



**Board of Directors Meeting  
Minutes  
Thursday, August 25, 2016  
6 p.m.  
Center for Technology, Innovation and Enterprise  
516 Madison Avenue  
Covington, KY**

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**BOARD MEMBERS PRESENT:**

Mr. Sam Collier	Mr. Joseph H. Creaghead	Mr. Jeff Groob
Dr. Julie Ann Smith-Morrow	Ms. Ivy Velez	Mr. Kenneth Paul
Mr. Paul L. Whalen		

**BOARD MEMBERS ABSENT:**

Mr. Chad Day	Mr. Dan Ridley	Ms. Felicia Wilson
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**Gateway and KCTCS Faculty and Staff Present:**

Dr. Amber Decker, Vice President, Development & Strategic Partnerships  
Dr. Fernando Figueroa, President/CEO  
Ms. Jane Frantz, Administrative Assistant, President's Office  
Dr. Patricia Mahabir, Executive Vice President  
Mr. Doug Penix, Associate Vice President of Academic Services  
Ms. Sharon Poore, Executive Assistant, President's Office  
Ms. Carissa Schutzman, Vice President, Workforce Solutions  
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:**

Mark Hansel, Northern Kentucky Tribune

## I. CALL TO ORDER/WELCOME/INTRODUCTIONS

Chairman Jeff 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. Mr. Groob welcomed Gateway new President/CEO, Dr. Fernando Figueroa.

II. **SWEARING IN OF FACULTY DIRECTOR SAM COLLIER** – Chair Groob read a brief bio of Mr. Collier (a copy is attached to the permanent minutes). Vice Chair Paul administered the oath of office to Mr. Collier.

## III. APPROVAL OF MINUTES

The following minutes were submitted for approval:

- **May 10, 2016** – Upon motion by Mr. Creaghead, and seconded by Mr. Whalen, the minutes of the May 10, 2016 Board meeting were approved as presented.
- **May 12, 2016** – Upon motion by Mr. Creaghead, and seconded by Ms. Velez, the minutes of the May 12, 2016 Board meeting were approved as presented.
- **May 26 – 27, 2016** – Upon motion by Dr. Smith Morrow, and seconded by Mr. Creaghead, the minutes of the President/CEO two-day candidate interview sessions Executive Session were approved as presented.

## IV. REPORTS

D. **President's Report – Dr. Figueroa** – Dr. Figueroa updated the Board with his activities during his first three weeks as President/CEO, as well as sharing a few announcements:

- Reviewed his meet/greet contacts during his first three weeks as president; he noted various legislative representatives/senators, Covington community leaders, and area school district superintendents. He stated that contact thus far has been extremely positive and all contacts are anxious to move forward with Gateway.
- Will keep in constant contact with the Board members regarding ideas/campaigns to move Gateway forward.
- Enrollment – FTE +1.74% vs. last year – 2,999 a year ago; 2,136 year-to-date (this info appears to be contradictory? Up 1.74% but numbers this year show a decrease vs last year). Today, the college conducted an express enrollment for those last minute students who haven't completed the process. Dr. Figueroa praised all faculty and staff members who assisted our future students. In addition, a new eight-week session is scheduled to begin within the next few weeks.
- A semi-truck and trailer have been donated by A.D. Transport Express from Canton, Michigan. The truck is valued at \$50,000 and will be utilized to train drivers who are seeking their CDL license. Mr. Collier noted the graphics on the truck and trailer is a true rolling advertisement for Gateway.
- Kentucky's Lt. Governor, Jenean Hampton, will serve as the keynote speaker for the 2016-17 Raise the Floor program kick-off tomorrow, August 26, from 9-10:30 a.m. The program has served 40 women in advanced manufacturing careers. Board members were invited to attend.
- The sold-out Gateway Foundation fundraiser, RiverBlast, is scheduled for September 4, at the Newport Aquarium.

- Gateway Community and Technical College is a recipient of a \$12,100 grant to host the NEA Big Read in Northern Kentucky and the Greater Cincinnati area. A program of the National Endowment for the Arts, The NEA Big Read broadens our understanding of our world, our communities, and ourselves through the joy of sharing a good book.
- Gateway representatives will be meeting with the Kentucky Board of Nursing in Louisville on September 8 to determine if a site visit will be scheduled.
- Dr. Figueroa stated he would like to meet with members of the Bylaws committee to review the committee's proposed Bylaw changes. Ms. Poore will coordinate a meeting with the committee members.

