



**Board of Directors Special Called Meeting
Minutes
Monday, April 17, 2017
6 p.m. DST
Technology, Innovation and Enterprise, Room UB112
516 Madison Avenue, Covington, KY 41011**

(Note—While this is a Special Called Meeting; it essentially covers much of the business for the regularly scheduled meeting of March 30, 2017 which had to be re-scheduled due to the lack of a quorum.)

BOARD MEMBERS PRESENT:

Mr. Sam Collier
Mr. Kenneth Paul

Mr. Joe Creaghead
Dr. Julie Smith-Morrow

Mr. Jeff Groob
Mr. Paul L. Whalen

BOARD MEMBERS ABSENT:

Mr. Chad Day
Ms. Felicia Wilson

Mr. Daniel Ridley

Ms. Ivy Velez

Gateway and KCTCS Faculty and Staff Present:

Mr. Justin Bertsch, Educational Technologist
Dr. Amber Decker, Vice President, Development & Strategic Partnerships
Dr. Fernando Figueroa, President/CEO
Ms. Sharon Poore, Executive Assistant, Office of the President
Dr. Teri VonHandorf, Vice President, Academic Affairs
Ms. Ingrid Washington, Vice President, Student Development
Mr. Jamie Younger, Vice President, Administrative & Business Affairs

GUESTS:

I. CALL TO ORDER/WELCOME/INTRODUCTIONS

Chair, Ken Paul, 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.

II. APPROVAL OF MINUTES

- **February 9, 2017** - Upon motion by Mr. Creaghead, and seconded by Dr. Smith-Morrow, the minutes of the February 9, 2016 Board of Director's Meeting were approved as presented and distributed.

Mr. Groob inquired about the way in which minutes were prepared and asked what processes/guidelines are being followed in their preparation. Mr. Paul requested that the Bylaws Committee review the processes/guidelines and report findings at the next Board meeting.

- **March 18, 2017 Retreat** - Upon motion by Dr. Smith-Morrow, and seconded by Mr. Whalen, the minutes of the February 9, 2016 Board of Director's Meeting minutes were approved as presented and distributed.

III. COMMITTEE REPORTS

A. Governance Committee – Committee Chair, Mr. Paul Whalen

- Mr. Whalen's report consisted of two items:
 - Proposal for addressing the Board of Directors: Mr. Whalen distributed an updated copy of the proposal (a copy of the proposal is attached to the permanent minutes). Discussion followed with one suggestion of providing a sign-in sheet prior to allowing guests to speak. Mr. Groob recommended having this topic as part of every agenda if people are present to address the Board. Mr. Paul added that in all fairness, the proper thing to do would be to alert himself, the president, and staff of a potential speaker and the subject to addressed. Upon motion by Mr. Whalen, and seconded by Dr. Smith-Morrow the proposal of Addressing the Gateway Community & Technical College Board of Directors was adopted.
 - Bylaws: – after receiving input from Board members, Mr. Whalen noted the following changes to the proposed Bylaws: Page 1 under duties and as defined by KCTCS, the CEO acronym will not be spelled out; Page 4 under regular meetings, the Board will hold a minimum of four Board meetings, but no more than 10 per calendar year; the previous meeting minutes will be posted on the website for members' review at least seven days in advance of the next scheduled Board meeting; Page 5 – audio recordings will be filed with the Commonwealth of Kentucky Library and Archives to be kept indefinitely; Section 8 under power to vote – Board members not in attendance at a meeting are not permitted to vote by proxy or email; however, an absent member is allowed to vote if that member is participating in RealTime.

B. Finance and Facilities Committee – Committee Chair, Mr. Creaghead

- Mr. Creaghead, Chair of the Finance and Facilities Committee, reported the following recent committee activities (a copy of the report is attached to the permanent minutes):
 - The committee met on March 30 and the 2017-18 budget preparation is in full swing in preparation of submitting to KCTCS by May 8. The next committee meeting is scheduled for May 1 for final preparation of the budget materials.
 - The committee is in the process of developing budget assumptions. One major key element is performance-based funding (5% of our budget) metrics. Mr. Creaghead asked Dr. Figueroa for his comments. Dr. Figueroa read the following statement:

“As discussed during the retreat, we are focused on the continued development of the Gateway Northern Kentucky Regional vision of talent realization, talent development, and quality of life. We are approaching the FY2017-18 college operating budget with new energies wrapped around internal and external collaboration, alignment of our strategic enrollment management (SEM), diversity and strategic plans, and the values expressed by our employees, the president and boards. The details of the budget will be discussed during the May 1 Board Budget Recommendation Committee meeting.

