



**Board of Directors Meeting  
Minutes  
Thursday, February 9, 2017  
6 p.m.**

**Technology, Innovation and Enterprise, Room UB112  
516 Madison Avenue, Covington, KY**

---

---

**BOARD MEMBERS PRESENT:**

Mr. Sam Collier	Mr. Kenneth Paul	Ms. Felicia Wilson
Dr. Julie Ann Smith-Morrow	Ms. Ivy Velez	
	Mr. Paul L. Whalen	
Mr. Daniel Ridley		

**BOARD MEMBERS ABSENT:**

Mr. Chad Day	Mr. Joseph H. Creaghead	Mr. Jeff Groob
--------------	-------------------------	----------------

---

---

**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, Office of the President  
Dr. Patricia Mahabir, Executive Vice President  
Mr. Doug Penix, Associate Vice President, Academic Affairs  
Mr. Mike Riley, Instructor, Business Administration  
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  
Ms. Phyllis Yeager, Director of Human Resources  
Mr. Jamie Younger, Vice President, Administrative & Business Affairs

---

---

**GUESTS:**

Mr. John Baines, President Hahn Automation, Inc.

## 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 December 12, 2016 Board of Director's Meeting minutes were approved as presented and distributed.

## III. COMMITTEE REPORTS

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

- Mr. Whalen began his report by reviewing a new proposed revision of the Board Bylaws. Revisions Mr. Whalen noted were:
  - Eliminated reference to statute regarding the President/Chief Executive Officer and will replace with the term CEO.
  - Page 4 – regular meetings will be held with a minimum of four and a maximum of 10 (KCTCS had previously cautioned the Board in having more than four).
  - Page 5 – Mr. Whalen noted that Mr. Creaghead suggested that copies of the previous meeting minutes be available/posted at least 7 days prior to the next meeting.
  - Page 5 – after five years, audio recordings of Board meetings will be sent directly to the Kentucky Department of Archives.
  - Page 6, section 8, article 6 – power to vote at the discretion of the Board a member may attend in real time via video conference at a scheduled meeting. In addition, the member would be allowed to vote via video conference (per KCTCS and Kentucky statute, a member can attend via video conference, but he/she *cannot* vote via video conference).
  - Section XI - states that a member must attend at least 75% of regularly scheduled Board meetings or they are considered resigned, revision to delete and to replace with shall be notified.
  - Article 8 – college president will be referred to President/CEO; insurance of directors section was minimally shortened.
  - Article XI, Section 3 – added the academic/fiscal year is July 1 – June 30.
  - Mr. Paul thanked Mr. Whalen and Ms. Velez for their work with the Bylaws' revisions. He asked if there were any recommendations from Board members for changes/additions, to direct them to Mr. Whalen or Ms. Velez.
  - The next review of the proposed Bylaws will be at the March regular meeting.
  - Dr. Figueroa added that Statute pertaining to the student member, the Bylaws cannot require that the student member to have completed 30 hours of classes.
  - Dr. Smith-Morrow noted article 8, section 1 and recommended a change in the name of the Community Needs Committee to “college and community needs alignment” committee.
  - Ms. Velez recommended that a specific number of meetings be specified (6); most system community colleges meet four to six times per year. If other meetings are needed, special committee meetings can be called.

- Mr. Whalen read a draft of a procedure relating to individuals wishing to address the Board of Directors (a draft is attached to permanent minutes). A suggestion was made to better define the meaning of repetitious. Dr. Figueroa expressed his concern about the draft and that as a way of getting folks from the community to address the Board about what Gateway is doing that it might give the impression that the Board has governance authority. Mr. Whalen called attention to the statement at the end of the procedure that would be read prior to individuals being allowed to speak. Dr. Smith-Morrow asked if a sign-up sheet could be available to individuals wishing to speak that would also include the topic he/she wishes to address. In addition, it was felt that three minutes is sufficient time to allow each individual to speak. Mr. Whalen asked that Board members review the procedure and forward any comments to him. Final actions will be taken on both the proposed Bylaws and Addressing the Board procedure at the March 30 Board meeting.

