



**Board of Directors  
Minutes  
Thursday, December 3, 2015  
6 p.m.  
Center for Technology, Innovation and Enterprise  
Covington, KY**

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**BOARD MEMBERS PRESENT:**

Mr. Joseph H. Creaghead	Mr. Jeffrey Groob	Mr. Kenneth Paul
Dr. Julie Ann Smith-Morrow (via conference dial-in)		Mr. Daniel Ridley
Dr. Michelle Deeley Wilhite	Mr. Paul L. Whalen	Ms. Felicia Wilson

**BOARD MEMBERS ABSENT:**

Mr. Chad Day	Ms. Ivy Velez
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**GCTC PRESIDENT'S EXECUTIVE STAFF PRESENT:**

Dr. Keith W. Bird, Interim President/CEO  
Ms. Jane Frantz, Administrative Assistant, President's Office  
Dr. Patricia Goodman, Executive Vice President  
Mr. Doug Penix, Associate Vice President of Academic Services  
Ms. Sharon Poore, Executive Assistant & Recording Secretary to the Board of Directors  
Ms. Carissa Schutzman, Vice President, Corporate College  
Ms. Michelle Sjogren, Director of Communications  
Dr. Teri VonHandorf, Vice President, Academic Affairs  
Ms. Ingrid Washington, Vice President, Student Development  
Ms. Phyllis Yeager, Director of Human Resources  
Mr. Jamie Younger, Vice President, Administrative & Business Affairs

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**GUESTS:**

Mr. Howard Shanken, Senior Consultant, AACRAO

## I. CALL TO ORDER/WELCOME/INTRODUCTIONS

Chairman Groob called the meeting to order at 6 p.m. Ms. Sharon Poore called roll of Board members. The record will reflect that a quorum was present, with one Board member calling in via conference call. Mr. Groob indicated the media was notified of the meeting.

## II. Approval of Minutes

### A. October 29, 2015 Board Meeting

Upon motion by Mr. Whalen, and seconded by Dr. Wilhite, the minutes of the October 29, 2015 Board meeting were unanimously approved.

## III. AACRAO Strategic Enrollment Presentation – Dr. VonHandorf introduced Mr. Howard Shanken, senior consultant, American Association of Collegiate Registrars and Admissions Officers (AACRAO). AACRAO is a professional association of more than 11,000 higher education professionals who represent approximately 2,600 institutions in more than 40 countries. Its mission is to provide professional development, guidelines, and voluntary standards to be used by higher education officials regarding the best practices in records management, admissions, enrollment management, administrative information technology, and student services. AACRAO represents institutions in every part of the higher education community, from large public institutions to small, private liberal arts colleges.

Mr. Shanken began by stating that he and his colleagues have been working with the KCTCS colleges and their strategic enrollment plans (SEP). He added declining enrollment, especially, community colleges has become a world-wide problem. The SEP's will focus on the following areas:

- Establish goals to fulfill college mission (what are the desired outcomes, types of students, how do we serve them, who are our constituents)
- Promoting student academic success to graduation (world-wide problem)
- Effective strategic planning (what can we take on to be effective – enrollment, recruitment, retention)
- Evaluate data, environmental scans (internal/external for trends – think about who customers will be in five to ten years)
- Improving the processes of organizational efficiency – (are they cost effective and are the tools being maximized)
- Strengthening communications in marketing with internal/external stakeholders
- Increasing collaboration among departments/campuses

These focus areas will clearly define Gateway, as well as to enhance improvement methods for each KCTCS institution and retention goals. Mr. Shanken will follow up in spring 2016 to help assist with Gateway's strategic plan which will encompass the above information.

Mr. Whalen remains concerned with completion rates of students attending four-year universities. He noted parents/students need to know more about KCTCS colleges as educational options and their offerings. Mr. Shanken replied that AACRAO could help assist in changing that perception. Mr. Groob inquired as to the best approach in getting Gateway to its right size. Do we set goals based on the programs, how do we get there? Mr. Shanken's suggestion was to offer something

unique/special that brands Gateway and to keep in mind if the program is right for the community at the right time? It is critical to observe key indicators/data/assessments and to develop assessments and outcomes. Mr. Whalen asked if there would be discussion in respect to what Northern Kentucky offers. Mr. Shanken stated the report would contain fact finding for each college including key issues that have surfaced. Mr. Paul noted how does our region identify with the name Gateway, and do we have the right name for the institution?

Mr. Creaghead remarked that he appreciates the use of data and concrete measurements by AACRAO. Chair Groob added that he is interested in getting Gateway to being at the right size.

#### **IV. COMMITTEE REPORTS (Oral and Written)**

- A. Chairman's Report** – Mr. Groob acknowledged this is a time of great change and stress for Gateway. There are many positive happenings as well as challenges, but we are facing them forthrightly. He added Dr. Bird is doing a very good job and the two of them speak openly about those challenges. As part of his report, Mr. Groob publically recognized and thanked three Board members, Mr. Ken Paul, Ms. Felicia Wilson, and Dr. Michelle Deeley Wilhite for their support and hard work both on the Board of Directors and in support of Gateway's students.

