

**THESE MINUTES ARE TENTATIVE AND WILL NOT BECOME OFFICIAL UNTIL APPROVED
BY THE BOARD AT THE SUBSEQUENT MEETING.**

**BROWARD COLLEGE
Minutes Of The Special Meeting Of The Board Of Trustees
October 3, 2023**

I. INTERVIEW OF CANDIDATES FOR ACTING PRESIDENT

Chair Alexis Yarbrough provided a welcome to the District Board of Trustees Special Meeting and called the meeting to order at 9:11 a.m. on Tuesday, October 3, 2023 at the Willis Holcombe Downtown Center, 111 East Las Olas Boulevard, Building 33, Room 1208, Fort Lauderdale, Florida 33301. In attendance were Chair Alexis Yarbrough (physical), Vice Chair Zachariah P. Zachariah, Jr. (physical), Trustee Akhil K. Agrawal (physical), Trustee Cindy Kushner (physical), Trustee Mario Zanotti-Cavazonni (virtual), and General Counsel Lacey D. Hofmeyer (physical).

She confirmed with General Counsel Hofmeyer if there was a quorum for the meeting. General Counsel Hofmeyer confirmed that quorum existed for the meeting.

Dr. Jeffrey Nasse, College Provost and Senior Vice President of Academic Affairs, lead the meeting in the Pledge of Allegiance.

Chair Yarbrough called for a motion to accept the agenda and acknowledgement of the public notice. Vice Chair Zachariah made the motion with a second by Trustee Agrawal. The motion passed unanimously.

Trustee Kushner recited the College's Mission Statement. Chair Yarbrough explained the significance of reading the Mission Statement at every meeting to focus all decisions to meet the goals of the mission.

Three candidates were interviewed including Mr. Cesar Florida, an attorney and President & CEO of 247 Immigration Legal Services, LLC; Dr. Barbara J. Bryan, Higher Education Consulting; and Dr. Henry Mack, Partner of The Southern Group and Honors College Faculty for Florida State University.

Chair Yarbrough commented that Broward College: has over 40,000 students and has approximately a \$200 million budget.

Chair Yarbrough reviewed challenges and priorities that the Acting President will face including a ten-year review with the accreditation team, development of the strategic plan with a goal for completion in December, implementation of a student information system migration without a permanent CIO, filling vacant leadership positions, and reversing the trend in declining enrollment.

Chair Yarbrough explained she will ask each candidate the same questions. The questions included topics such as why the candidates want to be the Acting President, how they make decisions and ensure implementation, their leadership style, their plan to maintain operations over the next 30, 60, and 90 days, their level of prior budgeting responsibility, how they will develop positive relationships, how they will split their time internally versus externally, how they will maintain good morale among faculty and staff during the transition period, how they will improve student life and ensure the College's diverse student body is welcomed, and how they feel about athletics being brought back to the College. The candidates were also asked if there was anything in their backgrounds that would reflect negatively on Broward College if they were to become the Acting President.

After the three candidates were interviewed, Chair Yarbrough recognized Sophia Galvin, Vice President of Talent and Culture for her professionalism and dedication in the past week to arrange for the interviews on an incredibly compressed schedule. Chair Yarbrough said Vice President Galvin collected the applications,

contacted candidate references, and completed the background information. She called on Ms. Galvin to comment on what she learned about the three candidates.

Vice President Galvin said all the candidates provided a list of references. For the first candidate Mr. Cesar Florian, she was able to connect with one reference and she left messages for the others. Mr. Herberto del Rio, Director of Development for the math program at Barry University described Mr. Florian as being very responsible and professional but he was not able to speak to his ability in leading the College. Ms. Galvin said there was no endorsement for him to assume the role of Acting President. She said that although he was described as having a strong work ethic and professional, the opportunity was that he lacked the administrative experience necessary for the role.

