Retreat began 1:00 p.m.
Mr. Lewis welcomed everyone to the retreat and shared Mr. Tanner’s service to the Board will be missed and how each trustee adds a degree of excellence to the Board as a whole.

Strategic Plan Priorities
Dr. Eaton introduced Dr. Nancy Morgan, Associate Vice President of Institutional Effectiveness and Dr. Tom LoBasso, Senior Vice President of Student Development and Institutional Effectiveness, to review the strategic planning process. She explained Dr. Morgan is putting together the structure for the College’s next three-year strategic plan and wanted to provide an opportunity for the Board to be involved in the early stages of the process.

Dr. LoBasso reviewed the strategic planning process flow chart and how the College is in the information gathering stage. He explained input was received through surveys completed by employees and the community, as well as focus groups to assist in identifying the future focus for the College. Dr. Morgan explained the strategic plan is like taking a 30,000 foot view from a plane as opposed to the view by car which is more operational. She reviewed the primary strengths and future focus identified by the College and the community. Distributed DSC Strategic Priority Statements. Made an official part of the minutes as Supplemental A: 5/10/13.

The Board was asked to review the strategic priority statements and identify essential areas for opportunity and improvement. To provide the Board time to review the material and think about the priorities, this topic will be brought back for discussion.
during the workshop at the next scheduled Board meeting. Discussed the priority statements and what would be considered strategic priorities. Discussed the stages of the process and levels of involvement and development by the different areas. Additional data/information will be provided to assist the Board in determining future strategic priorities. The Board appreciated the opportunity to give input and understand the process.

Mr. Lewis adjourned the retreat for a brief break.

Health Benefits Discussion
Mr. Lewis explained how the review of the health plan began and stated most of the colleges are members of the Florida College System Risk Management Consortium which is why the Consortium came and gave a presentation to the Board. Mr. Brian Babb, College Counsel, presented an update on the health benefits plan. Discussed the five-year comparison of expenses which included the safe harbor reserves, fund balances, Health Task Force reserves that have been depleted in FY 2012/2013; and employee/employer contributions. He stated the College is looking at health plan options because the reserve funds are down and the new federal law will increase costs and compliance. He reviewed the memberships of the College’s Healthcare Task Force and the Consortium’s employee benefit plans. The task force is meeting to review the advantages and disadvantages of the plan. He shared advantages of the Consortium are they will provide the reserves; flexibility with the Consortium’s plan; purchasing power of Florida Blue; and there are two health plan options for the employees to choose from (PPO and HMO). He shared a listing of Florida Blue key accounts in Volusia and Flagler counties. Discussed the impact of the new federal law. Dr. Eaton explained the health care task force will be meeting weekly and will bring forward a recommendation for the Board’s consideration.

Continuing Contract Rule
Dr. Eaton explained the Legislature has been very prescriptive with regards to developmental education and shared staff will be working on those changes and developing a plan for implementation. She explained the Legislature also changed dual enrollment language requiring K-12 systems to pay colleges for dual enrollment and indicated the College will be working together with the school systems on this.

Dr. Eaton reviewed the State Board of Education continuing contract rule changes and stated a faculty group will be working to incorporate the language changes into Policy 6.16 which will be presented to the Board for approval. Distributed College Policy 6.16. Made an official part of the minutes as Supplemental B: 5/10/13. Distributed FAC Rule 6A-14.0411 Employment Contracts for Full-Time Faculty. Made an official part of the minutes as Supplemental C: 5/10/13.

Dr. Eaton reviewed the administrative structure changes that will begin to take place June 1. Changes included Dr. Vitale returning to his previous position as Associate Vice President of Arts and Sciences; conducting a national search for the Vice President of Academic Affairs; promoting Dr. LoBasso to Chief Operating Officer;
conducting an internal search for the Vice President of Student Development; and the vice presidents of Academic Affairs and Student Development will be reporting directly to Dr. LoBasso.

Dr. Eaton shared the College has received $3 million in capital funding from the Legislature for the student services/classroom building. With regards to operational dollars the College will receive a 3% decrease, which is about $1.5 million less. The primary reason for the decrease is the College received capital dollars last year on the operational side. She indicated the Legislature did put additional funding into the state college system but this increase did not offset the $1.5 million received last year. There was funding for compression but only eight colleges received these dollars. She has asked Ms. Montgomery to begin researching previous budget data and will begin working from that point. She explained when looking at the 2013/14 budget there is a significant gap between revenue and expenses and will have to hold positions because of funding issues.

Auditor Function
Dr. Eaton discussed the Internal Auditor position that has been open since Ms. Montgomery moved to the vice president of Finance position. She indicated the College has been working with Ms. Bernadette Britz-Parker of the James Moore Co. over the last six months. Discussed the position being internal or external and how they would still report directly to the Board Chair. Suggestions were given on giving specific assignments or using an audit schedule to help determine the function of the position. Mr. Lewis felt there was Board consensus to have Dr. Eaton look at a part-time auditor for the Board and bring back for approval.

Residence Halls
Mr. Lewis explained because of the budget situation and other commitments, residence halls do not fall at the top of the priority list for right now. There was consensus by the Board to not pursue residence halls at this time. Mrs. Holness thought this may be something to look at again in a few years when it may be relevant. Dr. Eaton appreciated the clear direction from the Board.

