



President’s Leadership Team Report to the

Board of Directors

November 15, 2012

Overview of Report

During the 2012-13 academic year, the President’s Leadership Report will be organized primarily by the three Strategic Focus Areas contained in the 2010-2016 Strategic Plan: Pathways, Engagement, and Organizational Capacity.

PATHWAYS: *(KPI’s include enrollment, matriculation, businesses served, completion, licensure rates, and employment.)*

Enrollment

Fall 2012 preliminary final enrollment as of November 6, 2012, is as follows:

Year-to-Date Comparisons

| | Fall 2011 | Fall 2012 | % Change |
|----------------|------------------|------------------|-----------------|
| Fall Headcount | 5,396 | 5,247 | -2.76 |
| Fall FTE | 2,727.20 | 2,481.91 | -9.9 |

Distance Learning

- Five-hundred and eighty-six (13%) of fall 2012 students are ‘online-only’ students, compared to four-hundred and ninety (10%) of fall 2011 students.
- Total (duplicated) fall 2012 enrollment (1,660) in Gateway-delivered online courses increased 142% over fall 2011 (686). 33% of fall 2012 online enrollments (duplicated) are from non-Gateway students.
- Total credit hours generated by Gateway online courses in fall 2012 (4,958) has increased 152% over fall 2011 (1,968). For Gateway-delivered courses, the number of credit hours taken online by Gateway students has increased 103% over fall 2011; the number of credit hours taken online by non-Gateway students has increased 368% over fall 2011.

| | Fall 2010* | Fall 2011* | Fall 2012** |
|--|---------------------|---|--|
| ENROLLMENT | | | |
| Enrollment in Gateway Online Courses (duplicated) | 398 | 686 72% increase over 2010 | 1,660 142% increase over 2011 |
| Gateway Students (duplicated) | 296 74% of total | 574 84% of total | 1,107 67% of total |
| Non-Gateway Students (duplicated) | 102 26% of total | 112 16% of total | 553 33% of total |
| Enrollment in Gateway Online Courses (unduplicated) | 370 | 583 36% increase over 2010 | 1,341 130% increase over 2011 |
| Gateway Students Taking at Least One Online Course | 1,328 | 1,352 2% increase over 2010 | 1,471 9% increase over 2011 |
| Gateway Students Taking Only Online Courses | 456 | 490 7% increase over 2010 | 586 20% increase over 2011 |
| CREDIT HOURS | | | |
| Credit Hours Generated by Gateway Online Courses | 1,146 | 1,968 72% increase over 2010 | 4,958 152% increase over 2011 |
| Gateway Students | 836 73% of total | 1,607 82% of total 92% increase over 2010 | 3,267 66% of total 103% increase over 2011 |
| Non-Gateway Students | 310 27% of total | 361 18% of total 16% increase over 2010 | 1,691 34% of total 368% increase over 2011 |
| FULL-TIME EQUIVALENT (FTE) | | | |
| FTE Generated by Gateway Online Courses | 76.40 | 131.20 72% increase over 2010 | 330.53 152% increase over 2011 |

* Represents actual, final enrollment for given term

** Enrollment as of November 6th, 2012

- Through the Department of Labor Innovative Pathways in Technology and eLearning Careers (IPTEC) Grant, the College will begin offering courses and certificates toward the Instructional Design and Learning Technology AAS Program in January 2013. Final approval of the full AAS is expected in December 2012.

Recruitment Activities of New and Returning Students

- For the fall 2012 semester, approximately 1,203 students attended SOAR sessions (Student Orientation, Advising and Registration) through the Edgewood Campus Advising Center.
- In an effort to boost early registration for the spring 2013 semester, the Enrollment Management division, in conjunction with marketing and PR, created an incentive program for students. Students enrolled by November 16 are eligible to win a Nook Tablet (full-time students) or Skull Candy Headphones (part-time students). More than 1,000 posters were placed on campuses encouraging spring enrollment.
- Recently, selective admissions for the nursing program were conducted, and a class of forty-two new nursing students will begin in January 2013.

