MINUTES: January 20, 2012

RETREAT: Daytona State College
District Board of Trustees

PLACE: Daytona State College
Daytona Beach Campus
Conference Center, Building 640
1200 W. International Speedway Blvd.
Daytona Beach, Florida

PRESENT: Dr. Carol Eaton, Corporate Secretary/President
Mr. Dwight Lewis, Chair
Dr. Christina Frederick-Recascino, Vice Chair
Mrs. Donna Brosemer
Mr. Bob Davis
Mr. Lloyd Freckleton
Mrs. Mary Ann Haas
Mrs. Betty Holness
Mrs. Forough Hosseini
Mr. John Tanner

Retreat began at 9:26 a.m.
Distributed prior to start of meeting ACCT notebook containing retreat agenda,
PowerPoint presentation, presidential performance appraisal sample, Governing Board Self-Evaluation: A Practical Guide, worksheets on roles and responsibilities, communication, and goals; and ACCT brochures. Made an official part of the minutes as Supplemental A: 1/20/12-Retreat.

Welcome and Introductions
Dr. Eaton welcomed trustees and introduced Dr. Narcisa Polonio, Vice President for Research, Education and Board Leadership Services, Association of Community College Trustees (ACCT), who facilitated the retreat. Prior to ACCT, Dr. Polonio has served in various positions which included a presidency at Harcum College and Hudson County Community College. In addition she has serviced on a board of trustees and was a faculty member for seven years. Dr. Polonio asked trustees and Dr. Eaton to introduce themselves and share their backgrounds, which they did.

Community College Governance
Dr. Polonio explained how trustees are either appointed or elected and about the public aspect of the job of a trustee. She explained how a board is a corporate body and trustees have to consider what is best for the institution and respect decisions made by the board. She explained how the administration should provide documentation to assist the board in basing their analysis on facts as opposed to personal preference and values. She shared how important it is for trustees to ask questions so they have the information they need to make decisions.
Review of SACS Findings

Dr. Polonio shared she reviewed the letter from the Southern Association of Colleges (SACS) with the two recommendations regarding external influence and board/administration distinction. Distributed SACS Letter dated 7/8/11. Made an official part of the minutes as Supplemental B: 1/20/12-Retreat. The Board discussed external influences and how as a trustee it was important for them to interact with the community because they are a public board. They discussed the SACS review process and findings and how the report will document compliance with regards to the findings.

Mr. Lewis summarized the Board is a group that works well individually and as a group, using its own thoughts and processes, and when making a decision they make it as a board of the whole. Dr. Eaton explained the College’s reaffirmation process with SACS is underway and the College is preparing for the site visit in 2014. Dr. Polonio reviewed the Board’s role in the reaffirmation process and explained about the peer review process.

Dr. Polonio explained tools available to boards are the president; legal counsel to advise and guide; and the auditing process. The Board felt it was helpful to discuss issues they faced in this type of setting and how they can utilize this information and move forward.

Roles and Responsibilities of the Board

Dr. Polonio explained there are important partnerships board should develop with K-12, Governor’s staff, and the legislative body. She stated the most critical relationship is with the president and how this is a contractual relationship. She explained a board should know the authority it has been given through statutes, the state and through college policies or bylaws and how they should define how they operate as a corporate body. She discussed bylaws and how they define the purpose of an organization; the authority that is delegated to the president and the board chair; how a board is structured and if it works as a whole or in committees; when and how officers are elected; what to do in case of an emergency; how special meetings are called; what meeting rules are followed (parliamentary, Roberts Rules); does legal counsel represent the board or institution; who appoints legal counsel; and process for selecting an auditor.

Distributed College Policy 2.01. Made an official part of the minutes as Supplemental C: 1/20/12-Retreat.

Discussed hiring of employees and the responsibility of trustees in approving appointments presented to the Board. Dr. Polonio shared cases on how other boards addressed concerns related to a trustee and how it is important a board knows its authority; sets up checks and balances; follows the rules; and how it is not always clear cut. She reviewed conflict of interests and how it sets limitations and guidelines in behavior.