Vice President Galvin said for candidate Dr. Barbara Bryan, she was able to connect with three of her references. Dr. Ted Wright, resident faculty for the Texas Board of Trustees Institute, Texas Pathway coach for the Texas Association of Community Colleges and the retired Director of Institutional Research and Planning at Broward College described Dr. Bryan as very bright and very committed to higher education. He described her as having a deep level of understanding of Broward College, as well as higher education as a whole. He strongly endorsed Dr. Bryan. Dr. Portia Taylor, who was the Vice President of Student Affairs for Santa Fe College, said she has known Dr. Bryan for 40 years and that they started their careers in higher education together. Dr. Taylor described Dr. Bryan as a strong strategist who is very forward thinking and very committed to higher education. Dr. Avis Proctor was the third reference that Vice President Galvin spoke to about Dr. Bryan. Dr. Proctor is the current President of Harper College and a former Campus President at Broward College. Dr. Proctor described Dr. Bryan as very detailed and someone who executes at a high level. She said Dr. Bryan did a great job managing the budget and renovation when she was the Campus President at Broward College. She said Dr. Bryan is student centered and a critical thinker. The opportunity that the references describe for Dr. Bryan is that although she has a strong work ethic, being a workaholic can create a poor life balance. Her strength is having a strong commitment to higher education.

Vice President Galvin said Dr. Henry Mack presented a list of references, and she was able to connect with two of them; the first being Mr. Eric Hall, Secretary of the Florida Department of Juvenile Justice. Mr. Hall described Dr. Mack as a go-getter, passionate, and very thoughtful. He said Dr. Mack is an innovator who gets things done and is a very strong thinker. He strongly endorsed Dr. Mack. The other reference was Dr. G. Devin Stevenson, the President of Northwest Florida State College, and he described Dr. Mack as a disruptive innovator, and a possibilities thinker. He said Dr. Mack was instrumental in the expansion of the Charter School they have on campus. He described Dr. Mack as someone who listens before acting, is approachable and likeable, and a great talent in synthesizing complex information while focusing on solutions. He strongly endorsed Dr. Mack. Vice President Galvin said Dr. Mack's strengths are as described by the references as being an innovator, solutions driven and very strong complex thinker. The opportunities were described as Dr. Mack having a learning curve and being able to step into the position of Acting President which is very different from the positions he's had before.

Vice President Galvin summarized that of the three candidates, Dr. Bryan and Dr. Mack received strong endorsements from their references and that Mr. Florian did not receive an endorsement.

Chair Yarbrough thanked Vice President Galvin, and asked if there was anything discovered in her research that should give the Board reason to not offer the position to any of these candidates, because their background would reflect negatively on the College.

Vice President Galvin answered not at all. She said the Talent and Culture Department, as part of their due diligence, is pulling employment records and performance reviews for the candidates. She said based on the

conversation with Mr. Florian's reference and a review of his employment, she said he would be the least of the three candidates. Chair Yarbrough thanked Vice President Galvin.

Chair Yarbrough said at the last Board of Trustees meeting, she asked the Faculty leadership if they would be willing to comment on the candidates, and she invited Dr. Andrea Apa and Dr. Richard Pulido if they would like to comment on behalf of Faculty.

Dr. Andrea Apa said the Faculty have shared their sentiments on the role of President and the type of leadership they would look for or would want from the President. She said that includes being a strong leader that gives guidance and direction for the institution, brings back more stability, and reestablishes co-governance. She said Faculty would like to see the President incorporate the input of the Faculty on decision making that impacts all stakeholders at the institution, especially the students. Dr. Apa said she has heard from Faculty about the importance of open communication and transparency, and these areas are part of why morale is low. She said in this regard she speaks on behalf of Faculty and perhaps even other employees such as the professional staff. She said a lot of the Faculty have heard about the candidates, and some shared their experiences working with Dr. Mack. She said Dr. Mack worked very closely with the Faculty on his campus and that he was a part of the change at the College when the College transitioned to pathways from decentralized to a centralized type of decision making and business model.