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

- In the absence of committee chair, Mr. Creaghead, Mr. Jamie Younger noted the following in the committee report:
  - Before Mr. Younger’s report, Mr. Paul added that the Board of Directors must approve the budget for submission to KCTCS no later than May 16.
  - Mr. Younger noted the committee reviewed the college’s budget process and how it will move forward. The Strategic Enrollment team, along with college deans, is doing great work in putting together enrollment projections that are part of the budget process. The process consists of enrollment projections, key assumptions, where we were, where we are for the current year, and opportunities for the future.
  - The Financial statement for 2016 was reviewed.
  - Future dates for committee meetings are scheduled for March 20 and April 17.
  - Chair Paul thanked Mr. Younger for the terrific job he has done working with the committee. He referenced the three questions will be removed from the bottom of the agenda and noted they will be answered in the 2017-18 budget.

#### **C. Outcomes Committee – Committee Chair, Dr. Smith-Morrow**

- Dr. Smith Morrow reported the committee met on January 18 at which time members focused on the background of the committee that was originally formed in 2014. The committee’s purpose was to align the community needs with Gateway’s opportunities. Four metrics were established: (1) enrollment information, (2) filling manufacturing positions, (3) headcount, credit hours, credentials earned, companies served, River City participation rate, and FAME participation, and (4) the alignment of GCTC goals with community needs. A discussion was held pertaining to the different ways of measuring outcomes (with some being easier, and others being more difficult). After discussion of the committee metrics, Dr. Mahabir introduced a Strategic Plan document in which the committee saw some ideas of things that might be helpful to the committee (CPE priorities, KCTCS goals, GCTC Goals, strategic priorities, and objectives). This seems to be the appropriate level for committee’s focus. The committee is looking forward to working with Dr. Figueroa to learn how he feels about the previously established metrics, their meanings, and what new metrics could be established. The committee invited Dr.

Figuroa to attend their next meeting to seek his advice in order to help the Board better advocate for the college. Dr. Figuroa stated he had asked Ms. Schutzman if she knew of any plans that the college could access, it would be most helpful in aligning with GCTC's Strategic Plan. The committee's next meeting is scheduled for March 21. Dr. Smith-Morrow thanked Dr. Mahabir for her assistance in working with the committee.

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

- Chair Smith-Morrow reported the committee met on January 18 and gave a brief history of the committee's activities. Approximately two years ago, the Gateway Board of Directors developed its own evaluation instrument (at that time, there was not a system-wide process for evaluating the president). The President's office has been in contact with Dr. Box's office in Versailles inquiring if there will be a standard evaluation instrument for this year that can be shared with them, along with an expected timeline. Dr. Box's office responded that the KCTCS PLT will review these questions at their February meeting, and it is expected that the entire system will use the same evaluation process.
- Dr. Figuroa has provided the Board and the committee with his 2016-17 annual goals that will be helpful during Dr. Figuroa's evaluation for the current fiscal year. The committee will wait for feedback from Dr. Box's office regarding a standard evaluation instrument. Once a determination is made as to what process will be followed, the committee will create a timeline and will begin the evaluation process. Dr. Smith-Morrow will share the current template the Board has used in the past with Dr. Figuroa.

#### **IV. Unfinished Business – Mr. Whalen**

- A. Retreat Update** – Mr. Whalen reported that a Board Retreat Committee would be formed to plan the retreat, which will be held on March 18. A few items that will be on the agenda include: a Gateway Foundation overview and update, the Gateway Strategic Plan will be reviewed, and a discussion consisting of Board members' concerns. The retreat will begin 8:30 am and conclude at 1 pm at the Boone Campus in room B101 in the Center for Advanced Manufacturing building.
- B. Board Self-Evaluation** – Mr. Whalen asked that members please provide him with input regarding the self-evaluation document as soon as possible.
- C. Roundtable Discussion from December meeting** – Ms. Velez continues to have concerns regarding roundtable discussions not being permitted during meetings. She feels members should be permitted to speak and ask questions related to Gateway. Chair Paul noted that this applies to special called meetings of the Board and roundtable discussions could continue during regularly scheduled meetings. Dr. Figuroa added that as long as there are perimeters to the discussions, he didn't see any reason for them not to continue. The minutes will reflect discussions during the roundtable. He added that Ms. Velez (or any Board member) is welcome to send him an email or give him a call if questions or concerns arise.

