



## **Board of Directors Meeting Minutes**

***Thursday, November 18, 2010***

**5:30 Dinner**

**Board of Directors Meeting – 6 p.m.  
Gateway Community & Technical College  
Urban Campus, Covington, Kentucky**

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### **BOARD MEMBERS PRESENT:**

Katheryn Cook	Brent Cooper (Parliamentarian)
Richard Fowler	Jeff Groob
Martha Johnson (Vice Chair)	Rick Jordan (Chair)
Ken Paul (Secretary)	Cindy Sproehle (Staff Representative)
Jason Schomaker (Student Representative)	
Dr. Michelle Deeley Wilhite (Faculty Representative)	

### **BOARD MEMBERS ABSENT:**

All Board Members were present.

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### **OTHERS PRESENT:**

#### ***GCTC Faculty/Staff:***

Mr. Mike Baker, Vice President, Business Affairs  
Mr. Tim Chesser, Director of Safety & Security  
Ms. Patricia Goodman, Vice President, Knowledge Management & Strategic Initiatives  
Ms. Mallis Graves, Director, Urban Center  
Dr. Ed Hughes, President/CEO  
Ms. Laura Kroeger, Vice President, Resource Development & External Affairs  
Ms. Sharon Poore, Executive Assistant & Recording Secretary to the Board of Directors  
Dr. Angie Taylor, Vice President, Workforce Solutions  
Ms. Margaret Thomson, Director of Public Relations  
Dr. Laura Urban, Vice President/Provost, Academic Affairs  
Ms. Ingrid Washington, Vice President, Student Affairs

### ***GUESTS:***

Mr. Denny Bowman, Mayor, City of Covington, Kentucky

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## I. CALL TO ORDER

Chairman Jordan called the meeting to order at 6 p.m. at the Gateway Community and Technical College Urban Campus. The record will reflect that a quorum was present. The media has been notified of the meeting.

## II. APPROVAL OF MINUTES OF THE SEPTEMBER 23, 2010, BOARD MEETING

The minutes of the September 23, 2010, Board meeting were approved as distributed with two minor changes. Richard Fowler was added to those being present, and one word was changed in Mr. Groob's comments on page 5 - "Mr. Groob stated that he still has some discomfort with Gateway participating (*participating* was changed to "*funding*") in Chamber-sponsored events.

## III. OFFICER REPORTS

**A. Chairman's Report** – Chairman Jordan delivered the following report:

- Chairman Jordan introduced and welcomed the Mayor of Covington, Kentucky, Denny Bowman.
  - Mayor Bowman distributed keys to the city of Covington to all Board members and expressed the excitement the city has about the Urban Center and the proposed Urban Campus. He noted the following:
    - Partnerships and collaboration provide a great opportunity for area students and will reduce dropout rates in Covington students.
    - Covington just received word that the city has received a \$359,000 federal grant that will pay for planning and design work for downtown Covington that city officials say will help them better market the city and boost population and business. This helps with the vision of Gateway in helping grow Covington.
    - The urban core needs Gateway's Urban Center because it is crucial in bringing young people back to the area and will prepare them for the future through education; an additional parking garage is needed. Mayor Bowman appreciates what Gateway is doing to better serve the urban core and appreciates the partnership.
    - Covington will celebrate its 200<sup>th</sup> birthday in 2015 and he wants to see the city grow and become prosperous again.
  - Chairman Jordan thanked Mayor Bowman for the warm welcome to the urban core of Covington and thanked the city commission and administration for all of the support they are giving to the college and the development of the Urban Campus.
- **2010-11 Committee Assignments** – Chairman Jordan announced the appointment of the Board of Directors' committees for 2010-2011 that are included in the Board packets and attached to the permanent minutes. He thanked the members for agreeing to accept these assignments.

- **Executive Committee Report** – During 2010, Mr. Jordan stated that there were no Executive Committee Meetings required. All Board business and reports were held during the scheduled Board meetings.

#### IV. SPECIAL ORDERS

- A. Proposed 2011 Schedule of Regular Meetings** – Article 5, Section 1 Approval of Proposed Board of Directors' Meetings – Chairman Jordan asked Parliamentarian Brent Cooper to present the proposed 2011 Board Meeting dates. A copy of the proposed 2011 meeting dates is attached to the permanent minutes and was presented for information at the last meeting. Upon motion by Jeff Groob and seconded by Ken Paul, the proposed 2010-11 meeting schedule was approved as presented.
- B. Conflict of Interest** – Parliamentarian Cooper identified Article X and noted it requests that each member sign the conflict of interest form. Each member was asked to accept and sign the form and return to Ms. Sharon Poore, recording secretary.