Adjourned for Lunch

Dr. Polonio shared the Board has some good foundations and suggested separating Board policy from operational policy. She suggest policies be reviewed every five years.
because definitions can change or may need clarification. She asked the Board to review the copy of the PowerPoint presentation included in their folders which she used as a guide for the retreat. She suggested the Board email her any questions they may have once they have reviewed the presentation.

Discussed committee structure and how the purpose of a committee structure was not learning but presentation, analysis and preparing a recommendation for the board. She discussed study sessions on topics such as the annual budget which would provide an opportunity for staff to answer questions.

Dr. Polonio reviewed board self-assessment and how a board should show they are investing time and how well they are doing in monitoring themselves and setting goals. She shared ideas on how a president can set the tone of a board meeting by how the material is presented. This can set the environment for debate such as offering options for approval or outline questions trustees would want to consider. She explained during board meeting debate every trustee gets an opportunity to speak on the topic, before others speak again, ensuring one person does not dominate a discussion. Discussed Roberts Rules for small committee meetings and how the Board could discuss an item before making a motion to approve. She explained a trustee would make a motion to open the floor for discussion on the specific agenda item, which would require a second. She reviewed procedures if a meeting location must be changed and the process of calling the question.

**Board Self Evaluation and Goal Setting**
Dr. Polonio reviewed the Governing Board Self-Evaluation: A Practice Guide template and explained this was a simple assessment and encouraged the Board to consider doing this in the spring or summer and then move into a more comprehensive self-assessment on a yearly basis.

**President’s Evaluation**
Dr. Polonio provided a presidential performance appraisal template and an article on conducting presidential evaluations. She explained there are three components recommended for the president’s assessment. The first component was a brief self-assessment by the president indicating what has been accomplished and how they felt they did; things not accomplished; and things ongoing. The second was the status of the institution and how it is doing with regards to key indicators. The third is where each trustee completes an appraisal and the data is compiled to show the collective opinion of the board. She indicated there is a correlation between the self-assessment of the board and the president.

Dr. Polonio discussed how the president’s annual evaluation should be placed on an annual board agenda calendar so it becomes routine and it was explained this process is scheduled to be done every April during a retreat. She indicated the presidential profile document used during the hiring process could be used by the president to develop goals for the first six months but felt the first year would be about building relationships.
Board Goals
Dr. Polonio asked the Board to develop goals and the following items were identified:

1. Students First/Student Participation (how does this benefit students)
2. Community/State Relations and Perceptions
3. Define Two to Five Year Vision
   - Maintain Institutional Quality (state of the art facilities, technologies, and student success)
   - Competiveness (college of choice for education)
   - Address Economic and Workforce Needs
4. Strengthening Relationships
   - Trustee to Trustee
   - Board to President
   - Teamwork/Communications/Trust
5. Undertake Policy Updates, Comprehensive Reviews, Professional Development
6. Finalizing Unresolved Issues (CCF)

President’s Goals
Dr. Eaton proposed the following goals that would be accomplished with the Board’s help:

1. Face of Daytona State in the community (local, state, national). Establish, continue and expand partnerships with K-12, university, business and industry, and government.
2. Continue Fiscal Stability College-wide
   - Focus on enrollment
   - Foundation Leadership
   - Workforce Needs/Economic Vitality
3. Internal Review of Policies and Procedures
4. Successful SACS
5. Implement New Governance Structure
6. Long Term Vision

Dr. Polonio felt an important first step for the Board would be to review policies, rules and guidelines. She suggested the Board consider collecting policies or guidelines used by other colleges. She shared the “no surprise rule” is very important for both a board and a president, and is healthy for the college community. She explained how at the end of the day a board will do its best because they are only human beings. She shared the Board has an incredible College and there was much to be proud of and build on, and how this is a trustees legacy.

Distributed The Florida College System Approved Baccalaureate Programs as of September 30, 2011. Made an official part of the minutes as Supplemental D: 1/20/12-Retreat.
Dr. Eaton explained the document shows the baccalaureate degrees offered by each of the Florida colleges and would like to discuss with the Board in the future.

The Board appreciated Dr. Polonio facilitating the retreat and sharing her expertise.

Retreat adjourned at 4:00 p.m.