	Sandy Tallant
Patricia Jones	Bill Ramsey
Kohlman Flynn	Jeremy Gibbs
Cynthia Garcia-Tamayo	

The following members were excused:

Duke Woodhull
Dave Clavier

Others attending:

Molly Parkhill	Alan Stephenson	Julie Thompson
Marcia Stoneman	Chad Merrill	Donny Hunter
Lee Anna Haney	Carolyn Alley	Brenda Conner
Chris English	Ben Kish	
Chad Donnahoo, College Attorney		

Chairman McCormick called the meeting to order and welcomed members and guests. President Parkhill welcomed Trustee and thanked all for attending today retreat.

President Parkhill reviewed the retreat agenda.

2014-2020 Strategic Plan – Review of Programs and Action Plans

Chad Merrill provided Board Members with a copy of the College's 2014-2020 Strategic Plan and stated Trustees helped to guide this document from discussions at the Board's last retreat in 2012. Dr. Merrill provided detail information on the seven strategic directions and how specific action plans are used to accomplish these goals and directions.

The following Vice President's presented information on their specific strategic goals and action plans:

Marcia Stoneman, Vice President for Student Services

Alan Stephenson, Vice President for Instruction

Julie Thompson, Vice President for Economic and Workforce Development/Continuing Education

Role & Responsibility of Trustees

Donny Hunter, NCACCT Executive Director presented to Trustees what effective Boards do. The following are some highlights from the presentation:

What effective Boards do:

1. Understand the board has great authority but only collectively and only while acting as a corporate board
2. Hire the best president possible
3. Carry out its statutory duties listed under GS 115D
4. Working with the president to establish and re-establish the mission of the college
5. Govern the college by adopting policies, changing policy, repealing policy as needed
6. Fairly evaluate the president
7. Always act as a corporate board understanding that is the only power you have
8. Support the hard decisions
9. Ask the why questions
10. Put its time and energy in the important things it values and are a priority of the college
11. Create a climate of positive change and risk tolerance
12. Always be advocates for the college at the local and state level

What effective Board Members do:

1. Understand that he/she has no individual authority or
2. Do not get involved in the administration of the college
3. Why is this so important
 - a. Because you have no authority and you are acting completely outside your proper role in the operation of the college and this can do no good for the college and can cause great harm
 - b. It's unprofessional
 - c. It's disruption
 - d. It can put the college at risk in legal matters

Problems resulting of a board members getting outside his/her role:

1. A member gets involved in personnel matters
2. A member becomes a sounding board for a disgruntled employee (s)
3. A member conducts their own investigation into matters including personnel matters
4. Members with an attitude that they do not have to follow Board/College rules and procedures
5. Board members feeling they should spend a great deal of time on the campus (only when dealing with board business)
6. Discussing administration matters with an employee (s) including answering questions "as to how things should be done"
7. Members being confused or forgetting who he/she represents

8. A member simply becoming an obstructionist in board matters or rouge member in all matters regarding the college

Student Success

Alison Carter, Dean and Endowed Chair of Learning Enhancement, and Chair of the Student Success Committee presented information to Board Members on the state mandated student success initiatives and the changes that BRCC has put into effect to comply with those initiatives. Ms. Carter also provided an update on the developmental math, reading, and English course changes. Ms. Carter presented information on the state multiple measure initiative and some of the potential problems and requirements. The ACA Redesign process was outlined to Trustees which included initial data and feedback.

Ms. Carter gave detail information on the Completion by Design initiative that has been implemented in multiple states by the Bill & Melinda Gates Foundation. Ms. Carter also presented future recommendations, which included: requirement for first year students to take a success skills course, discontinue late registration, and mandatory orientation for new students. All questions were addressed.

Marketing Discussion

Ben Kish, Director of Outreach and Personal enrichment introduced himself and stated that he is currently the Chair of the Marketing and Web Development Committee. Mr. Kish informed Trustees that Chad Merrill and Lee Anna Haney have responsibility of marketing and the Committee works in an advising capacity. The Committee has been charged with the directive of helping to develop a more comprehensive marketing plan.

The College's efforts to improve its marketing strategy begins with talking to stakeholders and peer colleges, and gathering information from focus group sessions. The findings will be presented to the College Leadership with strategies for each of the targeted audience groups. After approval we will begin working on action plans with timelines and measurable strategies. We hope to have the plan fully implemented by fall.

Mr. Kish stated some of our stakeholders would include families of current students, primary educators, community businesses, economic development groups, workforce groups, BRCC faculty and staff, as well as others.

Mr. Kish informed the Board that the Comprehensive Marketing Plan will focus on the College's Strategic Plan - Community Awareness goal. We will be focusing on trying to tell the College's story better and more efficiently. Mr. Kish stated that as we go through this process in the planning we can begin to use some of those initiatives along the way.

Trustee comments included: the need to begin the marketing initiatives now, the need to better tell the College's story. Mr. Kish responded that the College continues its marketing efforts and there are already some deliverables that have already occurred for the immediate future.

Mr. Kish asked the Trustees to provide feedback on the following questions:

Question 1 - What are our greatest strengths/assets?

- Faculty and staff
- Qualified and dedicated
- Facilities are excellent
- Students – should be number 1
- Location - facilities
- Value – good investment
- Community support
- Proven ability to adapt to what industry needs are
- History of superior ratings and performance

Question 2 - What are our most significant marketing/recruiting opportunities and challenges?

Opportunities

- Several major employers in our service area who want to hire students – need to gather more information on what workforce needs are
- Need a narrative on why students should stay in the area and not move away (Charlotte – Asheville)
- Good Employment opportunities – with excellent training and job opportunities

Challenges

- Image (still looked at as “Red Neck Tech”)
- Partnerships with area businesses - industry
- Focus – pick a primary market
- On-going involvement of community ambassadors

Question 3 - What are the major issues facing community colleges and BRCC?

- Decline in FTE
- Decline in funding
- Staying relevant to programs
- Flexibility for students
- Are we truly putting students first
- Sustainability of programs – cost heavy ones that offset others
- Stigma of not being able to go to a 4-year university

Question 4 - If you could change one thing about BRCC, what would it be?

- College Career Promise – make it less difficult – lessen some of the rules – focus on student needs
- Too complicated a process to attend BRCC – from start to finish – have someone to guide students through the process – simplify the whole process
- Promote the college more – advertise our accomplishments
- Recognize we are in a competitive environment – must tell our story more effectively
- BRCC is too modest about what we offer and our strengths

Question 5 - What marketing/recruiting strategies would you implement now?

- BRCC advertising now is not effective – ask a focus group of 16 year olds on their media of choice
- Our message should be more current – to be appealing to this generation
- Increased social media advertising
- Build more and stronger partnerships with local area high schools
- Today’s market should be geared more to electronic social media – more use of nontraditional marketing tools
- Send electronic Christmas Card to past graduates and future students
- Create a strong Alumni Association
- Need to ask students who are enrolling at BRCC how they learned about us – and use this data for future advertising decisions

Mr. Kish thanked Trustees for their beneficial feedback today and stated that marketing recommendations will be shared with the Board.

There being no further discussion, the meeting was adjourned.

Chairman

Secretary