



**Board of Directors Special Called Meeting
(held replacing the May 22, 2017 regularly scheduled meeting)
Minutes
Tuesday, May 16, 2017
6 p.m.
Technology, Innovation and Enterprise, Room UB112
516 Madison Avenue, Covington, KY**

BOARD MEMBERS PRESENT:

Mr. Sam Collier
Mr. Kenneth Paul
Mr. Paul Whalen

Mr. Joe Creaghead
Mr. Daniel Ridley
Ms. Felicia Wilson

Mr. Jeff Groob
Dr. Julie Smith-Morrow

BOARD MEMBERS ABSENT:

Mr. Chad Day

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. Jane Frantz, Administrative Assistant, Office of the President
Mr. Doug Penix, Associate Vice President, Academic Affairs
Ms. Sharon Poore, Executive Assistant, Office of the President
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
Mr. Jamie Younger, Vice President, Administrative & Business Affairs

GUESTS:

Mr. Michael Monks, Editor, River City News

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

- Upon motion by Mr. Whalen, and seconded by Dr. Smith-Morrow, the minutes of the April 17, 2017, Board of Director's Meeting minutes were approved as presented and distributed.

III. COMMITTEE REPORTS

A. Bylaws Committee – Mr. Paul Whalen, Chair

- Proposed Bylaws Approval
 - Mr. Whalen added that most of the major changes were noted at the April 17 Board meeting. He familiarized members of the changes noted at the April meeting. They consisted of the following:
 - The academic/fiscal year will be July 1 – June 30 of each year.
 - Article 10 – added Roberts Rules of Order procedures to be followed
 - Page 7 – Names of standing committees: Outcomes, Finance, Governance, and Performance Evaluation of the President.
 - Page 6 – power to vote – at the discretion of the Board Chair, a member may participate as a full voting members in a Board or committee meeting via video or teleconferencing or by electronic methods such as Skype, provided that the member is participating in real time and not in advance or after the actual meeting. Mr. Creaghead noted on Page 2, Section 2, 3, or 4 that the method of appointing faculty, staff, student members is by election; office terms are July 1 – June 30
 - As discussed at the April 17 Board meeting, individuals who are not members of the Board can request to address the Board and will notify the Board Chair (one speaker per topic) 10 days prior to the next Board meeting. This will be a Board procedure, not a policy. This section is not a part of the Bylaws.
 - Page 5, Section 7 – Executive Sessions of all Board meetings are considered to be open meetings to the public unless consist with KRS 61.185, a meeting is closed by a majority vote of a quorum of the Board in public session. The only reasons the Board can go into Executive Session address real estate and/or legal issues. Any formal action (i.e. a vote) of the Board shall be taken in open session.
 - Page 6, Article, 6, Section 10 – attendance – Board members must attend at least 75% of Board meetings during the academic year. In the case of absenteeism, currently the Bylaws state that the Board chair will notify the absent individual. A question arose asking if this section should say – “The Board Chair shall notify KCTCS of the absentee”.
 - Page 7, Article VIII, Section 2 – the Outcomes Committee will be changed to Strategic Planning Development Committee and the work and goals of the committee will align college strategy and compliance.

- A few minor spelling and grammatical errors were noted and will be corrected by Mr. Whalen.
- Process/Guidelines for Board Minutes
 - Mr. Whalen distributed copies and reviewed Roberts Rules of Order, Section 60, as related to the transcribing of minutes and the process used.
 - The section describes what needs to be included in the minutes, and Mr. Whalen added that this is the bare minimum of information of what should be recorded in the minutes.
 - Currently, the Board follows the approved agenda with committee reports, updates, and some discussion. Minutes are taken during the meeting and are transcribed by the recording secretary and approved by the Board secretary before posting to the website. The permanent record of minutes are placed in binders and are on file in the President’s Conference Room at the Boone Campus.
 - Dr. Smith-Morrow added that she feels as if the past minutes have been taken in the proper manner and the contents are appropriate. In addition, she feels discussion should be recorded if the subject is relevant.

B. Budget Committee Report – Mr. Joe Creaghead, Chair

- Committee Chair Creaghead stated that the finance materials and input presented to committee members on May 1 were received extremely well. He called attention to the budget narrative and financial statement that has been previously posted to the Board webpage. Mr. Creaghead then asked that the budget narrative and 2017-18 operating budget for Gateway be presented.
 - **Budget Summary:** Dr. Figueroa reviewed highlights of the budget narrative, and thanked Mr. Creaghead for his expertise in compiling the information in a concise manner. He continued by stating the 2017-18 budget narrative shows the expression of Gateway’s “why”, which consists of the factors involved in facilitating talent realization and development that will lead to an improved quality of life for our students and the community.
 - With limited resources, our budget represents investments in elements that are critical to keeping our promise to our students, and cultivating growth for the college. Resources are allocated where there is need and growth potential, as identified by data. This budget considers and integrates the following:
 - ❖ KCTCS Strategic Plan, Gateway Strategic Plan, the Diversity Plan, the Strategic Enrollment Management (SEM) Plan and performance funding criteria
 - ❖ Employees, as individuals, departments and divisions and their specific contribution to recruitment, retention, and talent realization and development
 - Our budget and process is not static, but dynamic. One thing is constant – This is not about what we are as a college, but why we are to our community.

