



Board of Directors Meeting Minutes

Thursday, September 19, 2013

5:15 Dinner

**Board of Directors Meeting – 5:30 p.m.
Gateway Community & Technical College
Boone Campus, Florence, Kentucky**

BOARD MEMBERS PRESENT:

Ms. Krista Breeden, Student Representative	Mr. Brent Cooper (Secretary)
Dr. Amber Decker, Staff Representative	Rev. Richard Fowler (Vice Chair)
Mr. Jeff Groob	Ms. Martha Johnson (Chair)
Mr. Rick Jordan	Mr. Ken Paul
Dr. Michelle Deeley Wilhite (Faculty Representative)	

BOARD MEMBERS ABSENT:

Ms. Katheryn Cook (Parliamentarian)

OTHERS PRESENT:

GCTC Faculty/Staff:

Mr. Mike Baker, Vice President, Administration & Business Affairs
Mr. Tim Chesser, Director of Safety & Security
Dr. Patricia Goodman, Vice President, Knowledge Management & Strategic Initiatives
Dr. Ed Hughes, President/CEO
Ms. Laura Kroeger, Vice President, Resource Development & External Affairs
Ms. Sharon Poore, Executive Assistant & Recording Secretary to the Board of Directors
Ms. Jane Frantz, Administrative Assistant, President's Office
Mr. Doug Roberts, KCTCS Budget Director
Dr. Angie Taylor, Vice President, Workforce Solutions & Innovations
Ms. Margaret Thomson, Director of Public Relations & Marketing
Dr. Laura Urban, Vice President/Provost, Academic Affairs
Mr. Andre Washington, Dean of Enrollment Management
Mr. Jamie Younger, Director of Budget & Accounting

I. CALL TO ORDER

Chair Johnson called the meeting to order at 5:30 p.m. at the Gateway Community and Technical College Boone Campus. The record will reflect that a quorum was present. The media was notified of the meeting.

II. OATH OF OFFICE ADMINISTERED TO MS. KRISTA BREEDEN

Mr. Cooper administered the Oath of Office to Ms. Krista Breeden, new student representative to the Board of Directors. Chair Johnson welcomed Ms. Breeden to the Board. Ms. Breeden stated that she is a second-year Gateway student and graduates in May with an associate in Medical Information Technology degree. She added she is involved in PTK and student government and is very happy to represent Gateway's student body on the Board of Directors.

III. PRESENTATION DURING DINNER – BUSINESS PLAN TEMPLATE

- Dr. Hughes introduced the members of the team who have been working on the template for the business plan. Research shows no examples of community college business plans can be located. Gateway's template has been a work in progress, and the team has been working on the plan since December 2012. Focus has been on components of Gateway's plan. Doug Roberts, budget director for KCTCS, has been involved from a KCTCS standpoint. The status report is work that has been accomplished thus far, and Dr. Goodman, Mr. Roberts, and Mr. Mike Baker will present the highlights of the plan:
 - Dr. Goodman provided information regarding the outline and timeline of the plan. The plan model defines the current state, future state, and transition from one to the other. The business plan will focus on how we fund the transition and future states and how the college will focus on becoming premier. The team reviewed the "KCTCS Way" as a model for change management and Gateway's goal in achieving better than the national standard.
 - Mr. Roberts provided information that included:
 - Data needs to be readily available and updatable on a regular basis and include actions and outcomes.
 - The draft of contents of the business plan might include a letter from President Hughes, an executive summary, an organizational profile, performance accountability, managing strategic change, planning assumptions, strategic plan, student success pathways, current and future positioning, strategy for change, funding the strategy, and appendices.
 - An outline of the business plan was presented in March 2012 at the system level. Gateway was leading the way in the development of the plan and is the first college in KCTCS to develop a college-level business plan. The plan will focus on looking for programs that support workforce readiness and transfer, looking at revenue potential, state appropriations, and how the college can grow without depending on state assistance. Mr. Rick Jordan asked how we will handle growth/capacity in the future. Mr. Roberts stated this has been included in the plan draft, as well as where we think the growth areas will be and if the college ready for that growth.

