

**MINUTES  
BOARD OF TRUSTEES OF BLINN COLLEGE**

**Washington-on-the-Brazos State Historic Site  
Star of the Republic Museum, 23200 Park Road 12  
Washington, Texas 77880**

**Special Workshop Meeting, Thursday, January 10, 2013, 6:00 p.m.**

The Board of Trustees convened at 6:09 p.m. at the Star of the Republic Museum with the following members present: Mr. Atwood C. Kenjura, President, presiding; Mr. Leon B. Toubin, Vice President; Mr. Douglas R. Borchardt, Secretary; Dr. Henry J. Boehm, Jr.; Mr. Norwood Lange; Mrs. Carolyn D. Miller, CPA and Mr. David Sommer.

Board members not present: None.

Members of the College staff in attendance were: Dr. Harold Nolte, President; Dr. Ted Raspiller, President Brazos County Campuses; Ms. Cathy Boeker, Associate Vice President Institutional Advancement/Governmental Affairs; Mr. Kris Byboth; Mr. Joseph Engle and Dr. Mark Workman.

Also registered as in attendance were: None.

**REPORTS, ANNOUNCEMENTS AND OTHER NON-ACTION ITEMS:**

**ITEM 1. ADMINISTRATIVE ANNOUNCEMENTS**

There were no administrative announcements.

**ITEM 2. PUBLIC COMMENT**

There was no public comment.

**WORKSHOP ITEMS:**

**ITEM 3. OPEN DISCUSSION ON MANAGEMENT TOPICS**

What Blinn needs regarding community engagement on financial aspects was discussed. Possibly the "Did You Know" campaign could assist with this area. Workforce opportunities were also discussed.

Tax increase discussion took place, specifically, regarding expanding the tax base beyond Washington County. A study is needed for this topic.

A culture of distrust faces the institution as a huge challenge. This is a problem that will take a long time to address but recognition is the first step to addressing the issue.

Discussion took place regarding individual campus viability/profitability. A study is needed for this topic.

Programing at the community college should be driven by community needs and community engagement is needed before needs can be understood.

Awareness of competition was discussed, as well as, a compensation plan.

The meeting was recessed at 7:11 p.m. for dinner.

The meeting was reconvened at 7:35 p.m.

Foundation operations, goals and expectations were discussed. There is a sense of urgency for the Board to provide direction on needs/expectations.

An enrollment management plan was discussed. The pieces of enrollment management include: recruitment, retention and graduation/placement.

The Board wants workshops and significant data available before decisions are made and before recommendations are brought before them for approval. The Board discussed the importance of making data driven decisions to help them with tough issues.

Dr. Nolte distributed 2009-2012 Institutional Goals and Outcomes, as well as, Texas Community College Faculty Salary data showing that Blinn went from 34<sup>th</sup> to 26<sup>th</sup> in faculty salary ranking compared to other community colleges in Texas (copies of this information are attached and made a part of these *Minutes*).

Several different topics regarding athletics were discussed, such as, existing sports, possible future sports, program assessment and the fact that data is needed in order to make decisions.

Dr. Nolte told the Board that his goal is full disclosure.

Dr. Raspiller gave the Board an update on the Provost/Dean application process.

Legislative connections and projects were discussed.

#### **ITEM 4. OPEN DISCUSSION OF VISION AND PLANNING FOR THE FUTURE OF THE COLLEGE**

Mr. Kenjura reviewed the purpose of the meeting. He reviewed the goal process. Board members were asked to submit strengths, weaknesses and issues they would like addressed during a strategic plan.

Mr. Kenjura requested additional input from Board and Administration. Each of the following topics was discussed:

##### **Strengths:**

- Academic Excellence/Reputation
- Relationship with Texas A&M
- Faculty
- Health Science Program
- Excellent, dedicated Administration, Faculty and Staff
- Strong reputation/relations/partnership with 4-year universities
- Excellent educational value for the Student's tuition dollar
- Goodwill/respect/support in the communities of each campus
- Reorganization
- Location
- Diversity
- History
- Graduates
- Students/Student Diversity

**Weaknesses:**

- Lack of Financial Resources (low tax rate is a problem and not an easy solution to remedy)
- Brenham Campus' Expenses exceed Revenue
- Limited support Staff
- Communication (with Board)
- Strategic & Financial Planning
- Human Resource Administration
- Foundation Direction and lack of Accountability
- Staff-Supervision & Work Ethic
- State revenue funding/revenue uncertainty
- Planning/goal setting/prioritization at the Board level
- Behind the competition on some aspects of distance learning
- Performance review process throughout the organization
- Dual Credit Funding
- Awareness of competition
- Understanding needs in communities
- Facilities (Capacity)
- Lack of Trust
- Workforce Program (Mix/Enrollment)
- Community Awareness (Financial)
- Community Engagement

**Issues Addressed During Strategic Plan:**

- Goals for Enrollment growth on each campus
- Foundation
- Athletics
- Infrastructure Assessment by campus
- Workforce Education Assessment & Growth
- Distance Learning
- Expansion of Tax Base
- 5-10 Year Operating Plan
- Instructional Assessment
- Campus Profitability
- Education Program for Washington County on Blinn College-"Did You Know" about Blinn
- Plans for securing more Funding/Revenue-Grants, Blinn Foundation, etc.
- Plans on how to address ever increasing competition
- Goals for Enrollment Planning/Management on each campus (Economy)
- Integration of Texas Higher Education Coordinating Board (THECB) "Success Points"
- Program Assessment
- Board Term Limits
- Financial Aid
- Education Program for Washington County on Blinn College-"Did You Know" about Blinn and across Service Area
- Compensation Plan
- Enrollment Management Plan (Recruitment, Retention and Graduation/Placement)

Discussion on the next step in the strategic planning process took place.

The Board discussed the prioritization of the issues identified. These issues need to be grouped into larger categories.

The strategic planning process must be inclusive. Dr. Nolte distributed a plan for Blinn College Strategic Planning (a copy of the plan is attached and made a part of these *Minutes*).


The public was recessed for closed session at 8:55 p.m. to deliberate prospective gifts and donations as provided for by *Gov't. Code*, Sec. 551.073.

The public session was reconvened at 9:30 p.m.

#### **ITEM 5. ADJOURNMENT**

On a motion by Mr. Borchardt, seconded by Mrs. Miller, the Meeting was adjourned at 9:40 p.m.

  
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Mr. Atwood C. Kenjura  
President

  
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Mr. Douglas R. Borchardt  
Secretary