

**MINUTES: April 15, 2021**

**RETREAT: Daytona State College  
District Board of Trustees**

**PLACE: Daytona State College's  
Daytona Beach Campus  
Wetherell Center (Bldg. 100), Room 402L  
1200 W. International Speedway Blvd.  
Daytona Beach, Florida**

**PRESENT: Dr. Thomas LoBasso, Corporate Secretary/President  
Dr. Randall Howard, Chair  
Mrs. Betty Holness, Vice Chair  
Mr. Bob Davis  
Mrs. Sarah Dougherty  
Mr. Randy Dye  
Mr. Lloyd Freckleton  
Mrs. Mary Ann Haas  
Mr. Robert Lloyd  
Mr. Garry Lubi**

**Board Retreat began 11:03 a.m.**

### **President's Update**

#### Recap:

Dr. LoBasso provided a recap of the previous year and one of his goals during the pandemic was to keep moving forward, doing things safely and thanked the Board for their support. His recap included the naming dedication of Forough B. Hosseini Hall, securing naming rights for Charles Curb School of Emergency Services and an endowment, and the re-dedication event for the J. Griffen Greene Center. Finalized the broadband agreement which will provide a revenue stream to the College. Expanding the Nursing program to Flagler/Palm Coast and Deltona campuses. He shared there is funding for the new Deltona building on the Senate side which is a good thing since the College has already received over \$3 million in funding for the project. The new Bachelor of Accounting program will be starting in the Spring and has 32 students enrolled.

He shared that even with the pandemic, they have successfully brought back over 9,700 students in hybrid and lecture courses in the Fall and Spring. The College also held indoor and outdoor athletic events for all its teams.

He provided an update on the doctoral program cohort, which has six participants, and all have passed their comprehensive exams, are on their way to finishing their dissertations and will be graduating this December. The Daytona Beach Riverfront

Esplanade partnership is underway for the downtown Daytona Beach area that will incorporate the News-Journal Center which has been newly painted.

He provided a brief review of the pandemic and thanked Daytona State employees for doing whatever they could to serve the students and how it wasn't always easy. He shared with all the things you would want to do there would be so many other things that would have to be addressed first. Keeping safe was a main priority and he thanked the Board for their support in executing the plan. He spoke on the safety procedures in place and how Marby Jackson of Facilities Services was recently recognized with the Presidential Sterling Award for Career Employees for his work in creating plexiglass shields for the offices which were all made in-house. The Facilities department secured hand sanitizer by the barrel and cloth masks for all employees. The COVID Task Force met daily through the Fall and now meets three times a week.

### Future

*Programming Activities* - Dr. LoBasso explained activities are planned to return in the Fall such as the L. Gale Lemerand Entrepreneurial Speaker Series, Foundation Gala, as well as other College activities like Homecoming.

*Student Residential Housing* – Dr. LoBasso shared this will be the year of implementation for the Student Residence Hall with the groundbreaking today, eventually hiring a Resident Director who will reside in an apartment located in the residence hall. There will also be four Resident Advisors in the building that are typically students. A working group has begun to meet weekly to work on the different components and processes of the project.

*Athletics* – Dr. LoBasso shared information on the academic success of the athletes. He stated athletics has expanded during his tenure by four teams and felt there could be other opportunities to expand such as Women's Flag Football and Men's Golf. There is no timeline for the expansion but would begin researching. He talked about which programs are Division I and II, program funding, and availability of scholarships.

*Future Programs* – Dr. LoBasso shared ideas for future academic programs that included: work based learning programs in mechatronics, automotive, construction, and HVAC; community outreach from the Law Enforcement program to help with recruitment; continue to enhance recruitment and retention efforts for underserved populations; and introducing a Bachelors of Applied Science concentration in Human Resources and Supply Chain/Logistics to try and meet community need.

*Academic Programs Under Consideration* - Additional healthcare programs at Associate and Baccalaureate levels; LPN to RN at the Flagler/Palm Coast Campus, and a Medical Laboratory Technician, A.S. degree. Discussed how input is received on program needs from community business leaders through leadership forums, advisory committees and partnering with CareerSource on hosting Alliance4 events. An Alliance4 event is being planned for early May. He shared how helpful it is to serve on various boards and that conversations can lead to programs being developed to fit a need. Discussed the

challenges of getting employees for businesses, training for unemployed, and more students not completing high school because of the pandemic, and how the College will play an important role in these challenging times. Dr. LoBasso discussed retention and withdrawal rates and how the College will be emphasizing the return of lecture classes because many students do better in a face to face environment.

He shared of the College's network refresh and how CARES funding can be utilized for part of this expense because there are purchases or upgrades related to the pandemic. He explained the College will be moving more to a mobile environment where laptops will be utilized instead of fixed desktops. The cost of laptops is much less than years ago and felt it made sense to move in that direction.