- The forecasting model shows current capacity of each program and the resources needed when capacity is reached and what it will cost to continue to grow in the manner Gateway would like to grow. Since state appropriations are declining, how can Gateway experience growth without depending on state assistance?
- In response to a Board member question, Mr. Roberts stated that capacity is being developed by workstation capacity which drives enrollment projections.
- Dr. Goodman addressed the student success pathway in showing how it impacts capacity and the Strategic Enrollment Management (SEP) process:
 - The SEP process consists of four phases – outcomes, SWOT analysis, expectations, and the Novel Levitz alignment model.
 - Results realized thus far include:
 - Admissions Call Center phase I
 - New student network
 - A comprehensive recruitment calendar
 - A reorganization of Admissions, high school recruitment, telecounseling, scheduling, retention, and open enrollment
 - The outcome was \$150,000 above what was budgeted for the fall semester.
- In addition, Dr. Goodman reviewed the Participation Rate:
 - Current participation rate for Gateway is 1.6% which is at the bottom; targeted participation rate by 2015 is 1.9%
 - Gallatin and Owen counties will join our service region based on enrollment at Gateway
 - With the opening of the Marx and Abode buildings next year, the 18 – 64 aged population will increase to 778,000 (the total target population of Kentucky with education levels that were figured in was 150,000)
 - The preliminary enrollment target is set at 5,841 by 2014
 - Also reviewed were student classification by county, unemployment rates (national, state, and Cincinnati MSA)
 - The unemployment rates were compared to enrollment
- Mr. Mike Baker addressed organizational capacity and reviewed:
 - Number of labs and classrooms
 - Number of seats available per hour
 - Percent of seats filled for labs and classrooms by program
 - Percent of room use based on a 50-hour week by program/classroom
 - Room usage and capacity will be joined to academic affairs' program growth expectations
 - Analysis by class enrollment, cost, and student success
 - Proforma for revenues and expenses for 14, 15, and 16 hours
 - Next steps include: completion of the strategic enrollment plan, strategic marketing and recruitment plan; cost analysis of enrollment and retention, targeted growth by academic program, grant funding analysis for sustainability and decreased dependence on federal funds; alignment of the business plan to Baldrige Education Criteria, and a comprehensive business plan template and toolkit that can be used

by other institutions.

- Board member questions and comments included:
 - Ms. Breeden stated that a loss of tuition could be attributed to the fact that a class wasn't available and that students had to take an online course through another institution (suggested class offerings at better times).
 - Mr. Groob is concerned that adding other counties to the college's service region might stretch our resources even further.
 - Mr. Cooper stated that he would like to see Gateway pursue activities to offset budget cuts through private/public partnerships.
 - Mr. Paul asked if the college could obtain Kentucky enrollment by education levels and the percentage of individuals attaining those education levels. He also asked as the college enrolls more students in online classes, won't the growth in online courses reduce the need of physical facilities?
 - At the November meeting, we will hear more on the Enrollment Management Plan.

IV. APPROVAL OF MINUTES OF THE JULY 25, 2013, BOARD MEETING

Upon motion by Mr. Cooper and seconded by Rev. Fowler, the minutes of the July 25, 2013, Board meeting were approved as presented.

A. Proposed 2013 – Schedule of Regular Meetings – Article 5, Section 1

- Chair Johnson presented a proposed schedule of the 2014 Board meeting dates. A copy of the proposed 2014 meeting dates is attached to the permanent minutes. Upon motion by Mr. Jordan and seconded by Ms. Sproehnle, the proposed draft of the 2014 meeting schedule was approved as presented.

V. OFFICER REPORTS

A. Chair's Report

- Chair Johnson reviewed her recent activities representing the Gateway Board of Directors. Those activities included:
 1. Attended the August 8, 2013, Gateway Foundation meeting;
 2. Attended Gateway's Foundation fundraiser, RiverBlast, on September 1; and,
 3. Attended the joint meeting with the Gateway and Foundation Boards on August 29, 2013, at which time Gateway's Mission, Vision, and Values statements were reviewed. Chair Johnson thanked those Board members who also attended.
- Vice Chair Fowler and Secretary Cooper represented the Board at the Northern Kentucky Chamber's Annual Dinner on September 12 in Chair Johnson's absence.
- Chair Johnson reminded Board members of the three items that need attention during the meeting this evening.

