



**Board of Directors Retreat  
Minutes  
Saturday, March 18, 2017  
8:30 am**

**Center for Advanced Manufacturing, Boone Campus, B101  
Florence, Kentucky**

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**BOARD MEMBERS PRESENT:**

Mr. Sam Collier  
Mr. Daniel Ridley  
Ms. Felicia Wilson

Mr. Joseph H. Creaghead  
Dr. Julie Ann Smith-Morrow

Mr. Kenneth Paul  
Mr. Paul Whalen

**BOARD MEMBERS ABSENT:**

Mr. Chad Day

Mr. Jeff Groob

Ms. Ivy Velez

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**Gateway and KCTCS Faculty and Staff Present:**

Dr. Fernando Figueroa, President/CEO  
Ms. Jane Frantz, Administrative Assistant, Office of the President  
Ms. Sharon Poore, Executive Assistant, Office of the President  
Ms. Michelle Sjogren, Director of Communications

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Board Chair, Mr. Ken Paul, called the retreat to order and welcomed Gateway Foundation Board Chair, Mr. Jim Parsons to share the history of the Foundation as well as ongoing support the Foundation provides to the college.

**Foundation Update – Jim Parsons, Chair**

- The Gateway Foundation was created in 2003 and is a private 501(c) 3 organization with a mission to advance Gateway through fund and friend raising. As a result of the collective fundraising, over \$150,000 in student scholarships are awarded annually. A copy of Mr. Parsons' report is attached to the permanent minutes.

Mr. Parsons' Foundation included the following:

- In addition to providing support for the development of the Urban Campus and student scholarships, other projects that are supported by the Foundation include: sponsorship of the annual Night of Excellence honoring Gateway's best and brightest students, sponsorship of Gateway's internal leadership program, LEAD, supports faculty/staff leadership development/programs, sponsors the annual Spirit of Innovation Awards, and provides direct support for students.
- The Foundation's signature fundraiser, RiverBlast, is held annually the first Sunday in September. The event assists in the support for student scholarships, faculty and staff development, and college operating funds. This year the event has moved to a new venue, Great American Ballpark in Cincinnati.
- Mr. Parsons noted that a real plan for fundraising is needed for major gifts in working with Dr. Figueroa and his community contacts.
- Additionally, Mr. Parsons offered his direct assistance if ever the Gateway Board is seeking information. In September 2018, Mr. Parsons will assume the Chair of the Northern Kentucky Chamber and will not have time to devote the time needed in leading the Gateway Foundation Board.
- Chair Paul added that he respects Board members' input. As a Board, members need to be more supportive of the President, the college, and the Foundation Board. The Foundation is more important than ever and is the future of the college and the students.
- Mr. Creaghead acknowledged the Foundation's support of academics and students. The Foundation has done great work and continues to do so. The best defensive is a good offensive, and future focus should be placed on where the Urban Campus will be in five years. The historical bad press needs to be redirected and a new plan developed. Mr. Parsons noted the continued negative messaging makes it difficult to raise funds for the college in such a negative environment.
- According to Mr. Collier, the TTC is a huge success and extended thanks to Mr. Parsons for sticking with the project.
- Mr. Ridley inquired as to how the Foundation attempts to fundraise for the college. Mr. Parsons responded by stating the for a major gifts campaign, Foundation members make connections with potential donors and assists with scheduling Dr. Figueroa with those potential partners.
- Dr. Smith-Morrow suggested that the Gateway Board and Foundation Board communicate with the press on how they are working together in support of each other as well as being proactive in their shared vision with the new President to erase the negative perception in the community. Mr. Parsons and Dr. Figueroa agreed that a "letter to the editor" might help in putting a positive spin on perception.

## **Super Someday Event – Dr. Figueroa**

- The purpose of the Super Someday Event was to attract new students with concentration on the underserved and diverse populations of northern Kentucky and Cincinnati. A few Board members expressed concern was about not only the lack of Campbell County Schools' participation, but participation from the River Cities, including Covington. Dr. Figueroa responded that all area counselors were extended the invitation and it was up to the respective school if they would participate. Dr. Smith-Morrow requested for future events, to please extend the invitation to high school principals and superintendents. Dr. Figueroa will personally extend invitations to superintendents and principals prior to each event held.

**Board Self-Evaluation** – Mr. Whalen reviewed the recently completed Board Self-Evaluation. One item that appeared clear was the Board's frustration of being an advisory board, as well as the lack of funds available to them in support of the Board's advocacy of the college. A copy of the evaluation is attached to the permanent minutes. Mr. Paul reminded Board members that the KCTCS new legal counsel, Michael Murray, would attend the March 30 meeting in order to meet Board members. He will be travelling around the state to visit each of the 16 KCTCS colleges.

Mr. Paul asked Ms. Poore to send the information to the Board about RiverBlast and a request for a silent auction donation to purchase Ultimate Air Shuttle tickets for this year's event.