- **Revenue sources:**

- State appropriation - decreasing
- Tuition and Fees (earned through Semester Credit Hour SCH)- increasing
- SCH: Projection of 70,125 semester credit hours (SCH) for the FY17-18 fiscal year; we anticipate 69,024 SCHs to be realized by the close of the FY16-17 fiscal year.
- This represents a 1.6% increase or 1,101 SCH increase over last year.
- How will we accomplish this? We project the largest increases in nursing, Arts and Sciences (Dual Enrollment and Transfer) and online instruction.
- Tuition: 3.9% or \$6 increase per credit hour. The tuition increase is pending KCTCS Board of Regents approval
- Workforce Solutions: is projecting FY2017-18 revenue at \$781,000; projecting to realize \$650,000 by close of fiscal year 2017: Expand CDL, online modules and Adv. Manufacturing
- Other sources: one-time investment of \$400,000 to further strengthen the infrastructure of the college and maintain a level of service conducive to recruiting and retaining students

- **Expenses:**

- Personnel
- Operating

Personnel: All of the KCTCS colleges are anticipating an overall increase in personnel cost based on 3% salary increase for regular status employees (pending KCTCS BOR approval) and an increase in our benefit pool from 40.6% to 43.5%. We do not anticipate an increase in position totals (at 196 now).

Operating: The College continues to look inward for improved efficiency and cost savings.

Our marketing investment to increase enrollment and promote our college brand is driven by the strategic plan, SEM, and diversity plan, investing the majority of the marketing budget on targeted messaging related to the programs we are working to grow.

This budget represents intentional analysis, collaboration and alignment of our goals and values to improve the lives of our students and the community through our work and resources. We intentionally have looked at and will continue to analyze:

- What we must do (critical path)
- What we should do
- What we could do
- What is not working and will end

- We are listening, adapting and implementing. We are pressing forward as a growing institution with new leadership. We are strategically positioning Gateway as a driving force in northern Kentucky through responsible fiscal planning, open

communication and collaboration on all levels. We have worked diligently to examine and provide all pertinent information in the form of the Budget Narrative for the board to adopt and amend the 2017-18 budget resolution. We look forward to you doing so.

- Dr. Figueroa invited Mr. Younger to give an overview of the 2017-18 Operating Budget (a copy of Mr. Younger's presentation is attached to the permanent minutes). Highlights included:
 - Gateway's State Appropriation
 - Gateway's State Appropriation vs. Tuition
 - The 2017-18 budget is focused on recruitment and retention
 - A review of fall credit hours by term and division; Gateway is projecting an increase in 1,100 semester credit hours (tuition was determined based on an increase of a \$6 per credit hour if approved by the KCTCS Board of Regents in June
 - Fall enrollment by campus (based on the current class schedule):
 - ✓ Edgewood 27%
 - ✓ Boone 24%
 - ✓ Urban Metro (includes transportation). Mr. Groob requested that numbers be available for the Board to understand our River City population's enrollment.
 - ✓ Distance Learning 24%
 - A review of spring credit hours by division – the expense driving our budget can be seen in instruction, personnel, 3% salary increase pending approval of KCTCS, a benefit increase (the Kentucky state retirement system has a huge impact, the object of expenses in personnel and adjunct (addition of grant expiring employees and turning them over to fulltime), and the hiring of adjunct personnel
 - We project 1.6% increase in semester credit hours for 2017-18
 - Chair Paul stated that performance-based funding will also impact Gateway a great deal
 - Mr. Groob read the Open Records Act as it pertains to the budget. He stated that this Board has not been given the line-item budget. Chair Paul responded by stating when the budget is passed, the Board can submit a request at that time. He continued by stating these points are not unfair, and will refer them to the Gateway Board Finance Committee. Mr. Groob stated that he wants to see the entire budget to understand where the college is investing resources and what the college's educational priorities are. He continued by stating if he doesn't get the document he will do an open records request.
 - A motion was made by Mr. Creaghead and seconded by Dr. Smith-Morrow that the Resolution 01 – 2017-18, 2017-18 Revenue and Expenditure Plan be approved as presented.

Mr. Groob presented an amendment to Resolution 01 – 2017-18 for consideration:

The Gateway Community and Technical College Board of Directors formally voted to recommend for approval for submission to the KCTCS System President and Board of Regents the proposed 2017-18 Revenue and Expenditure Plan and be consistent with KRS 16 RS HB303 that the total proceeds from the sale of the Covington Campus located on Amsterdam Road should be used for a new capital project inside the city limits of Covington, Kentucky.

Once the wording of the resolution was reviewed and changes made, a motion by Mr. Groob, and seconded by Ms. Wilson, the motion passed to adopt the amendment to the resolution.