1. The Board Bylaws call for the appointment of a Nominating Committee at the September Board meeting to bring forward a slate of officers to be elected at the annual meeting in November. Since the terms of all seven appointed Board members end on November 15, 2013, Chair Johnson recommended that this action be delayed until the Governor has appointed the new Board members. At the time of new Board appointments by the Governor, Chair Johnson will appoint a Nominating Committee and direct those three Board members to recommend a slate of officers at the beginning of the first meeting of the newly appointed Board of Directors. Upon motion by Richard Fowler and seconded by Brent Cooper, the recommendation was approved (with four members agreeing to the proposal and three members being opposed). Mr. Ken Paul proposed a delay in the appointment of the nominating committee members.
2. Chair Johnson reminded Board members of the Board's annual meeting that will be held on Thursday, November 14, 2013, at which time both oral and written committee reports will be given by committee chairs. In addition, Chair Johnson requested that written reports of committee activities be submitted to Sharon Poore by November 1, 2013, so they can be included in the November meeting notice and posted on the website prior to the meeting.
3. Chair Johnson called attention to the proposed 2014 Board of Director's meeting schedule. She suggested that the proposed schedule of meetings be set so that the newly appointed Board members would be able to review them. If a date conflicts with the majority of the current members, adjustments can be made.
4. Chair Johnson discussed Dr. Hughes' goals for the 2013-14 academic year (a copy of the President's Goals for 2013-14 is attached to the permanent minutes). Those goals include:
 - Will provide leadership to advance the development of the Urban Campus.
 - Will complete and implement an integrated business plan for the college that is aligned with the Strategic Plan.
 - Will complete a full review of the Strategic Plan Priorities for 2013-2016, including a formal review of the Vision, Mission, and Values statements.
 - Will provide leadership and continue with personal engagement with college and community stakeholders for the purpose of receiving input about the college's program and services.
 - Will provide continued assistance to the Gateway Board of Directors.

B. STANDING COMMITTEE REPORTS – Chair Johnson stated that standing committee leadership and membership would remain the same for the 2012-13 fiscal year. She requested that if any Board members want to request a change in committee assignment, to please let her know.

- **Bylaws Committee** – There was no report from the committee.
- **Budget/Summary Review** – Committee Chair, Mr. Jordan, stated the committee would meet on October 31 and will have a report at the November 14 Board meeting.

- **Performance Evaluation of the President** – there was no report from the committee.

VI. UNFINISHED BUSINESS

A. Revised Mission Statement (a copy of the revised Mission Statement is attached to the permanent minutes):

- Chair Johnson called attention to Resolution 07-2013 relating to the review of Gateway's Mission Statement that is required every three years by KCTCS. At a Future Focus Workshop session on August 29, 2013, the Board of Directors and Foundation Board met and provided input for the revised Mission Statement. Ms. Johnson asked Drs. Hughes and Goodman to provide a brief overview of the process the college used to recommend the revised Mission Statement. Dr. Hughes reported that in addition to the combined meeting of the Gateway Board and Foundation Board, a survey was conducted of all employees, with 137 responding. Dr. Hughes recommends the attached revised mission statement to be more succinct and concise.
- Chair Johnson called for a motion to accept the proposed, revised Mission Statement for Gateway. Upon motion by Mr. Ken Paul and seconded by Dr. Michelle Deeley Wilhite, the motion to accept the revised college Mission Statement passed unanimously.