- The Allied Health division was well represented at the September 13 North Central Area Health Education Center's Showcase at Thomas More College. The following programs had faculty and student representatives available to demonstrate skills and provide information for the following allied health careers to approximately 600 area high school students: Medical Assisting, Phlebotomy, Medical Information Technology, Health Information Technology, Personal Trainer, Massage Therapy, and Retail Pharmacy Technician.
- The Regional Interagency Transition Team (RITT) Transition Forum will be hosted by Gateway on Friday, December 14, at the Boone Campus. The RITT sent out flyers to the local high school special education teachers.
- Currently, there are 167 enrollments in the Gateway Regional Academy (GRA) from 16 different high schools in Northern Kentucky and five home-schooled students. The GRA has exceeded the original enrollment goal for fall 2012 which was 100 students.
- **Shelby Krentz**, director of the Gateway Regional Academy (GRA), is recruiting heavily for spring semester and working with a number of counselors from both public and private schools. Private schools such as Christian Academy and Holy Cross have taken an interest in the GRA and will be sending more students next semester.
- **Tess Burns, Patrick Lamping, and Margaret Thomson** supported the rollout of the Go KCTCS Student Service Call Center by promoting the center with Gateway-produced publicity before the October 25 launch to demonstrate the new capability to SACS. On launch date, the department issued a news release, Twitter, and Facebook announcements, posted table tents, indoor and outdoor signage and banners, and distributed wallet cards to pass out to students.
- In October, Peer Ambassadors participated in the STEM Days with the Workforce Solutions division. Ambassadors led group tours and shared a student's perspective on Gateway with the high school student participants.
- Manufacturing Pipeline Initiatives include the following:
 - Gateway STEM (science, technology, engineering, and mathematics) days are designed to introduce high school students to STEM careers, particularly those in Advanced Manufacturing. With the support of Division Chair Dee Wright, Manufacturing and Trades Technology Division faculty provide demonstrations on each STEM day in four of the six Advanced Manufacturing majors. Students are permitted to participate in hands-on manufacturing activities and learn about labor market trends. After rotating through the four demonstrations, students learn about dual credit through the Gateway Regional Academy and Gateway admissions.
 - Students then visit one of Gateway's manufacturing partners where the company provides the students with a pizza lunch, information about that particular company, and a tour of their manufacturing floor. Often, the tour is led by an apprenticeship student who works full-time at the company and takes classes at Gateway. Thus

far, three schools have brought 84 students to tour Gateway's Center for Advanced manufacturing as well as three different manufacturing companies (Mazak, Ellison Technologies, and Emerson). Three more schools and companies (DHL, MAG, and Messier-Bugatti) are scheduled for STEM days in the fall semester, and five STEM days are scheduled for the spring semester. At the completion of the day, students are then surveyed on the learning outcomes targeted, and they consistently report significant increases in their knowledge of and interest in manufacturing careers.

- Currently, the new Dean of Workforce Solutions, Carissa Schutzman, is building a STEM framework with the assistance of the Advanced Manufacturing Recruitment Committee, as well as an internal Gateway STEM committee. This framework includes pre-activities and post-activities so that students can engage in the STEM day in more meaningful ways and can think critically about the education and career opportunities in STEM. Another aspect of the framework is orientation for both educators and manufacturing partners prior to their actual STEM Day. The purpose of the orientation sessions is to discuss best practices for all stakeholders in order to meet the desired learning outcomes for students. The first orientation session was held September 7 for companies interested in hosting a school for a STEM day. Ten representatives from six companies attended the orientation.
- These orientation sessions will be expanded to school administrators, counselors, and teachers, and a pilot orientation was held with Kenton County School Counselors on October 26.
- The 20 counselors and one district administrator attended the pilot orientation which was held at the Gateway Boone Campus Center for Advanced Manufacturing building. The counselors toured the manufacturing labs in the CAM building, talked to several Gateway faculty members and then learned about the need for skilled labor in the Northern Kentucky manufacturing sector. Carissa Schutzman shared the results of the Northern Kentucky Industrial Park research findings in NKIP's "Manufacturing Workforce Needs and Pipeline Assessment." The counselors were not aware of this shortage and were very engaged in a discussion on ideas to connect their high school students, particularly, seniors with the manufacturing industry through a partnership with Gateway. Doug Beard from the Northern Kentucky ADD district presented the group with information about internships and tuition assistance. Shelby Krentz also provided the counselors with information about the Gateway Regional Academy, and Carissa Schutzman shared information about stackable credentials and career pathways. The counselors also assisted with feedback concerning the framework and the pre- and post-activities for STEM days. They also toured Kellogg's in the afternoon and learned more about the skills needed to enter advanced manufacturing careers. All of the counselors agreed that they needed more opportunities like this in order to connect their students with the numerous opportunities available in the manufacturing sector and at Gateway. Counselors from all northern Kentucky school districts will be invited to attend similar sessions and receive CEU credit next semester.

