



Executive Summary
Board of Directors Annual Meeting
Thursday, November 14, 2013

Call to Order and Introductory Welcome

Chair Martha Johnson called the meeting to order. Dave Schroeder, executive director of the Kenton County Public Library, welcomed the Board to the newly remodeled Covington branch and noted its new features as well as the cooperation between Gateway and the library. Chair Johnson presented a framed photo to Mr. Schroeder on behalf of the Gateway Board of Directors.

Business Plan Presentation – Focus: Enrollment Management Component

- Dr. Hughes presented a status report on the progress of business plan development with emphasis on Strategic Enrollment Management (SEP).
 - Strategic Enrollment Management is the alignment of all facets of institutional planning, resulting in a single comprehensive enrollment plan with common goals and integrated strategies to serve as the basis for decision-making and the alignment of resources, emphasizing return on investment.
 - There are four phases of the SEP process: Preparation and Data Analysis, Strategy Development, Enrollment Goal Setting and Plan Finalization, Plan Implementation and Modification. Initial goals have been set for each phase.
 - The goal of predictive analytics is the result of the data analysis based on seven or eight key data points, including:
 - Applicant matriculation
 - Cohort retention
 - Enrollment composition
 - Academic load consideration
 - Credits attempted vs. credits earned
 - Course enrollment related to program
 - Program graduates
 - Two Gateway programs were used as examples for detailing the data analysis process and capacity planning. The examples are from Computerized Manufacturing & Machining and Welding Technology. All of the SEP phases will be applied across all Gateway programs in the development of final numbers for a complete plan.
- After the presentation, the board and Dr. Hughes engaged in a discussion of data sources, enrollment and completion numbers, student interest in programs, employer needs, manufacturing-job attrition rates and openings, and similar topics related to manufacturing enrollment outcomes. Mr. Jordan expressed disappointment that the presentation did not contain specific forecasts of the number of manufacturing graduates and noted that according to a recent study in Northern Kentucky manufacturers have 680 openings currently. Mr. Jordan expressed concern about the Urban Campus Master Plan projections. Dr. Hughes responded that the plan has always been based on academic and service space needs to serve the projected number of students and that the projections are based on targets for participation rate for adults in the urban counties, including Hamilton County, Ohio, that was shared with at the previous Board meeting. Mr. Groob had similar concerns. Mr. Paul said the manufacturing marketplace is misunderstood and colleges need to change the perceptions of those

who don't understand current manufacturing trends, conditions and salaries. Dr. Hughes stated that the next step in the business plan is to use the process outlined in the presentation to develop specific recruitment and enrollment targets and projections for all program areas.

Approval of Minutes

Minutes from the September Board meeting were approved.

Special Orders

Chair Johnson entertained a motion to approve the 2014 Schedule of Regular Meetings. The motion passed.

OFFICER REPORTS

Chair's Report

- Chair Johnson briefly reviewed the four events at which she represented Gateway since the September meeting and stated that the capital campaign will restart in December after being put on hold during the economic downturn. The campaign has raised \$2.7 million through prior efforts.

STANDING COMMITTEE REPORTS

- **Executive Committee** – Chair Johnson reported that the Executive Committee met in January 2013 to approve the college's Six-Year Capital Plan, which was subsequently approved by the Board as resolution 04-2012-13.
- **Bylaws Committee** – In the absence of Parliamentarian Cook, Dr. Deeley Wilhite noted that the Bylaws have been reviewed, and grammatical corrections were made by the committee during the year.
- **Budget/Summary Review** – Committee Chair Rick Jordan stated the committee had met two times in 2013: in May 2013 to approve the Annual Budget and in November before the Annual Board Meeting.
- **Performance Evaluation of the President** – Committee Chair Ken Paul stated the President's Evaluation was performed in compliance with the requirements of KCTCS.

UNFINISHED BUSINESS

- **Nominating Committee**

Chair Johnson reminded everyone of the discussion that was held at the September meeting relating to the appointment of the Nominating Committee members. The action was deferred pending the appointment/reappointment of new Board members by the Governor. As of Nov. 14, the Governor has not made any appointment/reappointments, and the law states that the current Board members will continue to serve until they are replaced or reappointed. It was agreed by Board members present that once the new Board is appointed by the Governor, a meeting will be convened of the new Board for the purpose of selecting the Nominating Committee.

NEW BUSINESS

- **Honorary Degree Process**

Chair Johnson asked Dr. Hughes to review the Honorary Degree Process at Gateway (a copy of the process is attached to the permanent minutes).

- **New Board Member Orientation** – Chair Johnson asked Dr. Hughes to be prepared to develop and conduct a New Board Member Orientation at the appropriate time after the new Board is appointed.

PRESIDENT'S REPORT

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

- Dr. Hughes congratulated Ms. Laura Kroeger for being recognized as a finalist for the ATHENA award.
- Congratulations to Dr. Amber Decker and Dr. Ross Santell for securing a \$15,000 grant from AACC that focuses on people who are 50 years of age or older.

ANNOUNCEMENTS

Chair Johnson called attention to important dates listed on the agenda. She thanked each Board member for his or her service and for allowing her the privilege of serving as the Board Chair for the past three years.

The meeting adjourned at 8 p.m.

IMPORTANT DATES TO REMEMBER

Nurse Pinning Ceremony Boone Campus CAM Convening Center	December 16, 2013 6:30 p.m.
KCTCS System-Wide Institutional Closing	December 21, 2013 – January 5, 2014
Board of Directors Meeting Location TBD	February 20, 2014
GCTC Commencement Northern Kentucky Convention Center	May 15, 2014

After the meeting, Board members offered closing comments as the terms of all gubernatorial appointees expire with this meeting.

- Mr. Cooper expressed confidence in Gateway’s future despite current challenges and cited SACS reaffirmation and the recent announcement of the Gateway2NKU program as positives.
- Mr. Jordan stated that he enjoyed being Chair of the Gateway Board for 10 years. He remembers being on the search committee for Dr. Hughes and people not knowing anything about Northern Kentucky Technical College. Now that Gateway is known, the Board needs to help the President figure out the hard issues.
- Mr. Paul noted Gateway’s progress and pointed out there is always a “red” area, which in Gateway’s case is revenue.
- Vice Chair Fowler commented that it has been an honor to serve on this Board and his desire is to work with the growth in Covington and the need for higher education continues.
- Mr. Groob thanked everyone for the important work that we all do. He added there are so many people counting on us that it is so important that we get it right.
- Dr. Hughes thanked everyone individually and collectively for their input and work over the years. The college isn’t where we’d like to be, but we will get there.