**D. Foundation Update** – Dr. Amber Decker noted the following GCTC Foundation activity:

- The quarterly Foundation meeting was held on February 2, at which time Ms. Laura Lyons, President/CEO of Atech, was approved as a new member.
- A new slate of officers was elected during the quarterly meeting: Jim Parsons, chair; Jeanne Schroer, vice chair; Steve Brunson, treasurer; and Norm Desmarais, secretary.
- The GCTC Foundation sponsors Gateway's internal LEAD (internal leadership development classes). Mr. Ridley has planned a trip for the group to traveling to Frankfort tomorrow.
- Last week, the Parish House located at the Foundation's church property, partnered with Lincoln Grant Scholar House and held a furniture drive in partnership with Two Men and a Truck. The Parish House supports residents who will be moving to Scholar House (many residents are homeless, and most will NKU or GCTC students).
- Chair Paul added the GCTC Foundation owns the church property and the Point property. The church is in the process of being sold, and the Point property status is being discussed with KCTCS. Additionally, Chair Paul recognized the Foundation's continued outstanding work in raising funds in support of Gateway student scholarships.

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

- Despite all the negative press and controversy, many great things are happening at Gateway.
- Commended president's office staff Ms. Frantz and Ms. Poore for their support, as well as Dr. Figueroa's positive work with the Board in the past six months.

**VI. President's Report** – Dr. Fernando Figueroa – began his report by stating that one major purpose of the President's Report is to remind us of the "why" Gateway exists and the importance of the "why". All conversations should be related to the "why" that is in front of us. He called attention to a statement by Gateway student, Estella A. Hall-Wilson, which shows how the symbolism of Gateway is actualized through our students in the way they interact with the community. Other items Dr. Figueroa highlighted include:

College Update

- Dr. Figueroa recently attended the Workforce Development Institute in California. Gateway was recognized as one of 20 colleges in the nation that are working on cracking the nut of workforce credentials and creating the passport process for credentials nationwide. The Lumina Foundation has supported the 20 colleges in their cohort/collaboration in solving the national problem. Important to note: Gateway is light years ahead of our partner colleges.
- As part of the trust the college is building with community and business partners, Gateway will be hosting the FAME Summit and the national Advanced Manufacturing Technician Conference on May 15, 16, and 17.
- Dr. Figueroa recognized Mr. John Baines, President of HAHN Automation, Inc., who attended tonight's meeting. Mr. Baines is the vice-chair of the Advanced Manufacturing Workforce Coalition (AMWDC). Mr. Baines spoke about the recent Advanced Manufacturing Workforce Development Coalition reorganization involving three steering

committees: talent supply, marketing, and metrics. He believe this reorganization allows for a better-structured and strategic approach in accomplishments and addressing challenges. Mr. Bain praised Gateway for being a great partner in this effort.

- A copy of The Lane Report was provided to Board members. Gateway is featured on page 46 of the report related to how the college is making an impact on the northern Kentucky region for being known for its workforce development programs.
- Gateway's EMS Paramedic Program achieved national accreditation by the Commission on Accreditation of Allied Health Education programs, which is the professional accreditation necessary for industry certification.
- Gateway has received more good news from KCTCS. The college's credential-seeking student retention percentages have increased from 58.71% to 61.38% from fall 2015 to fall 2016.
- Diversity Plan – the Council on Postsecondary Education has made significant improvement on the state's focus on inclusion and diversity and will be bringing back the original plan with an emphasis on fidelity and philosophy development. Dr. Mahabir leads Gateway's Diversity Team of 16 individuals who represent various areas of the college. The first draft of Gateway's plan is due to KCTCS on February 21, with the plan implementation beginning on July 1.
- Gateway's Historic Preservation Program – this community education program has gained national coverage. The program is an example of our responsiveness to our community strategy to develop new programs in collaboration with community needs/interests.
- Performance Funding – metrics have been created by university presidents and KCTCS President, Dr. Box, to develop a funding model based on performance outcomes. Those include: student success outcomes, student progression, credentials awarded, transfer, operational support components, and institutional and academic support.
- As of February 2, spring preliminary enrollment numbers are still being calculated as we still have eight and 12-week sessions to begin. The Strategic Enrollment Management team continues to develop the SEM plan and provides regular updates.
- Dr. Figueroa's/Gateway's NKY Regional Vision:
  - After being President/CEO of Gateway for six months now and working with the leadership team, his evolving vision for Gateway will be addressed at the February 16 CBC luncheon, as well as the Board's Retreat on March 18 where more detail will be made available. Gateway is fully committed to the entire northern Kentucky region, and Gateway's regional vision is taking shape.
  - Because of the way Gateway's campuses are named, we will be working towards getting to the idea of our campuses having themes within a regional strategy. We serve five counties and our goal is to access our entire service area and adapt our resources in order to have the greatest impact in the community. Instead of looking at them as campuses, they will be referred to as having themes. The Urban Metro Campus is more of a challenge than any others. A few things have come into clarity where we will focus of coming together instead of focusing on things that divide us. The more opportunities we have to bring people together, the better. We can help in talent exploration and finding what the people can do the best and succeed. We are always looking at the best place to offer our programs and services. Just because we have moved a program, staff, or faculty member to another location, it doesn't mean that we are abandoning a program or campus.