B. Explanation for Variances in Reports

- Chair Johnson reminded Board members of an email that she had sent on August 28 to include time where any additional questions or comments could be made about the reports on the number of graduates from the Manufacturing and Trades Programs. She stated that Dr. Hughes has a chart to share showing the enrollment, credentials, and graduates beginning with the period 2008 through 2013. (A copy of the report is attached to the permanent minutes.)
 - Dr. Hughes reviewed the enrollment, credentials awarded, and graduates for the manufacturing and trades program for the periods of 2008 – 2013. After this review, the following questions/statements were:
 - Mr. Jordan stated the following:
 - ✓ It would be helpful if the report showed how many graduates are associate degrees.
 - ✓ As we measure manufacturing graduates, we need to figure out an easy way of measuring; would like to see if the people graduating have jobs; how do we keep the students in to complete in order for them to make more money
 - ✓ There is great need for the manufacturing pipeline to be filled.
 - Mr. Cooper stated that the college needs to be able to relay the message of what the college actually needs.
 - Mr. Paul noted concern of the need to stress high school completion.

VII. NEW BUSINESS

A. Gateway's 2012-13 Safety and Security Report

- Chair Johnson asked Dr. Hughes to introduce the presenters to discuss Gateway's 2012-13 Safety and Security Report. Dr. Hughes introduced Mr. Mike Baker, vice president for Administrative and Business Affairs, and Mr. Tim Chesser, director of Safety and Security. Highlights of the report included:
 - The Gateway Safety Team meets monthly to review safety practices at all campuses.
 - A Behavioral Intervention Team has been developed to identify students who may need counseling or other services.
 - Securitas Security Services has been contracted for security services at all Gateway Campuses.
 - Accomplished for 2012:
 - Mandated training for “Run, Hide, Fight” in cases of violent crime on campuses
 - The second phase of ALiCE - Alert, Lockdown, inform, Counter, and Evacuate
 - Successful audits from OSHA
 - An emergency alert icon was placed on all college computers
 - An additional site supervisor at Urban Campus for extra security presence
 - Crime data – by calendar year; all in all crime has decreased
 - Planned events/activities for 2013-14 include:
 - Individual preparedness training, ALiCE training, incident command training for CIRT Teams, coordinating training with Securitas, active shooter drills will be conducted on each campus, meetings are scheduled with Covington City officials to help strengthen the safety image at the Urban Campus.

VIII. President's Report - Dr. Hughes stated that the President's Report had been previously posted on the website and highlighted the following:

- Headcount enrollment as of the Board meeting was 4,524 students, down only 38 students from the prior year. FTE enrollment was 2,477, down only 4 from last year.
- Tuition revenue exceeded the projected fall budget.
- Gateway has been named one of 38 colleges nationwide as “Best for Vets” by Military Times and the only college in Kentucky or the Tri-State.
- Eight annual priorities have been established in alignment with the Strategic Plan; all faculty and staff will plan their performance (ILPs) around these eight priorities.
- Gateway received one of only 23 national TAACCCT grants. The \$2.74 million grant will be used to expand manufacturing.
- The Healthy Place to Work and Learn initiative has been announced publicly and to the college community. Effective January 1, 2014, Gateway will join 770 other colleges nationwide that prohibit the use of tobacco in any form on campus. The purpose is not to restrict behavior, but to encourage a healthy environment. The initiative will be rolled out

during the fall; plans are being developed now to provide information and fitness/wellness opportunities to the college community. The college expects some negative feedback.

- Gateway and Northern Kentucky University will announce a new Gateway2NKU degree pathway/dual admission program on October 4 at Gateway’s Urban Center, 525 Scott Boulevard, Covington, Kentucky.

IX. ANNOUNCEMENTS – Chair Johnson called attention to the important dates that are listed on the agenda and the meetings of the Board of Directors:

A. Next Budget Committee Meeting – October 31, 2013

B. Board of Directors Meeting “Annual Meeting” – November 14, 2013

X. ADJOURNMENT

Upon motion by Mr. Jordan and seconded by Mr. Cooper, the Board meeting was adjourned at 8 p.m.

Prepared by Sharon Poore, Recording Secretary

Approved:

Brent Cooper
Secretary to the Board

Date

IMPORTANT DATES TO REMEMBER

Grant County Career & Technical Center Opening	September 24, 2013
Bourbon, Bequests and Bicentennial (Covington)	October 11, 2013
KCTCS Benefactor’s Gala (Lexington)	November 9, 2013
GCTC Commencement	May 15, 2014