### Master Site Plan

Dr. LoBasso explained the College has a five-year master plan and it is getting close to begin the next one. He reviewed the Daytona Beach Campus and what has been accomplished to date and provided ideas for future projects that included looking at a multipurpose field on property near the American Red Cross that is leased/owned by the College. Having a multipurpose field would create opportunities for intramural and recreational sports, as well as provide another field for soccer team practice or flag football. There was consensus by the Board to move forward and begin planning for this to bring back to the Board. Mr. Lubi asked about the potential renovation of the basketball facility to attract more people. Dr. LoBasso felt it was not needed currently but might be something for the future. He has walked through the facility and envisioned making it look more attractive inside and how the funding is always a challenge for athletic projects since state dollars cannot be used. He reviewed the 20-year master plan and how they have purposely shifted adding buildings to the front of campus instead of having large parking lots along International Speedway Blvd.

*Adjourned for lunch 12:10 p.m.*

*Retreat resumed 12:30 p.m.*

### Law Enforcement Academy

Dr. LoBasso explained in planning for the future he wanted to explore instructional options for the academy and asked Dr. Amy Locklear, Provost, to present information on law enforcement instructional sites. Dr. Locklear focused on the firing range which is a component of the law enforcement academy and explained the College currently uses the firing range on Tiger Bay Road. She explained the College currently receives priority scheduling and there are no issues. She reviewed range requirements of the curriculum and the Criminal Justice Standard & Training Commission. She shared options on continuing at Tiger Bay, partnering with another law enforcement agency, or build/operate a range on a College campus. She reviewed the two best options which would be partnering with DeLand but improvements to the site are needed. The second option would be to building a facility at the DeLand Campus that would be a separate building and have a separate entrance from the campus. She also mentioned the possible addition of a driving pad. Dr. LoBasso explained having its own facility would provide the College the ability to manage its growth. Discussed building specifics and

the Board was in favor of building its own facility and Dr. LoBasso will have staff explore further and bring back to the Board.

### Fall Semester Schedule

Dr. Locklear explained there has been quite a lot of change in the Fall schedules where typically there would be 3,400 sections of 770 courses scheduled. The classroom format is changing from six feet to three feet distance, continuing mask requirements and sanitizing procedures. As department chairs work on the schedule they are looking to mirror online offerings from Fall 2019. They would then see what regular face to face lecture can be scheduled, and then look at using hybrid or another modality. She explained the different options of instruction, face to face, online, live online, hybrid and hyflex. Live online is new and the instructor would be teaching live and students would be logged in and attending in real time. Hyflex is a newly developed format which has a portion of the class in face to face lecture and a portion in synchronous online. Dr. LoBasso sees this as a transitional option as the College gets back to where it was. Dr. Locklear shared the document she uses to look at departments class schedule for the Fall and how it compares to previous years and where they are currently by modality.

### Residential Housing Update

Dr. Erik D'Aquino, Vice President of Enrollment Management, explained the Student Residence Hall will be opening in the Fall of 2022 and will be starting to accept applications for housing in just a few months. He began to look at data for Fall 2018, 2019 and 2020 to see where the applications come from across the United States by zip code. He reviewed charts that showed applications, enrollments, and then enrollments within Florida. He provided a snapshot on Photography, Nursing and Music Production Technology (Audio/Recording) to show where applications and enrollments are coming from within Florida for those programs. He shared a sneak peek at Fall 2021 applications and those shown were the typical age range of who would live in student housing. Dr. LoBasso explained this was an exercise to show there is an existing need and students are relocating to this area and looking for housing. He also said there are many in Volusia and Flagler counties that want an opportunity to immerse themselves in the college experience by living on campus.

### **President's Evaluation**

*Distributed results of the 2019-2020 President's Evaluation, items A-F. Made an official part of the minutes as Supplemental A: 4/15/20-Retreat.*

The Board conducted the evaluation of the President. Evaluation instruments were completed by all nine of the trustees and the data was compiled and distributed at the Board Retreat. The instrument contained 50 questions in total and used a rating scale of 1 through 5 (1-Unsatisfactory, 2-Needs Improvement, 3-Meets Expectations, 4-Occasionally Exceeds Expectations, 5-Consistently Exceeds Expectations and DK/NA-Do Not Know/Not Applicable). Dr. LoBasso received an overall average of 4.92.

Dr. Howard shared there were an amazing number of 5's on the evaluation which speaks to Dr. LoBasso's character and past compliments given by the Board at

previous meetings. He shared how it is good to see all the great things that have been done and to see what areas could be improved. He shared Dr. LoBasso does not have a lot of room for improvement but there were a few areas that extra attention could be given to see if the needle could be moved further on retention and placement rates.

Mr. Dye appreciated the data provided for the evaluation and shared that in a time where there is no road map through a pandemic, he felt Dr. LoBasso did a remarkable job moving the College forward and staying focused on the mission. He stated how he has been a part of many different organizations and seen different types of leadership and Dr. LoBasso is at the top and congratulated him.