At this time, we are projecting an overall increase of 1.7% over last year for the college as a whole, based on KCTCS system initiatives (pending Board of Regents approval). These initiatives include a projected tuition rate increase and online charge. In addition, the college is projecting a 2% increase in projected semester credit hours over actual semester credit hours realized in FY2016-17. We will be reviewing the assumptions further during the May 1 meeting and will bring these to the entire Board at the May 16 meeting.

Our proposed budget will further the vision of providing opportunities that empower students to discover and engage their talents, then enter the workforce, and improve the quality of life in our region.”

- Mr. Groob inquired about enrollment numbers and stated that he has asked on several occasions. Chair Paul asked that Dr. Figueroa provide the latest information to Mr. Groob and the entire Board on Tuesday, April 18.

C. Strategic Planning Development Committee (formerly Outcomes Committee) – Committee Chair, Dr. Smith-Morrow (a copy of the report is attached to the permanent minutes)

- Committee Chair, Dr. Smith Morrow reported the committee met on March 21 with much work being done to nail down the key performance indicators.

- The committee is interested in learning if the key performance indicators are still relevant as they were previously and as the committee understands them to be. She recognized Dr. Mahabir for her great work on strategic plan alignment with the performance indicators. It has been determined the indicators are relevant and the committee will continue to focus on them while working with Dr. Figueroa with emphasis being placed on enrollment.
- Mr. Groob indicated throughout the process of hiring the new president last year, it was clear to everyone about the importance of enrollment.

D. Performance Evaluation of the President – Committee Chair, Dr. Julie Smith-Morrow (a copy of the evaluation materials is posted to the permanent minutes)

- Chair Dr. Smith-Morrow presented the evaluation materials packet to each member present. She asked that for those members absent this evening, that their packets be mailed to them. A self-addressed stamped envelope was included. In addition, a list of guidelines for completing the evaluation was included.
- The committee met on April 10 to discuss the first annual review of Dr. Figueroa using the KCTCS process and evaluation instrument. A timeline was developed to meet the deadline of submitting the evaluation materials to Dr. Box by June 1. All evaluations are to be submitted anonymously, and will be reviewed with Dr. Figueroa with action being taken at the May 16 Board of Director's meeting.
- Dr. Smith-Morrow reported the evaluation consists of four aspects of performance along with two open-ended questions. She noted that any comments are welcomed and the document must be returned to her by May 1. A meeting will be scheduled after May 1 to review the materials. If all materials have not been returned, the committee will at that point proceed with the process with the evaluations that have been received.
- The Board (per KCTCS) cannot go into executive session to perform the evaluation.
- Mr. Groob stated that it was not clear about when the Board will meet Dr. Figueroa regarding the results of the evaluation. Dr. Smith-Morrow replied the committee will review the evaluation page by page and will take everything in consideration for preparation of a summary similar to previous evaluations. Once again, the purpose of the Board's evaluation review of Dr. Figueroa is to advise Dr. Box of their findings prior to his review with Dr. Figueroa. If there are comments in individual evaluations that do not reflect the will of the entire group, it is her responsibility to make Dr. Figueroa aware of those instances.