Relating to programs and campus location, Mr. Groob asked Dr. Bird where students will come from. Dr. Bird stated with the current budget, every decision made will have an impact, and the Board's input will be crucial. Possible tuition increases could place Gateway costing more than Cincinnati State and other two-year institutions. Decisions about how we do business must be the best choices, facilities must be filled with the right people and the right programs, and we must be intentional. Mr. Creaghead added the college must offer programs that are conducive for our students and area employers. Mr. Whalen noted Gateway will need to be flexible and adept to the changing workforce environment.

- B. Governance Committee** – no report. Several Board members had questions pertaining to committee scope of work:
1. Dr. Wilhite – Presidential Search
  2. Mr. Creaghead – Status of the proposed Bylaws that were submitted to the system office. Dr. Bird replied that nothing has been received from KCTCS. Mr. Paul suggested if nothing is heard by the January 21, 2016 Board meeting, the committee will follow up with KCTCS.
- C. Finance and Facilities** – Mr. Paul reported the following:
- The new transportation center was officially transferred on November 13, 2015.
  - In future reports, the Board will receive a more comprehensive report.
  - Fall and spring enrollment adjustments may need to be made.
  - A meeting is in the process of being scheduled with Congressman Massie to seek assistance with Gateway's default rate.
  - In fall of 2014, part-time students accounted for 65% of enrollment; compared to 70% in fall 2015; river cities have the lowest rate of education.

- Facilities Update – Gateway’s Foundation is down to three buildings – The Point, church, and TIE building; currently expressing the need for KCTCS to purchase the TIE building.

D. Community Needs and Outcomes – Mr. Creaghead reported the committee the committee has identified nine key metrics in which to focus on and will have their next meeting in January. He thanked Dr. Goodman for her support in helping the committee in identifying those key metrics. In 2016, the committee will continue to focus on what does the community need, what is Gateway going to do about that, and how is it going?

## V. PRESIDENT’S UPDATE – Dr. Keith Bird

- Dr. Bird’s report consisted of the following:
  - Each KCTCS college received a mandate from Dr. Box to balance their 2015-16 budget; information and data obtained from college leadership, town meetings, emails, and program reviews will be used to balance the budget and must be submitted to KCTCS by December 18.
  - The Enhanced Machine Operator certificate program will begin in January and will drive new revenue; summer semester offerings will be considered.
  - KYFAME update – we are in the process of hiring a new instructor (more programs like these are needed).
  - The college is moving forward with high school robotics team and other schools are expressing interest.
  - Gateway received the American Welding Society (AWS) accreditation.
  - Cohort default rate update – Gateway received tentative good news – third-year adjustments are showing under 30; KIA stated default appeals filed may be approved soon (KIA helps with calls and filed the appeal that students should have already been removed from the list; waiting for the Federal government to let us know that we will be less than 30 for the second year. Gateway is currently teaching students financial literacy.
  - Nursing issues have been addressed; the new Director of Nursing begins in January.
  - Dr. Patricia Goodman will now be located at the Urban Metro Campus in order to provide on-site senior leadership. She will be responsible for capacity and programming.

## VI. NEW BUSINESS

### A. Presidential Search

- Dr. Bird led a brief discussion regarding the Presidential Selection Process at Gateway. He suggested the Board of Directors hold a special called meeting at its earliest convenience in January and invite KCTCS President, Dr. Jay Box to discuss the process for selecting Gateway’s next President/CEO.
- Mr. Paul suggested that Ms. Poore contact Dr. Box’s office for dates of his availability, ask for a copy of the process and timeline in advance, and let the Board know of those dates. In addition, Dr. Smith-Morrow will draft a letter of invitation to Dr. Box to attend the selection process meeting along with a draft of a profile of characteristics the Board would like to see in Gateway’s next President/CEO. Mr. Paul made a motion to contact Dr. Box for a meeting prior to January 9, and it was seconded by Paul Whalen. Motion carried.

## **B. Board Member Roundtable**

- Vice Chair Paul suggested creating talking points for a speaker's bureau that Board members could share while attending community events and/or organization meetings they are members of currently.

## **VII. UNFINISHED BUSINESS**

### **A. Strategic Plan Update – Dr. Goodman reported on the Gateway Strategic Plan recent activity that consisted of the following:**

- On October 28, the Gates Foundation roundtable dialogue session was held at Gateway's Boone Campus. Dialogue from that session will be incorporated into Gateway's planning process. The report is due in January.
- CPE held their November meeting at Gateway's Boone Campus and shared their strategic agenda for 2015-16 has been set. This will influence Gateway's strategic plan in which Gateway's Strategic Agenda objectives and CPE performance measures will correspond.
- The KCTCS Strategic Plan draft will be available in January.
- Gateway's Board of Directors' role in the planning process is they must approve Gateway's strategic goals in order for them to submit them by February (these goals need to be adopted at a retreat prior to the January 21, 2016 meeting; our plan must be approved by May 2016 and then submitted to KCTCS).
- Dr. Bird said he had a good discussion with Representative Simpson who shared with him incentive funding goals may be in place and could be of an impact.

### **B. Diversity Programs – no report.**

## **VIII. ADJOURNMENT**

Upon motion by Mr. Creaghead and seconded by Dr. Wilhite, Chair Groob adjourned the meeting at 8:20 p.m.

Prepared by Sharon Poore, Recording Secretary

Approved:

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Dr. Julie Smith-Morrow  
Secretary to the Board

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Date