- The Gateway Advanced Manufacturing Recruitment Committee met on October 18 to review the accomplishments from the 2011-2012 year and to identify the goals for the 2012-2013 year. Seventeen people from companies and local school districts attended the committee meeting. Carissa Schutzman shared with the committee several ideas for expanding the current STEM day to include pre- and post-activities so that students have a context before arriving and have follow-up after the day to connect with Gateway and manufacturers. The committee provided excellent feedback for making the STEM experience more strategic. The committee also discussed ways to incentivize parents to attend STEM sessions where they learn more about manufacturing career paths. Finally, the committee members were asked to think about the developing guidelines for employers and schools who participate in STEM days to improve measurable outcomes.
- The NSF Mechatronics and Innovation for Rural Technicians Grant Project achieved two milestones. Project Manager, Dr. Yvonne Meichtry, reported that:
 - The first employer tour of the Grant County Career and Technology Center (CTC) since it opened in fall 2011 was held October 8. The tour, which highlighted Gateway's Mechatronics training at the school, was organized by Gateway in collaboration with the Grant County Industrial Development Authority and the school. A representative of Dana Corporation attended, and other tours will be planned in the future.
 - Representatives from Gallatin Steel, Mubea, and Ellison Surface Technologies presented career sessions to the Mechatronics, electrical, and welding students at Grant County CTC.
- The college was active in the community with a presence at the September 18 State of Northern Kentucky, October 19 Oasis celebration dinner, October 30 Northern Kentucky Tri-ED anniversary reception, and the November 13 Regional Economic Outlook.
- The radio campaign continues on WNKR/UK sports events. TV spots continue on WSTR, and the college is working with the station to film 60-second "vignettes" marketing Gateway during WSTR movies that will be aired on November 18 and December 9. Gateway participated in a Cumulus Radio Job Fair that provided 125 promotional mentions on five local radio stations and advertises on the KyForward.com website.
- A personalized URL mailing is being sent this month to all ACT test-takers in our service area. Each student receives a postcard promoting a personal website address where he or she can provide contact information. Everyone who responds will receive a Gateway drawstring backpack and is entered in a statewide drawing for an iPad. The mailing is supported by posters delivered to local high schools.
- A "gymboard" campaign to support Gateway programs at Pendleton and Grant County High Schools is being developed. The personalized URL mailing and the "gymboard"

campaign are paid for with KCTCS funds.

Activities in Support of Non-Traditional Pathways to Gateway

- **Amy Monson**, Coordinator of Career Services, collaborated with the One Stop to offer the One Stop Job Fair at our Boone Campus on Wednesday, October 17. There were over 289 job seekers and 41 companies represented at the job fair.
- To date for fiscal year 2012-13, Ready to Work/Work and Learn has served 156 combined students with a variety of academic/non-academic services which include advising, counseling, referrals to other agencies, mentoring, job shadowing, and community service and work study opportunities. Other activities include job readiness, career counseling, and college preparation.
- **Phil Accardi** and **Dr. Angie Taylor** completed three DACUM and ACT Job Profiles for Ticona and Kellogg's. They were for manufacturing positions at the two companies. These profiles are conducted to establish skill levels in Applied Mathematics, Reading for Information, and Locating Information. Pre-hire candidates then take the Work Keys tests at the Gateway Assessment Center.
- The Workforce Solutions Division Gateway VETS program now has 193 veterans who have completed orientation services. Further, they have 67 veterans now taking classes at Gateway, and 25 veterans have been placed in employment. On October 29, the Haile and Farmer Family Foundation hosted a luncheon for Col. David Sutherland and Lee Woodruff at the Freedom Center. Proceeds from Woodruff's book sales went to the Gateway VETS program.
- A new training program under the direction of Workforce Development Liaison **Christi Dover** received approval of \$60,000 KY WINS funding. Mubea's new leadership development program marks the first formal leadership development training for Mubea's supervisory employee population of approximately 80 employees. Training will begin in November.
- **Phil Accardi** is launching Train the Trainer classes for the Life Learning Center in Covington beginning in November.
- ITRON, a manufacturing company in Owenton, has received \$45,000 in KY WINS funding for LEAN Manufacturing training. The training, under the direction of Workforce Development Liaison **Barry Wilhite** will be offered on-site and consist of approximately 100 hours of training for their employees. The LEAN training is designed to make them more efficient to help with the rapid growth they are experiencing and thus adding a second shift of employees.
- There are six Science, Technology, Engineering and Math (STEM) events planned for fall semester. The participating companies providing lunch and tours include DHL, Ellison Group, Emerson, Mazak and Messier-Bugatti-Dowty. The STEM students from local high schools tour Gateway's manufacturing majors and then are hosted by the companies. The Gateway Manufacturing Consortium Recruitment Committee, under

the direction of **Dean Carissa Schutzman**, is creating a STEM Framework, which will include STEM pre-activities and post-activities including social media to provide students with a working knowledge of STEM careers and labor market trends. Ms. Schutzman also hosted Kenton County guidance counselors on October 26 and after completion of a STEM workshop on campus, the counselors participated in a tour of Kellogg's.