IV. Unfinished Business

A. Retreat Update

- Mr. Whalen and Chair Paul asked that Ms. Poore provide Board members with materials for the Gateway Foundation's RiverBlast Celebration to be held on Sunday, September 3.
 - A major topic of the retreat was the "Why" Gateway is here. Everyone should continually remind themselves of the "Why". We are here for the students, enrollment, to serve our community, and we will continually remind the administration and northern Kentucky legislative caucus members that the college needs resources. The concern remains of the lack of Campbell County students enrolled, along with other groups. Chair Paul requested that Ms. Poore schedule a meeting between Dr. Figueroa, Mr. Whalen, Dr. Smith-Morrow and himself to discuss Campbell County enrollment, student debt, and that Gateway is the best source around for students who wish to take their general education courses.
 - Mr. Groob called attention to the campus-themed concept. He stated that the one thing that jumped out to him was the themed concept reminded him of a technical school. Dr. Figueroa replied that the strategy is to focus on what is needed and where. He continued by stating Gateway's strategy is fluid and we are committed to the college's mission of being a comprehensive community and technical college.

B. Foundation Update – Dr. Amber Decker noted the following Gateway Foundation activity:

- Three new Foundation members will be recommended at the May 4 Foundation Board Meeting. In addition, there will be two current members departing from the Foundation Board.
- The Foundation-sponsored Spirit of Innovation Awards will be held on Thursday, April 27. Nine projects have been entered for this year. Dr. Decker extended an invitation to each Board member to attend if his or her schedules permit.
- The RiverBlast Silent Auction committee is busy contacting potential sponsors for RiverBlast. She asked Board members to let her know of any sponsorship prospects that she and her team could contact.
- Mr. Groob asked for clarification about the amount of scholarships awarded each year by the Gateway Foundation. Dr. Decker explained that the college awards about \$150,000 per year in scholarships and that typically all scholarships run through the college. There are a few exceptions where the donor requests the nature of the scholarship and if that necessitates processing the gift and scholarship through the Foundation. Dr. Figueroa noted that he would work with Dr. Decker to provide additional information regarding scholarships as needed through Chair Paul.

V. Chairman's Report – Chair, Ken Paul noted the following in his report:

- Mr. Paul recalled a recent conversation with his dental hygienist about how happy she was that her son was attending Gateway. However, her son said he is embarrassed to tell his friends that he attends Gateway because they might think he is not smart enough to go to a four-year university. Mr. Paul noted this is a perfect example of why we need to change that perception.
- Another conversation Mr. Paul noted was related to the perception people have about the rumors of the Urban Metro Campus closing. His reply is always “no”. He added, most importantly, it is imperative that we define and address this negativity and false information as quickly as possible.

VI. President's Report – Dr. Fernando Figueroa – began his report by calling attention to the remarks from the three students who spoke at Gateway's recent Partnerships and Pathways event. It is comments like these that will drive what we do in the future. He noted that for future Board meetings, he would be asking what the Board is doing to support the college's efforts in supporting our students and the impact we have on them. Other highlights from Dr. Figueroa's update included:

- Partnerships & Pathways Event was celebrated on March 22 at the Boone Campus.
- Dr. Figueroa will participate in a State of Education panel along with TMC President, Dave Armstrong, and NKU President, Geoff Mearns at the Chamber-sponsored Eggs 'N Issues on Tuesday, April 18.
- Gateway recently held the Dean's List Social on April 5 at the Boone Campus in which 125 students and their families attended.
- Facilities Update:
 - The Two Rivers facility on Scott Street in Covington is currently housing community service partners as well as adult education classes. The carport area adjacent to the Two Rivers facility will soon be opened as a gathering area for accessibility to students and the community.
 - The Y building located on Madison Avenue in Covington is currently the subject of discussions with architects and engineers in an attempt to determine the most impact the \$2.5 million will have on the facility.
 - The Secretary of Finance has approved a bid on the Amsterdam Road/Park Hills property. Anticipated closing should be sometime in May.
- Amazon Prime Opportunity/Update – Gateway organized an initial meeting with representatives from Tri-ED, NKY Chamber, TANK, REDI Cincinnati, and the NKY WIB to discuss workforce needs. These conversations will continue with these community leaders to determine the college's role in the Amazon Prime opportunity.