Ms. Poore took a roll call. The results of the roll call: Mr. Creaghead, Mr. Groob, Dr. Julie Smith-Morrow, Mr. Paul L. Whalen, and Ms. Felicia Wilson were all in favor of accepting the amendment to the resolution. Those members opposing were: Mr. Ridley, Mr. Collier, and Mr. Paul.

- Chair Paul will be refer the following points of discussion to the Gateway Board Finance Committee:
 1. A six-year comparison of semester credit hours and headcount
 2. Operating budget review of line items
 3. Impact of the sale of the Amsterdam Road/Park Hill property and where the repayment of the cash advance money will be spent
- Action Item – 2017-18 Budget Request Approval: motion to approve by Mr. Creaghead and seconded by Mr. Whalen, the submission of the Gateway 2017-18 Revenue and Expenditure Plan as set forth above was approved.

C. Strategic Planning Development Committee (formerly Outcomes Committee) – Committee Chair, Dr. Julie Smith-Morrow

- Dr. Smith-Morrow had nothing to report for recent committee activity. The committee plans to meet prior to the end of June.

D. Performance Evaluation of the President – Committee Chair, Dr. Julie Smith-Morrow

- At the April 17 Board meeting, members received a packet containing materials and the KCTCS approved instrument for performing the evaluation of Gateway's President/CEO. Nine evaluation instruments were completed and returned to Dr. Smith-Morrow, chair of the Performance Evaluation of the President Committee.
- The committee reviewed the individual evaluations and evaluation letter and summary was approved for sending to Dr. Box, KCTCS President. Dr. Smith-Morrow distributed a copy of the evaluation results to all members as well as Dr. Figueroa to review. After review of members and Dr. Figueroa, Dr. Smith-Morrow made a motion to accept the

review and forward the evaluation results to Dr. Jay Box. Chair Paul seconded the motion. Ms. Poore took a roll call. The result of the roll call was – all Board members present approved the submission of the President’s Evaluation be submitted to Dr. Jay Box, KCTCS President.

- Chair Paul thanked Dr. Smith-Morrow for her leadership in completing the President’s evaluation process.

IV. Unfinished Business

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

- Yearly Scholarship Update
 - Dr. Decker reported that for the 2017-2018 academic year, the college has about \$209,000 available in gifts to award for scholarships. An additional \$36,000 is available through the proceeds from RiverBlast 2016 for short-term workforce training not eligible for traditional financial aid opportunities.
 - Chair Plan added the Foundation is moving ahead with the sale of the church property. The Foundation is working with the city of Covington along with surrounding neighborhoods during the sale process.

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

- Gateway’s 2017 Commencement was truly a fabulous event, with 2,326 credentials being conferred. In addition, 150 general equivalency diplomas (GED) were awarded.
- Chair Paul attended and offered congratulations at the May 9 Night of Excellence honors ceremony.
- Mr. Whalen added there were one or two students receiving associate degrees prior to graduating from area high schools via Gateway’s dual credit program.
- Chair Paul recognized Ms. Sharon Poore for her service to the college and Board of Directors over the past 15 years along with wishing her well in her retirement.

VI. President’s Report – Dr. Fernando Figueroa

Dr. Figueroa noted students were recently taken asked why they were with Gateway. All of the student comments are located on the homepage of the Gateway website. The most notable responses were, “I feel at home there”, and “I love the attention that I get at Gateway.”

College Update

- The 11th annual Night of Excellence awards ceremony was held on May 9 at Northern Kentucky University’s student center. One-hundred and one (101) students were recognized from adult education and Gateway’s six academic programs. The ceremony recognizes those who have demonstrated a commitment to excellence in leadership and/or their particular field of study.

- The Dean’s Reception was held on Wednesday, April 5 at the Boone Campus. Worth noting was the increased attendance and pride in the event.
- Dr. Figueroa extended thanks to Mr. Whalen for helping secure past Kentucky Governor Paul Patton for this year’s commencement address.
- The first class of KY FAME students graduated yesterday (May 15).
- Dr. Figueroa participated in panel discussion on May 15 at the Cincinnati USA Regional Chamber and the Northern Kentucky Chamber joint annual meeting. The panel topic was “Workforce and Talent Challenges in our Region.”
- Gateway hosted the KY FAME State Summit/North American Advanced Manufacturing Technician (AMT) conference the week of May 15. Gateway’s KY FAME program was showcased with tours and presentations. The purpose of the conference/summit focuses on learning best practices and discussing challenges with FAME partners from across the state.
- The Urban Metro Campus plan is still evolving. Dr. Figueroa stated he would have an update in the 4th quarter of this year.

VII. New Business – no new business was brought before the Board of Directors. The next Board of Directors meeting will be held on Thursday, August 31, 2017.

VIII. Adjournment

Upon motion by Dr. Smith Morrow, and seconded by Mr. Groob, Chair Paul adjourned the meeting at 7:48 p.m.

Prepared by Sharon Poore, Recording Secretary

Approved:

Mr. Paul L. Whalen
Secretary to the Board

Date