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**Delta College
Board of Trustees Special Meeting
Delta College Main Campus
Board Room
Thursday, March 14, 2019
9:00 am**

Board Present	M. Benecke, A. Buckley, S. Gannon, K. Lawrence-Webster, D. Middleton, M. Thomas
Board Absent	R. Emrich, M. Nash, M. Rowley
Others Present	T. Brown, P. Clark, R. Curry, S. DuFresne, C. Eldridge, M. Fulmer, J. Goodnow, M. Mosqueda, J. Politi, K. Schuler, A. Ursuy, M. Wood
Press Present	None
Call to Order	Board Chair, D. Middleton, called the meeting to order at 9:02 am.
Approval of Agenda	Board Chair, D. Middleton, called for the approval of the agenda. M. Benecke made a motion to approve the agenda with support from S. Gannon. The motion passed unanimously.
Public Comment	D. Middleton called for public comment, hearing none the meeting proceeded.
Board Visioning Session – 2019-2023 Strategic Plan (John Politi)	<p>D. Middleton turned the meeting over to the facilitator, John Politi.</p> <p>J. Politi reviewed the agenda for the planning session. This included the objectives of the planning session; strategic planning process overview; key visioning terms; environmental scan – external and internal factors; strengths, weaknesses, opportunities, threats (SWOT) analysis; key strategic challenges and advantages analysis; allocation of key challenges and advantages; and summary of guidance to the planning team.</p> <p>The objectives of the visioning session were to: understand environmental factors that impact the future success of Delta College; determine key strengths, weaknesses, opportunities, and threats; identify the key challenges facing Delta College in the future that need to be addressed; identify the key advantages and opportunities that can be leveraged going forward; and provide guidance to the planning team.</p> <p>J. Politi reviewed key visioning terms such as strengths, weaknesses, opportunities and threats. The Board also reviewed the guiding principles including the College’s mission, vision, values and strategic focus areas.</p> <p>J. Politi shared with the Board a summary of external factors in various areas.</p> <p>Financial/Economic Climate –</p> <ul style="list-style-type: none">• Increasing costs in times of declining revenue (new centers)• Declining external funding support – federal government, state, and local (property taxes in decline)

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- Future will see financial challenges and possibly even a survival issue
- Infrastructure needs – how to fund to remain competitive for both facilities and grounds as well as technology
- More fiscal responsibility
- Need for compensation changes to retain quality staff

Student Recruitment Environment –

- Number one response for future challenge facing the college
- Competition for students increasing – more aggressive four-year colleges competing for students
- Societal issues
 - Questions about higher education’s value - student debt issue, value of Associate degree, dwindling government assistance
- Changing demographics impacting area
- Loss of population, declining high school numbers, flourishing job market, loss in high wage jobs

Marketing and Technology –

- Colleges increasing marketing initiatives with a shift toward online marketing apparent
 - Large percentage of Americans use social media
 - Large percentage of Americans use smartphones
 - Online videos and internet radio receive heavy usage
- An effective online marketing program could reach large numbers of teens and young adults
 - Far more likely to be influenced by online marketing tactics than by traditional advertising
- Prospective students have high expectations for the use and availability of technology across campus
- State of art technology needed in classrooms for student success
 - Impacts ability to compete with other institutions
 - Antiquated technology and systems – upgrades needed and will impact fiscal issues
 - Updated systems needed to assist employees in being more productive
- Most students say they learn best with a blend of online and face-to-face work
- Most students say they would like to see their instructors make more use of recorded lectures, early alert systems, and freely available online course content

Donor Giving Trends –

- Use of social media is increasing in all areas of philanthropy
- Contributions to general operating expenses continue to drop; vast majority of gifts are “restricted” by purpose
- Cultivation of donors is critical to future sustainability
- Tax laws and the economy are key factors of philanthropy in the future
- Look for large swings on endowment earnings as the market fluctuates in the future
- Tuition push back will spill over into donor decisions as the next generation is saddled with student loan debt
- Society as a whole may become more dissatisfied with higher education as loan debt and higher tuition become major issues

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Employee Relations –

- Cooperation needed at all levels of the College – Board, administration, faculty, and staff – need to behave as a team again
 - Losing sense of being a team and all valuable input into decisions and process – respect for others
 - Lack of leadership at the College, lack of vision
 - Rebuilding employee morale
 - Shared governance, faculty unionizing, need to repair the relationship between faculty and administration
- Staffing concerns
 - Retirements of experienced employees, keeping quality staff, quality people leaving, staff seeking employment elsewhere, losing full-time faculty and quality adjuncts
 - Adequate employee compensation

Agility –

- College needs to be able to respond more quickly to the changing external threats
- Needs to be proactive instead of reactive to changing conditions
- Relevancy needed
 - Programming/ degrees relevant to the changing jobs in the market and workplace skills
 - More online development needed
 - More flexibility in scheduling and delivery
 - Too many programs and too many classes per program – quicker completion

J. Politi then led the Board through their own SWOT exercise. Input from those Board members not attending (Robert Emrich, Mike Nash and Mike Rowley) was included as those individuals had been asked to complete a brief questionnaire. J. Politi then worked with the Board to take those strengths, weaknesses, opportunities, and threats and develop key strategic challenges and advantages. He said all of this work would be compiled, summarized and shared with the Strategic Planning and Institutional Effectiveness Steering Committee and Executive Council in their work tomorrow as they begin developing strategic initiatives and action projects for the 2019-2023 Strategic Plan.

The Board also noted various positives and a few improvements from the day's activities.

Trustee Comments

M. Benecke noted that she appreciated the inclusion of the input from trustees who were unable to attend. She also encouraged those participating in the meeting tomorrow to really think outside the box, don't be afraid to change the conversation and don't worry if something fails.

Chair Comments

D. Middleton noted that the visioning session was wonderful and very well planned. She is very excited to see what becomes of the work completed today. She also extended a big thank you to everyone who attended for a full-day meeting. It gave Board members the opportunity to get to know each other better which is very valuable.

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Adjournment

There being no further business, Board Chair, D. Middleton adjourned the meeting at 3:26 pm.

Talisa Brown, Assistant Board Secretary