#### **E. Finance and Facilities Committee – Committee Chair, Ken Paul**

- Mr. Paul reported the committee has not met recently. They have received an update from the 10 questions presented as part of the Budget approval process in May. He stated that the committee will be meeting with Mr. Younger before finalizing the report. Additionally, the 2016-17 budget update is on target.
- Dr. Figueroa noted that he wants to be clear with everyone when we look at the role of the Gateway Board of Directors and assist the Board in being advocates of the college. All information must be transparent and include the elements that will help serve the advocacy focus of this Board. He stated that the college president is in sole authority of decisions around the budget and that he has one boss, that being KCTCS system president, Dr. Jay Box. He added that as we learn to work together, full transparency is key. Both Mr. Paul and Mr. Creaghead believe the Board has a right to see an update on how the college is doing financially. Dr. Figueroa added that he wants to establish protocol in determining what questions people in the community are asking. The result of these questions will determine elements of the budget in assisting the college with both the good and the bad.
- Committee Chair, Paul, asked that a Doodle poll be sent to Finance and Facilities committee members to determine the next scheduled committee meeting. Ms. Poore will circulate the poll to committee members in the next few days.

#### **F. Community Needs Committee – Committee Chair, Joe Creaghead (the committee report is attached to the permanent minutes)**

- Mr. Creaghead gave a brief update of the committee's purpose in that it was formed to address the alignment of education needs of our community with the offerings of Gateway.
- The committee met with former president, Dr. Ed Hughes, and developed a seven-point list of expectations. Before the expectations were put into place, Dr. Hughes retired from the college.
- From that point, the focus then turned to the Strategic Plan for 2016-22, and the most recent efforts have been to align the college's goals with those at KCTCS.
- The committee feels it is ready to move forward to work with the administration to develop and track metrics to optimize the college's alignment of programs to regional and industry-wide need.
- Dr. Figueroa added the KCTCS office could provide us with a report of what is needed related to jobs and training around the state.

## **G. Governance Committee – Committee Chair, Paul Whalen**

- Mr. Whalen began his report by stating the committee’s purpose is to assist in the development of Board’s effectiveness, and the Board needs to perform a self-evaluation using the instrument that Dr. Fisher provided at the last Board retreat.
- Current activities of the committee are:
  - Scheduling of a Board retreat, to discuss at the next meeting
  - Currently working with the Board secretary to establish meeting procedures
  - Scheduling a Board orientation for new Board member, Sam Collier
  - Regular meeting dates might need to be changed; suggestion was made to reschedule future meetings to Monday nights
  - A special called meeting for September 26, 2016 was entertained as a motion by Mr. Paul and seconded by Mr. Creaghead; motion carried.
  - The October 27 meeting was brought before the Board for a reschedule date to October 24; this will then require the meeting to be a special called meeting; upon motion by Mr. Paul, and seconded by Mr. Creaghead, the motion passed to hold the October meeting on Monday, October 24.

## **H. Performance Evaluation Committee – Committee Chair, Julie Smith-Morrow (the committee report is attached to the permanent minutes)**

- Dr. Smith–Morrow gave a review of the committee’s work that was done between the fall of 2014 and summer of 2015; during that time, a new evaluation instrument was developed to be used in the process for evaluation of the college president.
- The new instrument was then used for the evaluation of the college president in 2016-17 and submitted to Dr. Jay Box, President of KCTCS.
- During the time of submitting the evaluation to Dr. Box, the committee strongly recommended that President Box and KCTCS develop a standard evaluation instrument for use in evaluating all KCTCS college presidents; Dr. Figueroa’s evaluation will be based on the guidance of Dr. Jay Box.

## **I. Foundation Report – Committee Chair, Ken Paul**

- Mr. Paul reported on the recent Gateway Foundation meeting:
  - Three developers have expressed interested in the church property; the property was previously purchased for \$225,000; the property most recently appraised at \$300,000.
  - The Foundation’s next focus will be on the Point property’s future utilization.
  - Ralph Drees of the Drees Company made a \$500,000 donation.
  - The Transportation Technology Center is very impressive and will offer programs in a high wage/high demand market for students’ future job opportunities.
  - Nationally, 40% of all high school students are ready for higher education; state-wide, 20% of Kentucky high school students are ready for higher education; these are very disappointing statistics.
  - Once KCTCS gained control of the Technology, Innovation, and Enterprise building, (TIE), that action removed \$200,000 of annual expenses from the Foundation.