Mr. Lloyd agreed with Mr. Dye and shared Dr. LoBasso has navigated through many storms and hurricanes, and has the ability to stay the course and make improvements along the way. He stated that even though there was change in a key leadership position the institution still moved forward. He shared no one has ever experienced a COVID-19 pandemic and hopefully will never again and felt what Dr. LoBasso did was beyond heroic.

Mr. Lubi shared how he would have liked to add a higher rating on the evaluation instrument because the one area that mentioned the ability to handle a crisis and how Dr. LoBasso has shown he can do this. He appreciated his leadership and receiving the weekly communications that kept the Board informed of the progress and challenges during the pandemic and gave him all 5's on leadership items.

Mrs. Holness commented on all that was accomplished during the past year and felt Dr. LoBasso's leadership was amazing and how some would have just stopped in their tracks but he kept things moving forward. She thanked him for his leadership and how it was an amazing year. She appreciates his responsiveness to the Board and getting back to them in a timely manner with answers to questions they have and how his communication is greatly appreciated.

Mr. Freckleton shared his experience as an officer and there were three things that he did: organize, deputize and supervise. He felt that is exactly what Dr. LoBasso does and when you have those three things everything will fall in place. He appreciated his military background and all that he does for the Board, students and staff. He wanted Dr. LoBasso to keep doing what he is doing.

Mrs. Dougherty shared the only person on Dr. LoBasso's team that has left was Ms. Montgomery and it shows that his team is behind him and supports him. She was amazed how enrollment was maintained and how the College is up against people not wanting to go into work. She felt he was a great leader.

Mr. Davis shared he has watched Dr. LoBasso handle crises, hurricanes, and tornadoes. He has a love for the community and spends many evenings attending different events with a smile. He appreciated all he has done for the College.

Dr. LoBasso thanked the Board and shared he wakes up every day like it's his first day on the job. He always gives 110% and will try to improve upon what has been done in the past because there is always room for improvement. He was grateful for the Board's support and how things have gotten done over the last six years because of this, and he is looking forward to more great things to come.

Mrs. Haas commented on the evaluation instrument which she was tasked to develop and under accountability felt this was something you could not measure because of the pandemic and chose to mark the first four items as not applicable. She did comment in the document that traditional accountability cannot be assigned to a pandemic year which explained her marks.

Dr. Howard agreed and was glad to hear and in many cases it may not be applicable and thanked Mrs. Haas for bringing up that point.

Dr. LoBasso departed the meeting at this point.

Dr. Howard explained the College will be presenting a salary proposal for the employees to the Board in June. The exact amounts are not known yet and also unknown if it would be tiered. The Board discussed the renewal of the President's employment contract and would like to provide him a 2% increase to his base salary; a one-time payment of \$20,000 for extraordinary performance during difficult times this past year; transfer ownership of vehicle to him; provide a car allowance of \$1,500 per month; and remove the separate fuel allowance as it will be part of the car allowance.

### **Trustees' Self-Evaluation**

*Distributed results of the 2019-2020 Trustees' Self-Evaluation. Made an official part of the minutes as Supplemental B: 4/15/20-Retreat.*

The Board completed its annual self-evaluation and received an overall average of 3.93. The evaluation instrument contained 20 questions in total and used a rating scale of 0 through 4 (0-Insufficient Basis for Judgement, 1-Strongly Disagree, 2-Disagree, 3-Agree, 4-Strongly Agree).

Dr. Howard explained that it is always critical that the Board conduct a self-evaluation so they can learn from it. He felt the takeaway from this self-evaluation was seeing one item that was weaker than others. The item was under Mission and Planning: Regularly refers to the College's Mission Statement in decision-making. He felt this was great feedback and that the Board knows the mission and talks about it, but suggested at every Board meeting the mission statement be shown on the screen at the start of a meeting. This will be a reminder to the Board as they prepare to take action. Mrs. Holness suggested adding it to the agenda so people can see everything they do revolves around the College's mission. He stated as the Board sets workshop agenda it will be on things they want to work on or prioritize. He will ask Dr. LoBasso to have more workshops on topics such as things like retention and graduation rates. He

explained the last presentation on the Law Enforcement Academy a few months ago was great because he felt the Board learned a lot about the success of this program.

Mr. Dye gave a vote of confidence to Dr. Howard as the Board Chair and how well he has led the group during the time he has served on the Board.

Mr. Lloyd commented on the oversight and responsibilities of the Board and shared a reminder about staying within their lane and not getting into the management side of the College. He stated management is not the job of the trustees as they are the governing board.

Dr. Howard encouraged Board members to review the document again that was shared by Dr. Locklear, *Establishing Board Responsibilities and Expectations 2021*, and how it clearly shows what the Board's responsibilities are such as regularly review the mission and encourage minority participation in contracts with the College. The mission statement has been reviewed and Mrs. Holness has asked the question during the previous meetings about minority and women owned business, but he did not realize that was something the Board should be doing and thanked Mrs. Holness.

**Board Retreat adjourned at 1:59 p.m.**