#### V. STANDING COMMITTEE REPORTS – The Standing Committee Chairs provided oral and written reports as follows (a copy of each report is attached to the permanent minutes):

- **Bylaws Committee** – Parliamentarian Cooper – The Bylaws Committee met on November 15, 2010. The committee does not recommend any changes to the current Gateway Community and Technical College Board of Directors Bylaws at this time.

However, the committee would like feedback from the Board regarding the allowance of e-mail voting for committee and/or the Board business. Currently, Article V, Section 8 specifically prohibits voting via e-mail. "No vote concerning any matter under consideration by the Board, or by a committee of the Board, may be cast in absentia, by mail, or electronic mail". After discussion by the Board, the matter was deferred until it could be researched at the System level.

- **Budget Committee** – Secretary Ken Paul commended Dr. Hughes, Mike Baker, and Norma Northern for an excellent job in managing the budget and expenses. The Budget Committee met five times during 2010: January 14, March 11, May 4, September 2, and November 4.

Secretary Paul and Mr. Baker noted that revenues for 2010-11 are meeting budget, and expenses are within budget.

- **Performance Evaluation of the President** – Committee Chair Richard Fowler reported that all deadlines regarding the President’s evaluation were met by the Board in compliance with the requirements of KCTCS. The instrument designed by this committee has maintained its usefulness being based on the role description and goals set by the President.

Chairman Jordan stated that, without objection, all committee reports were accepted as presented.

## **VI. UNFINISHED BUSINESS** – Chairman Jordan

- A. Community Input Forums** – Ms. Laura Kroeger reported that three additional community input forums will be held on December 1, 2, and 9 in Newport, Bellevue, and Dayton, Kentucky. School superintendents will notify parents of the community forums. Sessions will be sponsored by Southbank Partners and facilitated by the Center for Great Neighborhoods and Vision 2015.

## **VII. NEW BUSINESS**

- **Urban Campus Update – Urban Center** – Ms. Mallis Graves, Director of the Urban Center; Mr. Mike Baker, Vice President for Administration and Business Affairs; Ms. Laura Kroeger, Vice President for Resource Development and External Affairs; Ms. Ingrid Washington, Vice President of Student Affairs; and Ms. Patricia Goodman, Vice President for Knowledge Management and Strategic Initiatives, presented an update on the Urban Center and the proposed Urban Campus. Highlights of the presentation included:
  - The Urban Center first began as the Urban Learning Center (ULC) as an education partnership between: Gateway, NKU, TMC, Center for Great Neighborhoods, Scripps Howard, Vision 2015, and the Newport, Covington, and Dayton Independent Public School Systems.
  - The ULC was a grant-funded program that served low income, first-generation college students, and the funding for the ULC ended in June 2008.
  - The first transition of the Urban Center began in July 2008 when Gateway assumed primary responsibility for the program budget in an effort to streamline academic and student affairs policies and procedures to reduce barriers. The center was framed as a “one-stop shop” approach; staff was trained to develop relationships with high-risk students; courses were offered at Gateway’s Levassor site and Holmes High School; courses were coordinated by the Director and Division Chairs; and the courses offered were in developmental education, general education, business, computer literacy, and introduction to college.
  - On May 22, 2009 a news conference was held at the Kenton County Public Library to announce partners involved in planning the development of the Urban Campus. Those partners announced include: Kenton County Public Library, City of Covington, Covington Business Council (CBC), Covington Independent Public

Schools, Kenton County Fiscal Court, Transit Authority of Northern Kentucky (TANK), The Gateway Foundation, and Southbank Partners.

- The Urban Campus planning activities included: CBC Presentations, individual community leader forums, neighborhood association presentations, Southbank presentations, Covington community input forums, future proposed input forums in Newport, Bellevue, and Dayton, and internal operations team planning meetings.
- The Urban Center and Adult Education relocated to 525 Scott Boulevard (former Two Rivers Middle School) in March 2010. Improvements to the facility include: security has been added, parking is available, Gateway is currently operating on the first and second floors and providing a one-stop approach to student services.
- Covington Community Input Forums were held in February and March 2010. Input is being gathered and recorded.
- Dr. Ed Hughes noted that the Urban Center entered a new phase in March 2010 when Gateway entered a lease-purchase agreement for the former Two Rivers School with the Covington Independent Public School System.
- Urban Center enrollment, courses offered, and the College Access Center progress were reviewed. Enrollment and course offerings have increased exponentially since the Center relocated to its current location.
- Dr. Hughes said the prior presentation represented the first phase of development. The immediate next step is to occupy the third floor of the current location. Part of the third floor is available; part is leased back to CIPS. The college has notified CIPS of plans to occupy the entire third floor, and CIPS will vacate that space by July 2011. Using the third floor will provide more classrooms and office space. Two classrooms will be dedicated to the Certified Nurse Assistant program as part of the health careers expansion provided by the recently received federal Health Opportunities grant. The grant provides \$8.5 million over five years to expand health care education opportunities and student services to low-income students. The grant and Urban Center expansion will put access to allied health careers in the Urban Center.
- Dr. Hughes also reported that the Urban Center will offer non-credit courses and Workforce Solutions classes as a means to expand community outreach. The aim of Phase 1 is fully utilizing and capitalizing on the Urban Center facility.
- Dr. Hughes outlined future phases of Urban Center/Urban Campus development. A complete master campus plan for the urban location is expected to be completed in 2011. The college anticipates the sale of the Covington/Park Hills location within the next 18 months. By law, the proceeds can be used only for the development of the Urban Campus in downtown Covington. College leadership hopes that construction of the Urban Campus can be funded in the next legislative biennium (2012-14). The college needs to design the campus to be able to move quickly when funds are available. Dr. Hughes said that 525 Scott Boulevard will be the location of the Urban Campus, as directed by the Board of Directors.