- Ms. Velez reminded Board members to contribute to the Board basket for the Foundation's RiverBlast annual fundraiser to be held on September 4, 2016.

## **J. Chairman's Report – Board Chair, Jeff Groob**

- Mr. Groob began his report by congratulating former faculty representative, Dr. Michelle Deeley Wilhite, who recently received the Michael and Susan Osborne Community College Outstanding Educator Award; a motion was made by Mr. Whalen, and seconded by Dr. Smith-Morrow, to develop a resolution congratulating Dr. Wilhite on receiving this award. Motion passed.
- Mr. Groob announced that this would be his last meeting as Board Chair noting this is an appropriate time to step aside as he feels the Board is in need of a rotation in leadership. He added that he is not leaving the Board, just stepping down as chair and Mr. Ken Paul will serve as interim chair.
- Mr. Groob continued with his report reflecting on what he has learned and observed as Board Chair over the past two years:
  - Mr. Groob noted that Board service is not intended as a resume builder, it is not a networking opportunity, and it isn't a reward for political purposes. Board service to him is an opportunity to pay forward to our students, many of whom are the most highly motivated and severely disadvantaged people in our society, who are counting on us. We are paying forward the breaks and blessings that we have gotten that have led us to this table. We all have much to learn from the character of our students and the obstacles they are overcoming, as well as the faculty and staff who are on the front lines serving them. The challenges at Gateway are bigger than any single program; they cannot be solved via piecemeal. It is not a question of PR and marketing, although they are important. The fact is we are at a crossroads – we have a new president. A strong and nimble competitor has come into the market because they sense an opportunity to fill a void that we have left unfilled. He stated he will continue to serve on the Board in a different role. The Board knows how hard it has been, and his hopes are that members will collectively, and individually, continue to be relentless in their search for objective information. He stated all have been awesome and thanked all for letting him share his thoughts.

## **V. UNFINISHED BUSINESS**

### **A. Final Report – Supplemental Questions to 2016-17 Budget Approval – Dr. Figueroa**

- Mr. Paul asked if members wished to have Dr. Figueroa discuss the report, or if this information should be forwarded to the Finance and Facilities Committee. Dr. Smith-Morrow stated that she personally would like some time to digest the information prior to any action being taken.
- Mr. Paul stated there would be a Finance and Facilities Committee meeting scheduled prior to the September 26 Board meeting where this information would be reviewed. He made the recommendation if members had any questions or needed further information to please send an email to Ms. Poore so that it could be compiled before the Finance and Facilities Committee meeting.

## **B. 2016-22 Strategic Plan Update – Dr. Mahabir**

- Dr. Mahabir called attention to the information provided in the Board packets. This information has been seen before at prior Board meetings.
- She pointed out previous and next steps:
  - The Board approved the one-page Strategic Plan at their May 2016 meeting, which was then forwarded to KCTCS.
  - The Council of Postsecondary Education (CPE) has not yet approved measures to be used for performance-based funding; those measures are expected to be approved in December of this year.
  - Once CPE measures are approved, they will be incorporated into the college's Strategic Plan, as aligned with KCTCS.

