



Executive Summary
Board of Directors Meeting
Thursday, September 19, 2013

Call to Order, Oath of Office and Approval of Minutes

Chair Martha Johnson called the meeting to order. Parliamentarian Brent Cooper administered the Oath of Office to Ms. Krista Breeden, new student representative to the Board of Directors. Minutes of the June 2013 meeting were approved.

Business Plan Template Presentation

- Dr. Hughes introduced the team that has been working on the template for the business plan. Doug Roberts, budget director for KCTCS, has been involved from a KCTCS standpoint. The status report is work that has been accomplished thus far, and Dr. Patricia Goodman, Mr. Roberts, and Mr. Mike Baker presented plan highlights.
 - Dr. Goodman provided information regarding the outline and timeline of the plan. The plan model defines the current state, future state, and transition from one to the other. The business plan will focus on how the college will fund the transition and future states and how Gateway will focus on becoming premier.
 - Mr. Roberts reviewed the KCTCS Strategic Plan and its relationship to the Gateway Strategic Plan. He noted that Gateway is the first college in KCTCS to develop a college-level business plan; KCTCS wants the process to be scalable and applicable to other system colleges with regular updates and measurable results. He identified the components of the business plan, including an economic forecast, analysis of the competitive environment, a Strategic Enrollment Management plan, analysis of organizational capacity, strategies for closing the gap between current and future states, performance management template, a model for funding the strategy, investments required, a financial plan and operating budget. This outline has been presented to the System Peer Budgeting Team.
 - Dr. Goodman described the student success pathway and how it relates to capacity and Strategic Enrollment Management. She explained the SEM process and noted results thus far: Student Call Center Phase I implementation, a New-Student Network to share recruiting dates and best practices, comprehensive recruitment calendar, and a reorganization of the Admissions function. The outcome of initial steps is tuition revenue \$150,000 above budget for the fall semester.
 - As an example of how the Business Plan Template will work once it is complete, Dr. Goodman reviewed the Participation Rate, which is the percentage of the Gateway service area's population between ages 18-64 with no college credential who is enrolled at Gateway. The current rate is 1.6%, which is below the KCTCS target of 1.9% for Gateway by 2015. Using the template, she demonstrated how the Enrollment Management Team has studied the population and enrollment data in order to develop a preliminary enrollment target of 5,841 students (headcount) by 2014. She shared how the template could eventually be used at the program area level and that this

example was at the macro level.

- Mr. Mike Baker reviewed organizational capacity, including the number of labs and classrooms, the number of student seats available per hour, percentage of seats filled by academic program, percentage of room use. Room usage and capacity will be matched against program growth expectations from Academic Affairs. Next steps in the development of the business plan include completion of the SEM plan and a strategic marketing and recruitment plan, cost analysis of enrollment and retention, targeted growth by academic program, grant funding analysis, alignment of the business plan to the Baldrige Education Criteria, and completion of a template and toolkit that can be used by other institutions.

OFFICER REPORTS

Chair's Report

- Chair Johnson indicated that at this meeting normally a Nominating Committee would be appointed according to the Board Bylaws. Due to the possibility of having new Board members appointed by the Governor in November, she suggested an alternative approach. Following discussion, the board voted to defer appointing a Nominating Committee until the Governor has appointed new Board members.
- Chair Johnson called attention to the proposed 2014 Board of Director's meeting schedule and suggested the proposed schedule be adopted but that the incoming board, when appointed, could adjust the schedule if needed due to schedule conflicts.
- Chair Johnson noted Dr. Hughes' goals for the 2013-14 academic year. They are to:
 - Provide leadership to advance the development of the Urban Campus.
 - Complete and implement an integrated business plan for the college that is aligned with the Strategic Plan.
 - Complete a full review of the Strategic Plan Priorities for 2013-2016 including a formal review of the Vision, Mission, and Values statements.
 - Provide leadership and continue with personal engagement with college and community stakeholders for the purpose of receiving input about the college's program and services.
 - Provide continued assistance to the Gateway Board of Directors.