- Participated in the program of the Outstanding Women of NKY luncheon on April 5. Awardees were:
 - Katie Meyer – 2017 Emerging Leader Award
 - Kathlyn Burkhardt – 2017 Helen Carroll Champion of Education Award
 - Maryanne McGowan – 2017 Outstanding Women Honoree
 - Gabrielle Summe – 2017 Outstanding Women Honoree
 - Linda Young – 2017 Judith Clabes Lifetime Achievement Award
 - Joan Tepe Wurtenberger - 2017 Henrietta Cleveland Inspiring Women Award
 - 2017 Nancy Janes Boothe Scholarships were awarded to:
 - ❖ Gateway student, Leigh Ann Hoskins
 - ❖ Thomas More student, Laura Berkemeier
 - ❖ Northern Kentucky University student, Victoria Boerger
- Performance Funding Update – Senate Bill 153
 - Funding will tie-in to student experience and successful completion
 - There are three broad categories for performance:
 - ❖ Course completion – 35% - most importantly is that it goes to students completing the course
 - ❖ Student Success Outcomes – 35% - with targets: three-year average credentials, progression, degrees and credentials awarded, and transfers
 - ❖ Operational Support Components – 30% - maintenance/operations, institutional support, and academic support
 - Timeline will be based on: this year 5%; 25% next year, then 50%, then 100%, KCTCS has agreed to do this in a shortened time (within four to five years at 100%).
- Covington/Park Hills Campus Update – Chair Ken Paul asked for a statement in which Dr. Figueroa read (the statement is attached to the permanent minutes). Ken stated that we must go with the guidance of KCTCS legal counsel. He added his disappointment in the withholding of the information. Mr. Craghead indicated he does not know what the big deal is in knowing whom the bidder is, and what difference does it make anyway? He noted that the Board should just wait until the deal is completed at which time the Board would have a definitive answer.
- Mr. Groob had questions relevant to the Urban Metro Campus in respect to facilities and enrollment numbers. Dr. Figueroa offered to confer with Mr. Paul to clarify as to how to proceed with these types of questions. In addition, Mr. Groob stated he was uncertain of the status of the Urban Metro Campus plan. Dr. Figueroa indicated that the plan is still in progress and will be shared with the Board once it is finalized.

VII. New Business

- Review of Gateway's Mission Statement – Dr. Figueroa read the following:

Per KCTCS Policy, each college is required to submit its mission statement to the KCTCS Board of Regents for approval at least once every three years. It is time for Gateway's mission statement to be submitted to the Board of Regents for their June 2017 meeting. Given the transitions of leadership at Gateway over the past year, we have not gone through a full-scale review by employees at this time. In discussions with the Executive Leadership Team, it was determined we would submit our current mission statement without changes to the KCTCS Board of Regents for their review at their meeting in June 2017. In fall 2017, Gateway will then go through a full review with employees when Dr. Figueroa rolls out his framework for the college's direction moving forward. At that time, if there are changes to the mission statement as written, we will resubmit to the KCTCS Board of Regents for approval. Given the need to submit our current statement to the Board of Regents for their June meeting and for the college to remain in compliance, we are requesting our local Board of Directors to endorse the continuation of our current statement at this time. The college asks this to be reflected in the agenda/minutes of tonight's meeting in order to make the deadline for materials to be submitted to KCTCS by May 1.

- After discussion, Dr. Figueroa asked for the Board's endorsement to move forward with the current statement until the fall 2017 semester. Dr. Smith-Morrow made a motion to endorse the current mission statement; the motion seconded by Mr. Creaghead to move forward.
- Chair Paul requested that the Mission Statement be kept on future agendas listed under unfinished business until which time a new mission statement has been submitted and approved by the Gateway Board of Directors.
- Chair Paul announced that Ms. Poore has notified Dr. Figueroa of her intention to retire her position as Executive Assistant to the President/CEO of Gateway, effective May 31, 2017. Mr. Paul stated that Ms. Poore would be missed, and that she has done a terrific job the past 15 years in support of the Gateway President/CEO, the college, and the Gateway Board of Directors.

VIII. Adjournment

Upon motion by Mr. Creaghead, and seconded by Mr. Collier, Chair Paul adjourned the meeting at 7:59 p.m.

Prepared by Sharon Poore, Recording Secretary

Reviewed and Approved:

Mr. Paul L. Whalen
Secretary to the Board

Date