Dr. Apa said with respect to the other candidates she hadn't worked with them directly but there were some concerns about experience and challenges in working with other employees for some of the candidates. She said most spoke very well of the work and reputation that Dr. Henry Mack had with them. Chair Yarbrough asked for clarification that by the other candidates Dr. Apa is referring to Dr. Bryan and Mr. Florian. Dr. Apa said that many knew Mr. Florian and that he was working closely as a tutor for special needs students. He worked with faculty and staff assisting these students, but not that he necessarily had experience in leadership. Dr. Apa said Dr. Bryan worked very closely with the staff and faculty in more of a centralized leadership role because at the time she was the Campus President for North Campus when the College did not have the pathway structure, so the work was not College-wide. Dr. Apa said that a concern with Dr. Bryan was that she hadn't been at the College for about 10 years, and some had questions about if she resigned or was asked to resign.

Chair Yarbrough asked if Dr. Pulido wanted to add anything. Dr. Pulido voiced support for the incoming President and said he will do his due diligence on behalf of the Faculty Senate to ensure that there is a collegial, open, transparent relationship with the next President. Dr. Pulido said to please pay attention to the candidates who spoke on the necessity to build morale while there are challenges facing the faculty. Chair Yarbrough asked if the faculty members indicated any preference for any candidate. Dr. Pulido said he did not wish to engage in that discussion.

Chair Yarbrough asked Vice President Galvin if there was anyone from student government present who wanted to ask a question. Vice President Galvin said questions were submitted. Chair Yarbrough asked Janice Stubbs, Vice President of Student Services to discuss comments from the students.

Vice President Stubbs said students noted one area of concern that kept coming up is the lack of space for student engagement. She said students are concerned of their inability to access the gym on both Central and South campuses. She said students said it seems that the priority is for events at the college that are not necessarily student related. She said students want to make sure that the College has dedicated space where they can engage and have a sense of belonging. Chair Yarbrough thanked Vice President Stubbs for sharing the students' concerns.

Chair Yarbrough said she wanted to invite any public speakers that have comments to speak.

Attorney Eugene Pettis spoke and said he has been a local attorney for 38 years and is native to Fort Lauderdale. He said he has served Broward College under various administrations for 17 years. Mr. Pettis said he wanted to be very candid and say that there is anti-DEI (Diversity, Equity, and Inclusion) movement from the Governor's office. He said he has seen it at the University of Florida where he is on the Executive Committee of the Foundation. He said he knows Dr. Mack has played a role, and he would like to hear from him on that. Mr. Pettis said it's a concern when looking at the makeup and history of Broward College. He said 30% of the students are African American and 40-50% are Hispanic. He expressed concerns to the impact of what has always been the core of Broward College since its inception in 1960. He said the issue needs to be addressed.

Dr. Germain Smith-Baugh spoke about the importance that the community stays involved in the hiring process of the new College President. She also stated the community would like the Board to have transparency throughout the entire process and to consider sharing with the public the number of candidates that were submitted and how the finalists were selected.

Chair Yarbrough asked Vice President Galvin if there were any other public speakers. Vice President Galvin responded no. Chair Yarbrough asked Vice President Galvin to circle back with Dr. Smith-Baugh on the process to answer her questions.

Chair Yarbrough opened the discussion to the Board of the candidates and asked Vice Chair Zachariah to start the discussion.

Vice Chair Zachariah thanked the candidates and community leaders who came to the meeting. He stated that the discussion should be focused on Dr. Bryan and Dr. Mack because they both have experience with colleges, faculty, and student engagement. He liked Dr. Bryan because of how data focused she is and Dr. Mack because his relationships in Tallahassee can be very helpful.