STANDING COMMITTEE REPORTS

Chair Johnson stated that standing committee leadership and membership would remain the same as for the 2012-13 fiscal year until the new Board is appointed. She requested that if any Board members want to request a change in committee assignment, to please let her know.

- **Bylaws Committee:** The committee had not met so there was no report.
- **Budget/Summary Review:** Committee Chair Rick Jordan, stated the committee would be meeting on October 31 and will have a report at the November 14 Board meeting.
- **Performance Evaluation of the President:** There was no report from the committee.

UNFINISHED BUSINESS

Revised Mission Statement

- KCTCS requires college Mission Statement to be reviewed every three years. Dr. Hughes notes that the revised Mission Statement was provided by survey to all employees, with 137 responding. In addition, the Gateway Board and Gateway Foundation Board provided input during a Future Focus Workshop Aug. 29. The Board then unanimously approved a motion to accept the revised Mission Statement.

Report Variances

- As a follow up to the July 2013 meeting, Dr. Hughes distributed a handout showing the enrollment, credentials and graduates of the manufacturing and trades programs from 2008 through 2013.

NEW BUSINESS

- **Gateway’s 2012-13 Safety and Security Report**

Mr. Mike Baker, vice president for Administrative and Business Affairs, and Mr. Tim Chesser, director of Safety and Security, reported on safety and security. They noted that the safety teams meet monthly to review safety practices at each campus. A Behavioral Intervention Team has been developed to identify students who may need counseling or other services. Securitas Security Services provides contract security at each campus. Last year’s accomplishments relevant to safety and security included mandated training (“Run, Hide, Fight”) for violent incidents, the second phase of ALiCE training (alert, lockdown, inform, counter and evacuate), completion of a voluntary OSHA audit, installation of a “SAFE” alert button on all classroom and most office computers, employment of a site supervisor at the Urban Campus to provide heightened visibility. Campus crime statistics decreased in 2012-13. Current year plans include an emphasis on individual preparedness, additional ALiCE training, incident command training for Campus Incident Response Teams, coordinating training with Securitas, an active shooter drill on each campus, and working with Covington City officials at the Urban Campus.

President’s Report

- Dr. Hughes referred to his report already posted on the Gateway website and lifted out the following highlights:
 - Headcount enrollment as of the Board meeting was 4,524 students, down only 38 students from the prior year. FTE enrollment was 2,477, down only 4 from last year.
 - Tuition revenue exceeded the projected fall budget.
 - Gateway has been named one of 38 colleges nationwide as “Best for Vets” by Military Times and the only college in Kentucky or the tri-state.
 - Eight annual priorities have been established in alignment with the Strategic Plan; all faculty and staff members will plan their performance around these eight priorities.
 - Gateway received one of only 23 national TAACCCT grants. The \$2.74 million grant will be used to expand manufacturing.
 - The Healthy Place to Work and Learn initiative has been announced publicly and to the college community. Effective Jan. 1, 2014, Gateway will join 770 other colleges nationwide that prohibit the use of tobacco in any form on campus. The purpose is not to restrict behavior but to encourage a healthy environment. The initiative will be rolled out during the fall; plans are being developed now to provide information and fitness/wellness opportunities to the college community. The college expects some negative feedback.
 - Gateway and Northern Kentucky University will announce a new Gateway2NKU degree pathway/dual admission program on Oct. 4.

ANNOUNCEMENTS

- Next Budget Committee Meeting – October 31, 2013
- Board of Directors Meeting “Annual Meeting” – November 14, 2013

The meeting adjourned at 8 p.m.

IMPORTANT DATES TO REMEMBER

**Grant County Career & Technical Center Opening
Bourbon, Bequests and Bicentennial (Covington)
KCTCS Benefactor's Gala (Lexington)
GCTC Commencement**

**September 24, 2013
October 11, 2013
November 9, 2013
May 15, 2014**