- Following the presentation, some discussion ensued on the decision-making process to move from a lease-purchase agreement to the purchase of the former Two Rivers facility. Mr. Jeff Groob inquired about the process and decision of moving from the lease to the purchase of Two Rivers. Several Board members clarified the advisory role of the Gateway Board, noting that governance, by law, rests with the KCTCS Board of Regents. Mr. Jordan, Mr. Fowler, and Mr. Paul stated that the Board saw the eventual purchase of the facility as a step in the development of the Urban Campus.
- Dr. Hughes stated that from the sale of Covington Campus and private funding, we could have a substantial amount to begin with to develop the campus.

**VIII. President's Leadership Team Report** – Dr. Hughes referenced his distributed report and noted the following:

- Enrollment has increased to more than 4,700 students, a 13% increase.
- The partnership with Children's Inc. and its recent grant will be beneficial to Holmes High School students.
- Industry forums are under way to learn more about hiring and training needs in specific industries (energy, IT, criminal justice, and advanced manufacturing).
- The college is ready to hire a dual credit/early college coordinator to strengthen matriculation by high school students.
- A special recruitment effort aimed at people of color is scheduled statewide in February and is known as Super Sunday.
- The Health Opportunities grant is transformative and provides for hiring 18 people who will be decentralized throughout the college as program faculty and in student services.
- The college is already in discussions with TANK for dedicated bus service between Gateway campuses.

**A. Fall 2010 Enrollment Report** – Dr. Patricia Goodman reviewed fall enrollment and discussed demographic and income trends (a copy of the presentation is attached to the permanent minutes), which include:

- shift to more full-time students.
- An increase at the Urban Center in part-time students (11% of the college's enrollment).
- A decline in the 1<sup>st</sup> time freshmen rate.
- A 93% in sophomore students; more degree-seeking students; an increase in non-degree seeking students.
- Growth of transfer-in credit – 1,175 came to Gateway with some college credit transfers
- Mr. Paul asked about the decline rate in nursing students. The decline is due to the enrollment requirements the college currently has to ensure better success rates in their areas of study. He also asked if the college can track the number of students who do not graduate from high school. Ms. Goodman replied that data is hard to gather, and it is not accurate. Strive is pushing to get this data and have it accurate for reporting purposes.

- Mr. Cooper inquired about non-degree students (those wishing to take a few courses), undecided students (those not sure of their course of study), and if the college could identify those only in manufacturing.
  - Student demographics – gender shift is becoming more balanced; more female at urban center; ethnicity – black/non-Hispanic is up 26%; the average student age is rising to 28.2 years.
  - Household income – 70% of students report that their family income is less than \$25,000 per year.
  - First generation of students attending college has increased from 50% to 54%; most do not have support networks outside of Gateway.
  - Family composition shows the largest is in single parents.
  - Retention – Gateway is at or above national and state averages.
- Mr. Jordan stated what has happened is that most jobs have gotten technical and there is a mass of people who do not have the education to meet requirements of the current manufacturing workforce. We must send a message that if they want a better paying job you need the education to get those high-skilled jobs.
  - Mr. Jeff Groob distributed information on the value of obtaining a college degree.
  - Dr. Hughes introduced Mr. Tim Chesser, the new Director of Campus Security.
- B. Campaign Update** – Ms. Laura Kroeger provided an update and stated the Capital Campaign Leadership Team had met and determined that it is time to revitalize the campaign. Ms. Kroeger is updating campaign publications. The second phase of the employee campaign will begin soon, and the outreach to external donors will begin in March or April 2011. The campaign is scheduled to be completed by December 2011.

**IX. ANNOUNCEMENTS**

<b>Board of Directors Budget Committee</b>	January 13, 2011
<b>Board of Directors Meeting</b>	January 27, 2011

**X. ADJOURNMENT** – Chairman Jordan adjourned the meeting at 8:45 p.m.

Prepared by Sharon Poore, Recording Secretary

Approved:

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Secretary to the Board

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Date