## **VI. NEW BUSINESS**

### **A. Enrollment Projections for Transportation Programs – Dr. Figueroa**

- Dr. Figueroa called upon Mr. Collier, Dean of Transportation Technologies, to talk about the energy around the transportation programs. Mr. Collier stated that his staff is very excited about the new facility which provides state-of-the-art equipment, along with general education courses, computer classrooms, and the many amenities available for students. The Transportation Technology Center (TTC) and its location have led to many partnerships (semi-truck donation for the CDL growing programs, Rumpke donated a truck and a possible partner to help in hydraulics; Castellini donated a street legal trailer). TANK service department is looking for newly trained workers; all program numbers are on the upswing. Individuals are looking for a location to stage their car shows – one show held recently at the TTC donated \$250 to a student scholarship; car clubs want to partner as well. This is a great way to reach prospective students via these types of events which draw a generous crowd of people. We need assistance with recruiting and these partnerships and car show provides greater exposure to the community. The auto and transportation industry is in dire need of trained employees. They need engineer-thinking students because of modern automotive technology.
- Mr. Paul's one perception is that the center gives real life experience via training for young people who can be placed in a high wage job position when they complete their program. The college shows students a real value for their money. Program statistics: Auto Tech up 10 or 15 students, Ford Asset Program has 19 students (two-year rotation), Collision has 12 in entry level; Diesel holding its own at 12 – 15 students with a new night program for collision beginning soon.
- Mr. Groob addressed his comments to Dr. Figueroa and stated, "this is utterly embarrassing. We built a \$4 million campus, we put on the agenda for this evening a specific request for enrollment projections, and all we heard was how lovely the building we have is. This is not the information that we requested. We have invested in a \$4 million campus without any justification; we have been asking for those numbers. We requested those numbers to be presented." Mr. Groob assumes now, because it was on the agenda explicatively and unambiguously, that we do not have the enrollment projections. He asked, "Which part of our conversation wasn't clear about what enrollment projections meant?". He assumes there is no answer, and we are just "hiding behind this lovely facility." He asks again what are the enrollment projections for the next five years, and what is the basis for those projections? Dr. Figueroa responded he wasn't

aware of the level of detail requested, and that the college will compile that information. Mr. Groob stated that he is embarrassed to have to answer as to why we decided to take our \$80 million Covington Campus and spend \$4 million on a building in Ft. Wright when no one knows how many students we will have. "How do we know we have succeeded? Are we going to have a 1,000? Does anyone know? We asked for it at this meeting." Dr. Figueroa asked, "how does this information help in advocating for the program and the college?" Mr. Groob repeated his earlier statement that a college and a system that selectively or grudgingly shares information with its Board can't be trusted. A publicly-funded institution that tells its Board that we can share this, but can't share that, is unacceptable. Mr. Groob asked do the numbers exist; do the jobs exist?

- Mr. Creaghead added that he wants a heads up on enrollment information so that he can answer questions when the community asks those questions. Dr. Smith-Morrow added she likes hearing the college is growing, and that she is concerned with the huge gap with what the employers are asking for and where those students can be found. She added that Joe and she have been having this conversation about who is our customer. We have come to the agreement that it is both the community and the students. This is part of our angst we have talked about. We are hoping we can close that gap to all of our employers. If we are to be advocates, then we need the information to be just that as well as responsive to inquiries.
- Dr. Figueroa added there has been a shift in education over the past years, which has made it more difficult to understand the complexity of the business models and how it has affected education. All colleges have lots of work to do to understand this new model. We will put together a picture that will help members feel good about advocating and what is needed for the Board to feel more comfortable in that role.
- Mr. Groob asked Mr. Collier if he is person who runs the program and who responsible for recruiting. Mr. Collier responded that he and his faculty build a plan. Each of them are all responsible for acting as recruiters for students. He and his faculty are always looking for recruitment ideas in achieving program enrollment goals.
- Mr. Paul noted there are many senior organizations where we can take our message about the college. Mr. Creaghead added the community wants to know what are the results, did it work, if not, what are we going to do about it?

#### **B. Scheduling of a September Special Board Meeting – Mr. Whalen**

- Mr. Whalen noted there will be a special called meeting of the Gateway Board of Directors to be held on Monday, September 26, 2016, beginning at 6 p.m. The meeting will be held at the newly opened Transportation Technology Center, 1051 Dudley Road, Ft. Wright, KY.

#### **C. Board Retreat – Mr. Whalen**

- Mr. Whalen reported that there will be a discussion held during the September 26 meeting related to the scheduling of a Board of Director's Retreat.

### **VII. DIRECTOR ROUNDTABLE**

- Mr. Paul stated the interest of this Board of Directors is solely for Gateway, its students, and the gap in River City enrollment/education opportunities.

## VIII. ADJOURNMENT

- Prior to the adjournment of the meeting, a motion was made by Mr. Creaghead, and seconded by Dr. Smith-Morrow, to accept Mr. Groob's resignation as Chair of the Board of Directors. Motion was accepted with no opposing votes.
- Upon motion by Mr. Whalen, and seconded by Mr. Creaghead, Chair Groob adjourned the meeting at 7:52 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