### **• Dr. Figueroa's Update**

- Where are our priorities?
  - Dr. Figueroa began his report by asking "Why" is Gateway? He referred to Simon Sinek's TED talk about not so much about "what" people do, but "why" they do what they do. A good example of "why" is Apple. Apple gives you a sense of something interesting and engaging, giving the impression that you are part of something cool. Gateway provides people with skills to use their talent. Organizations that are smart about this win and must focus on the "why". Gateway is in the process of cultivating the "why".
  - A presentation was reviewed about how we are telling the Gateway story, and how others tell their stories. Talents transcend economics, race, zip code – it is your birthright to tell your story. Gateway is the way of helping you to tell your story, and provides an avenue for students to get into the workforce. We can hone skills in people who have no clue what they want to do, even after graduating from a four-year university.
  - The Gateway Board can help us identify their values as a Board of Directors. Each member shared their "why" of serving as a Board member and an

advocate for Gateway:

- ✓ Mr. Paul – student success – students leave with credentials with a passion into a career path – making them successful no matter what their background is/was
  - ✓ Dr. Smith-Morrow – opportunity for all to know there is an educational path for everyone no matter where you’re from in order to find a direction; responsibility – I serve on the Board because it is my responsibility to our citizens and to make them aware of Gateway
  - ✓ Mr. Whalen – community – education is an important part/asset to every community, is a library for change, and every community needs a community college
  - ✓ Ms. Wilson – communication – need positivity for Gateway; a positive outlook creates successful futures
  - ✓ Mr. Ridley – personal development to be able to affect change (student success, community, a better grasp to better serve others)
  - ✓ Dr. Figueroa – education is freedom; the more we know the less our stress levels; understanding the “why”; community colleges are the glue that holds communities together; we create a world in which people want to live.
- Dr. Figueroa asked the question, “What are some your “what’s” as a Board member? How do we answer the “why” by meeting together? He made the suggestion to include these values on each Board agenda. As we develop the budget, does the budget reflect our priorities, citizenry, change for people, and their value/talent? We will go through struggles, but we do it for the betterment of the community. Avenues we will pursue:
- Talent discovery - understanding our environment (cliff affect); we have a structural issue with poverty (must focus on talents, not dollars); demographic; people don’t recognize knowledge until they need/or can use it; Chris McDaniels has stated that he wants students to show up on time and show up clean (meaning no drug/alcohol abuse).
  - Social factors – women face the obstacle of the male family members; we are in a huge shifting environment; the complex creature is the human being that we see in the mirror every day.
  - Collaboration – is a shared concern; Gateway has gone from being the skunk at the party to being the person people are talking; an example would be the March 22 Partnerships and Pathways signing agreement with seven area universities. Norm Desmarais is leading the search for the next NKU president. He heard Dr. Figueroa’s CBC presentation on February 16, and as part of the search process, his committee is seeking individuals who have an understanding of the role community colleges.

- Alignment – Gateway is helping people develop and discover their worth.
- Campus Update – Dr. Figueroa’s update highlighted the following:
  - Recently invited by the President of Mount St. Joseph to tour their campus.
  - Recently attended a national fundraising institute
  - Attended a meeting with Oakley & Eva Farris. They are very passionate about Gateway in improving everyone’s lives that we encounter.
  - Messaging in branding is critical; we must tie all campuses together.
  - The Urban Metro Campus consists of: Two Rivers, TIE, Bookstore, Senior Center, The Y, Emerge, Church, and Point Property. These themes can tie the Urban Metro Campus together: biotech, information technology, start-up cultures, automotive, social development centers, and K-12. The River City communities share many things and Gateway can act as the hub of bringing people together (talent realization). Programs must be tied to what is needed in the community.
  - A meeting was held with architects on March 13 to ascertain the condition of all buildings in the Urban Metro Campus. A review of the UMC buildings included:
    - ✓ The Kentucky Secretary of Finance has been asked if Gateway could sell the building back to the City of Covington for \$1.
    - ✓ How do we improve the reach and enrollment in cosmetology located at the Emerge building. Plans are to monitor the program in the program review process.
    - ✓ Two Rivers has been and continues to be a daunting challenge. Currently, there are community-focused programs housed there, and the building fills an overflow need. Gateway is the physical agent for the Adult Education program. The vision for the Urban Metro Campus includes a prototype of the concept of what Cincinnati Library is doing with talent stations.
    - ✓ Plans will tell us that we know what we’re doing; will be sharing our methodology with the Board as we move forward; high accolades for Jamie Younger in knowing how to run a higher education institution
    - ✓ Everything we do will be related to the “why” (facilities, SEM plan). To note: only 37% of local students attend college within a year of graduating high school.
- Michelle Sjogren, Director of Communications, reported about upcoming Gateway commercials that will run March through June on Star 64. Students are featured telling their story about how the college assists them in preparing for the workplace environment.

- Mr. Paul thanked everyone for attending today's retreat. He feels as if we all have one goal, and that is to prepare students for success. Board members' support of Gateway is extremely, and equally important is the Board's support for President. The Board owes, and has this responsibility, this to the 4,300 students who come through our doors every day.

## Adjournment

Motion by Mr. Whalen, and seconded by Mr. Collier, Chair Paul adjourned the retreat at 1 pm.

Prepared by Sharon Poore, Recording Secretary

Approved:

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Mr. Paul L. Whalen  
Secretary to the Board

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Date