New Academic Programs
Dr. Eaton explained the College received a report produced by the State University System on workforce needs at the baccalaureate level. The report listed various areas where more bachelor’s degrees are needed in the state of Florida. Dr. Eaton shared the status of the BSN program and where it is in the approval process. Mrs. Haas shared she attended the State Board meeting when the engineering degree was being presented for approval and thought it was beneficial to have a presence at the meeting. Discussed ideas for new baccalaureate programs which included pharmacy tech, physical therapy; accounting specialty area such as health care; anything in computer engineering that could build upon the strengths of the programs at the ATC; and logistics/supply chain management. Discussed documenting workforce need and how some programs do not have regional need and confirmed the Board was okay to move in that direction. Dr. Eaton shared a program advisory board recently recommended the
College offer an environmental science bachelor’s degree because of new hiring requirements. She shared this program is offered by UCF in Orlando and how this would be a perfect opportunity to partner with UCF. She explained the College does not have to offer a degree if another university offers the program, but would look at the opportunity to partner with them.

Dr. Eaton shared there has not been an update on the College’s request to join Direct Connect and understood language was being revised and may not be complete yet.

Discussed opportunities in the Massive Open Online Course (MOOC) initiative and how Daytona State is collaborating with Florida State College at Jacksonville on a state grant to offer developmental education courses.

President’s Evaluation


Mr. Lewis asked the Board to review the tally sheet. He shared Dr. Eaton’s contract runs out in 2014, and thinks it is appropriate to extend her another three year contract based on the positive evaluations and comments. He did not feel it was appropriate for her to not know if her contract would be renewed and felt it was important the Board address that at the next meeting. He would also like to discuss a salary increase at that time. After reviewing the evaluation forms and reading the praises and comments, he believed it was an outstanding appraisal and stated Dr. Eaton has done an outstanding job. He shared how he works closely with Dr. Eaton and sees the hard work she does. He discussed how subjective appraisals are and meeting expectations is something people are suppose to do. He explained Dr. Eaton has exceeded those expectations for him and has done very well in an environment that is tough both fiscally and politically. Dr. Eaton is well respected and known throughout the college system and in Tallahassee. He explained how appraisals are helpful in giving direction and identifying areas that need work and suggested Board members may want to meet individually to review their appraisals with Dr. Eaton.

Mrs. Haas thanked Dr. Eaton for her leadership and read one of her appraisal comments on providing the Board with ethical, honest, intelligent, and assertive leadership and believes the College has and will flourish under her guidance. She appreciated how much a burden has been lifted from the Board’s shoulders knowing someone is honest and ethical. She appreciates being able to call Dr. Eaton with any concerns or questions she has and how it is a wonderful level of open communication.

Mr. Lewis explained sometimes there is a fine line between policy and operations and that is one that the Board has to be careful not to cross. He stated Dr. Eaton has kept the Board well informed when making policy decisions giving them a basis to go on. He stated she always advises the Board on items they need to know or be aware of.
Mrs. Hosseini thanked Dr. Eaton for being honest and ethical and how the burden has been taken off of the Board because they can see how things are progressing. She thanked Dr. Eaton for making herself available to meet individually with Board members to review issues and how her communication skills informing the Board goes way beyond meeting expectations.

Dr. Eaton appreciated the Board’s understanding of the size and scope of the institution and how difficult it is to share everything but does her best to keep them informed. She gave an example of the Deltona issue which began with a phone call and was then brought up in a commission meeting the same day. Dr. Eaton appreciated that the Board understands the College is a dynamic, robust institution and to keep the Board informed is her top priority. Mrs. Hosseini stated she would never have an issue when taking action on opportunities that arise and how great leaders see opportunities and seize them.

The August Board meeting will be held on the Deltona Campus which will give the Board an opportunity to see that campus.

Mrs. Holness explained how important communication is and it is helpful they are kept current on issues so they can respond to questions that arise when they are out in the community.

Mr. Lewis felt retreats were very valuable and how it provides the Board with the ability to exchange ideas so they can make better decisions during a Board meeting. Mr. Freckleton suggested having more retreats so any issues that arise can be discussed easier in this setting. Mrs. Holness shared it is a nice addition to have faculty and staff introduced at Board meetings which gives them the opportunity to get to know more about the staff. She shared how the camaraderie and environment at the College has changed and can see that when walking around the campus.

Mrs. Hosseini discussed the request for capital funding and indicated even though the College’s request was not fully funded she would want to continue moving forward with this project. She shared her priorities which would be building the student services building and another building on the Daytona Campus, and to buy property surrounding the Daytona campus. She felt having a nice, inviting campus environment was also important. She suggested putting together a funding proposal for the student services building that would include the $3 million from the Legislature, borrowing money, and using current capital funding.

Dr. Eaton explained there is $8.4 million available from a previous construction loan and had researched paying off this loan but found there is a pre-payment penalty of $2.8 million. Discussed borrowing additional money and refinancing current loan at a lower rate. Discussed possible uses for the $8.4 million and how state guidelines require all funding for building construction be in place before construction could commence.
Mrs. Hosseini indicated the Legislature, many who were new this year, needed to be better educated on the College’s needs and will start speaking with them earlier in the process. She discussed naming opportunities for fundraising and Dr. Eaton agreed and indicated the Foundation is also working on identifying people for the new Flagler/Palm Coast Campus building. Dr. Eaton would ask the Finance staff to look into financing options, but asked if this could be delayed because of the work currently being done to bring the Board a balanced budget in June. Mrs. Hosseini indicated September or October would be fine and a facilities retreat in the fall was suggested by Dr. Eaton. Mr. Freckleton would like to extend an invitation to the Legislature to attend a Board retreat to discuss the College’s needs. Mr. Lewis commented on how many of the Legislature were freshman and felt there was a disconnect this year.

Dr. Eaton explained the Governor will be making decisions about the budget and the College’s $3 million could be cut. She asked those having connections with the Governor make contact on behalf of the College’s request. She stated when developing the College’s budget it will be built on a 10% decrease in enrollment, and two items for the Board’s consideration will be a tuition increase and a raise for the employees.

Retreat adjourned at 4:23 p.m.