Trustee Agrawal recognized and thanked Vice President Galvin and Chair Yarbrough for all their efforts throughout the hiring process. Trustee Agrawal was very impressed with Dr. Bryan because of her working knowledge of the organization and the issues the College is facing and also her passion and love for the College. Trustee Agrawal also stated the negatives about Dr. Bryan. The first is that Dr. Bryan has led a small budget compared to Broward College's larger budget and that she hasn't spent a lot of time in Tallahassee which is the biggest source of funds that the College receives. Trustee Agrawal mentioned the positives for Dr. Mack which were the leverage for success of other institutions, student focus, and the number of employees that Dr. Mack has managed. The negative for Dr. Mack is that he has been away from the College for a while and might take him a bit longer to get up to speed compared to Dr. Bryan. Trustee Agrawal mentioned another negative for Dr. Mack may be that College might not be a big enough platform for him compared to what he has already accomplished in the past.

Trustee Kushner thanked Chair Yarbrough and Vice President Galvin for all their efforts. Trustee Kushner said that both Dr. Bryan and Dr. Mack have great presence, are very focused and that both would represent the College as President very well. Trustee Kushner mentioned that what she would like to know from both of them is their long-term commitments to this role, but she understands that either Dr. Bryan or Dr. Mack would be really good for the College.

Trustee Zanotti-Cavazonni thanked everyone involved especially Vice President Galvin. Trustee Zanotti-Cavazonni stated that the candidates are focused and have the relevant experiences of what the College needs and that the Board will look for the best candidate to fit all the requirements.

Chair Yarbrough thanked Vice President Galvin and her colleagues for all their efforts and mentioned the importance of transparency in the process. Chair Yarbrough stated that both candidates show a deep love and understanding of the institution and that both can do the job as President of the College. Chair Yarbrough mentioned that the concerns would be getting through the vacancies, accreditation and the legislative process and that Dr. Bryan did not have legislative experience in her background and that Dr. Mack does have that experience as he has worked in Tallahassee. He can bring that knowledge to the College to help with funding. Chair Yarbrough also explained that Dr. Mack was the only candidate to address the business components of the College and given the current challenges with enrollment Mr. Mack would be the correct person for the College. Trustee Agrawal added that Mr. Mack would be very helpful on the recruiting side as well. Chair Yarbrough recommended a voting ranking of one and two just in case terms are not agreeable to the Board first choice.

II. MOTION TO APPOINT ACTING PRESIDENT

Vice Chair Zachariah ranks Dr. Mack number one and Dr. Bryan number two. Trustee Agrawal agrees with Vice Chair Zachariah's ranking. Trustee Kushner also agrees with that ranking. Trustee Zanoliti-Cavazonni and Chair Yarbrough both agree with Vice Chair Zachariah's ranking.

Chair Yarbrough called for a motion to appoint Dr. Henry Mack as acting President and failing to come to terms with Dr. Mack, appointing Dr. Barbara Bryan. Vice Chair Zachariah made the motion with a second by Trustee Kushner. The motion passed unanimously.

Chair Yarbrough called for a motion to delegate herself to work with counsel to negotiate a contract with the acting President. Trustee Agrawal made the motion with a second by Vice Chair Zachariah. The motion passed unanimously.

Chair Yarbrough thanked everyone again for all their hard work and thanked members of the community for coming out during the process.

There being no further business and no objection to adjourn, the meeting was adjourned at 11:56 a.m.

The video can be found here: https://broward-edu.zoom.us/rec/play/qTcybl0fiYUGA_I ovGTBKD-BrQFMWJFv0e07FX4Am98OcQjwHIy5V3148WBmC30lt1gJgLwz78xtQ7Y.hCxVuDmenkZXg5Re?canPlayFromShare=true&from=share_recording_detail&startTime=1696336842000&componentName=rec-play&originRequestUrl=https%3A%2F%2Fbroward-edu.zoom.us%2Frec%2Fshare%2F-VpGy5Oxmwc7ikT9lmpL-Ee6oI0IYNrcDA9vIR5ZnSeCNHm0Th4SIjrc1NFtH7x8.003nskG0mUhnNFej%3FstartTime%3D1696336842000

President, Broward College

Alexis Yarbrough
Chair, Board of Trustees

