

**Executive Summary
Board of Directors Meeting
Boone Campus
Thursday, September 23, 2010**

Board of Directors Chair Rick Jordan convened the meeting and declared a quorum. Minutes from the prior meeting were approved. Mr. Jordan introduced Dr. Michelle Deeley Wilhite, incoming faculty representative to the board. Board Secretary Ken Paul administered the oath of office, and Dr. Deeley Wilhite was duly sworn in as a board member.

Chair's Report

Mr. Jordan introduced Dr. Laura Urban, who joined Gateway as provost and vice president of academic affairs in June. Dr. Urban greeted the board and noted her pleasure at having joined Gateway. Mr. Jordan explained a change in the structure of board meetings to focus on the strategic plan in light of all the work being done to create and implement the plan. The President's Report will be mailed to the board in advance of meetings but will not be delivered orally at the meeting; board members are asked to pose questions if any during the meeting.

**Standing Committee Reports
Bylaws/Rules Committee**

Brent Cooper, board member and parliamentarian, stated there was no report from the Bylaws/Rules Committee.

Budget Committee

Board Secretary Ken Paul and Mike Baker, vice president of business and administrative affairs, jointly reported for the Budget Committee. Mr. Paul reported that revenues exceeded expenses for fiscal 2010. Mr. Baker reported the excess was \$1.2 million. He reported that Fall 2010 tuition will exceed the budgeted amount by a narrow margin. Benchmark data from KCTCS has been shared with the Budget Committee and is included in the packet for the board. Gateway's expenditures are in line with KCTCS benchmarks except for an under-allocation related to public service. Mr. Baker indicated that further analysis revealed that Workforce Solutions expenditures will be reclassified as public service in the budget to be more in line with benchmarks. A motion to accept the budget report passed. Dr. Hughes noted that according to representatives of the American Association of Community Colleges no reliable national benchmarks for community college finances exist. He noted that general classifications used by Gateway and reported to the board quarterly are aligned with the accreditation agencies and these data do provide a macro benchmark comparison.

Performance Evaluation of the President Committee

Committee Chair Rev. Richard Fowler reported that all deadlines were met during fiscal 2010, and the evaluation was completed. He will report to the board in November on the process for fiscal 2011 so the committee will be ready to begin the process in the spring.

New Business

Dr. Hughes introduced the discussion of annual plan development by reading an editorial from a newspaper in China, which he had visited with a Northern Kentucky delegation earlier in September. The editorial discussed the need to attract and develop talent for the future. Many of the issues China is dealing with, such as an aging population, are quite similar to U.S. issues. China is seeking to move from a labor intensive to a talent rich economy.

Dr. Hughes reviewed the development of the strategic and annual plan. He summarized the planning process and timeline that led to the rollout of the 2010-2016 strategic plan at the Aug. 2 and Sept. 7 collegewide

meetings. He explained that the new plan has three primary priorities: engagement, pathways and organizational capacity. He also described the annual priorities included within the three long-term categories. The annual priorities focus on the Urban Campus, Dual Credit, Distance Education, Flexible Scheduling, Celebrating Student Achievement, Completion Agenda, Developmental Education, Service Learning and Innovation, Career/Transfer, Student Success Initiatives, Resources and Infrastructure, SACS Reaffirmation, Center for Professional Excellence and Sustainability Management

Dr. Hughes also reported that Dr. Mike McCall, president of KCTCS, has announced transformation initiatives for the entire system which will be used to design system wide programs and services. These focus on Service, including Career Development, Job Placement Services, Student Services and Financial Aid; and Instruction, including Transfer, Dual Credit, Developmental Education and Curriculum Review.

Trish Goodman, vice president of knowledge management and strategic initiatives, presented the process of operationalizing the strategic plan within the college at the department, and individual levels. Dr. Hughes added that the operational planning emphasis focuses on Key Performance Indicators. Plans are designed to create improvement in Key Performance Indicators. Ms. Goodman provided examples of annual plan goals and outcomes.

Board Member Brent Cooper reported on his attendance at a national education/business partnership conference. He noted that according to the conference presenters

- A bachelor's degree is worth more than \$1 million in additional lifetime earnings.
- Nationally, one person drops out of high school every four seconds.
- The rising need for developmental education is a national trend.
- Community colleges nationwide have similar concerns with services degrees and whether these graduates are obtaining jobs.

Mr. Cooper said he thought Gateway was ahead of many community colleges in linking with Workforce Investment Boards in career areas. He recommended tying teacher performance to student performance and suggested Gateway could be a leader in this area through teacher mentorship programs and a teacher residency program. The board engaged in additional discussion on Mr. Cooper's comments.

Ms. Goodman reviewed SACS timeline for reaffirmation.

Mr. Jordan distributed a draft of the dates for 2011 board and committee meetings and noted the dates will be voted on at the November board meeting.

Board Member Jeff Groob asked if community forums related to the Urban Campus had been held outside of Covington and if an analysis of the previous forums had been developed. Dr. Hughes responded that additional forums will be scheduled but are not on the calendar yet. He said the analysis will be forthcoming after all meetings are complete.

Dr. Hughes provided an update on the Urban Center/Urban Campus. Gateway has completed the purchase of the Two Rivers building, where the Urban Center is now located. KCTCS should complete the purchase of the Park Hills Center from Gateway in the next two to three weeks. This will enable the system to begin marketing the Park Hills Center. All instruction has been moved out of Park Hills. Gateway is leasing 14,000 square feet of the Urban Center back to Covington Independent Public Schools under a short-term lease. Additional Gateway courses are being moved to the Urban Center, where a Certified Nurse Aide program will be offered beginning in January. The Urban Center is beginning to offer services on a full-week basis (including Friday). Gateway will partner with the Kenton County Public Library to provide space at the urban Center for library use with several programs during the library's renovation project.

In regard to the Urban Campus, the college is exploring the opportunities for additional property and will meet with Covington officials on the development of the new plan for the city. By the November board meeting, the college should have developed a community group to help with operational planning for the Urban Campus; some internal planning is under way.

Dr. Hughes provided an update on construction at the Boone Campus. The new bookstore will open Oct. 11. The college will move into the new maintenance facility at the Boone Campus (bookstore co-location) next week. New paved parking has provided an additional 300 spaces. The construction company is within 45 days of completing the current portion of the site development work. The next phase will be completed next year when additional funding approved in the State Road Plan is received.

Mr. Jordan announced the following significant dates:

Board Budget Committee Meeting November 4, 2010

Next Board Meeting – Board Annual Meeting November 18, 2010

KCTCS Benefactor's Gala October 16, 2010

The meeting was adjourned.