### Nursing Program Update

Dr. Figueroa invited Dr. Teri VonHandorf to provide the latest Nursing Program news. Dr. VonHandorf noted that official data was received yesterday that last year's cohort of 21 students had achieved a 100% pass rate the first time around; for the cohort that graduated in February, we are right now at 100% pass rate, with nine more to go. A plan is in place to admit 24 nursing students in fall 2016, as well as 60 students in spring 2018.

### ABET Update

- Dr. Figueroa provided an update related to ABET accreditation and how it would fit with Gateway. Highlights of the presentation included (a copy of the presentation is attached to the permanent minutes):
  - The presentation addressed the previous two questions that were asked, as well as Gateway's findings:
    - # 1: How to ensure the transferability of an Associate of Applied Science (AAS) in Manufacturing Engineering Technology program can transfer seamlessly to complete a Bachelor in Science in Mechanical and Manufacturing Engineering Technology?
    - # 2: How to recruit high school students who want to complete a Bachelor in Science in Mechanical and Manufacturing Engineering Technology into the Associate of Applied Science in Manufacturing Engineering Technology programs?
  - The assumptions of ABET accreditation.
  - Definition of terms: institutional accreditation, programmatic accreditation, and articulation agreements (ABET falls under programmatic).
  - History of transferability.
  - Our research indicates that not having ABET accreditation has not hurt GCTC students. ABET accreditation is very time consuming and expensive. Recently Cincinnati State decided not to continue ABET accreditation due to the costs and resources involved. No KCTCS schools are ABET accredited.
  - Fast forward – the transfer issue resolved via transfer pathway program with NKU (2016).
  - Further investigation and listening tours were conducted with area leaders to learn if the articulation agreement completely addressed the problem cited by the Northern Kentucky Industrial Park and the Coalition for Advanced Manufacturing.
    - Transfer issue has been addressed at NKY without ABET accreditation.
  - What was learned – the perception of manufacturing by parents and students; the coalition has reorganized to cover these areas: metrics, marketing, and strategy.
  - The lingering question of transferability to other institutions – the vast majority of Gateway students transfer to NKU and the curriculum of the AAS in MET is not designed or intended to align with curriculum of engineering programs.
  - Priorities to maximize Gateway's resources – full implementation of the Strategic Enrollment Management Plan (how to get the best enrollment with the resources we have), SACSCOC five-year report is due in approximately 18 months, and regional strategy for all Gateway campuses.
  - Following the presentation, Dr. Figueroa stated that ABET accreditation will be placed on the back burner until the time comes when it makes better sense to pursue.

**VII. New Business**

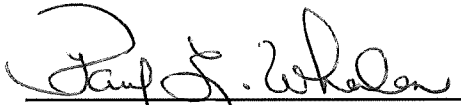
- Mr. Whalen would like to invite the Welding Program to a future Board meeting. He stated that it would be nice to see more faculty, staff, and student work displayed in The Gallery at the TIE building. Dr. Mahabir stated there would be continuing displays and in addition, a Black History Month display will be highlighted this month.
- Mr. Collier reported the transportation center is doing well, CDL is huge right now, and CDL drivers are desperately needed across the nation.
- Mr. Ridley recently learned GI and Kentucky National Guard resources can be used for students who wish to enroll in the CDL program.
- Ms. Wilson encouraged everyone to join the American Heart Association walk on Sunday, March 12.
- Dr. Smith-Morrow expressed her concern about current legislation and how it might affect Gateway.
- Ms. Velez thought she had seen Gateway's name on the Jefferson campus sign in Carrollton. Mr. Younger will check into the signage with the system office.

**VIII. Adjournment**

Upon motion by Dr. Smith-Morrow, and seconded by Mr. Whalen, Chair Paul adjourned the meeting at 7:39 p.m.

Prepared by Sharon Poore, Recording Secretary

Approved:



Mr. Paul L. Whalen  
Secretary to the Board

April 17, 2017  
Date