- **Brenda Campbell**, external manager for continuing education, reported that 210 individuals have received continuing education units in the fall for HVAC, Plumbing, and Electric workers.
- The Workforce Solutions team traveled to Falmouth on October 16 and met with five local companies to discuss training and other Gateway offerings.
- The Gateway Advanced Manufacturing Consortium met on October 18 to update the business plan and to hear several speakers including Maryanne McGowan from Duke Energy, Doug Beard from NKADD, and Janice Urbanik from Partners for a Competitive Workforce. Twenty-seven people from 21 organizations attended the consortium meeting. After the three speakers, **Carissa Schutzman** reviewed the Advanced Manufacturing Business Plan with the members and suggested some updates in light of the NKIP data. The consortium members were invited to send suggestions for the business plan to Carissa and call her to schedule an appointment to discuss their hiring needs. Several companies wish to begin apprenticeship training programs in the spring and Gateway faculty and staff will work together to get these apprentices registered for spring classes.
- Kenton and Boone Counties were awarded funding from KY Adult Education to deliver EI Civics instruction. These funds are to be used in conjunction with current ESL funding to offer intensive instruction and preparation for the US Citizenship exam.

Transition of Students to Senior Colleges and Universities

- The Gateway Transfer Fair was held on October 24 at the Edgewood Campus. Twenty colleges participated in the fair with approximately 102 students participating. Of the 102 participants, 50 completed our brief exit survey. Results from the survey were positive with over half of the students indicating that they were more likely to pursue transfer opportunities after attending the fair.

ENGAGEMENT (KPIs include student engagement survey, retention and persistence, developmental education success, partnership development, and student learning outcomes.):

- Students in the Paramedic program started their clinicals. Students are in all five of the St. Elizabeth emergency rooms and eventually will be in the OR, the Cath Lab, labor and delivery, and the ICUs. Students are performing a range of skills including IVs, medication administration, intubations, and more.

- The Paramedic program now has two high-fidelity simulation manikins which are tetherless and can be placed in different locations throughout campus so as to give a real-life feel to an emergency scenario. For example, the manikins can be placed in the parking lot to simulate a car accident or in the middle of the Student Service Center to simulate a student having a heart attack.
- As of October 22, 187 students have identified with Disability Services for fall term; 51 of those students are new. (A new student is defined as one who has just started Gateway or has been gone for two or more semesters not counting summer semester.)
- The Massage Therapy program held an open house from 3 to 7 p.m. on October 25 with students and Licensed Massage Therapists performing over 65 chair massages. Several students, faculty, and staff have scheduled appointments for when the Massage Therapy Center opens on November 1.
- The Auto Tech program faculty, students, and ATECH employees worked together to create a trainer that shows both the internal workings of a gasoline engine and the inside of some hybrid technology. Gateway donated the drivetrains, and ATECH donated its experience and time to create the working model. The trainer was developed at no cost to the college and demonstrates one of many great partnerships the college has with local business and industry.
- Students in the Medical Assisting program now complete two clinical rotations: one in family practice and the other in a specialty area. The new rotations are going well and are very successful.
- The Gateway Speech Team will attend the Owensboro Community and Technical College BBQ Capital of the World Speech Tournament on November 9 & 10, 2012.
- Several student organizations developed and participated in the first annual craft fair/yard sale at the Edgewood Campus. This event was organized to raise awareness about Gateway and to help raise money for United Way and future funds for student activities.
- On October 25, SGA and Library Services worked together to host a Zombie Fest and Trunk or Treat for students, employees, and their families. The event offered trunk or treating opportunities sponsored by student organizations and classes on campus, along with many fun organized activities.
- Throughout the month of October, The Ready to Work/Work and Learn programs have been involved in their annual Boo-Gram fundraiser which funds the Holiday Party held for RTW/W&L students and their children. A BOO-Gram is a small bag of assorted Halloween-sized candy with a personalized message attached to it. All proceeds go towards the holiday party and other events during the year for Ready to Work/Work & Learn students and their children.

- According to **Amy Monson**, coordinator of career services, 39 students are participating in the colleges Work Experience program. College Central Network, Gateway's primary job posting service for students and alumni, had 56 new companies register and 130 new jobs between July 1 and October 19. Currently, there are forty active job postings in the network.
- **Tiffany Minard**, intervention specialist, partnered with NorthKey Community Care and offered an online suicide prevention training (Question, Persuade, and Refer) on September 17. The training provided faculty and staff with education on how to question, persuade, and refer suicidal individuals. Participants earned certificates for completing the training.
- **RuthAnne Kolumba**, coordinator of academic success, reported that tutoring services were expanded to other campuses this semester with math, English, and writing. Biology and Spanish tutoring focused services at the Edgewood Campus, and accounting and computer literacy at the Covington Campus. There are more than 100 hours of combined tutoring being provided each week at Gateway by 15 peer tutors. A new tutoring format for Biology students in Anatomy and Physiology courses has begun. Selected biology peer tutors facilitate Review Sessions on a weekly basis to mirror the curriculum outlined in course syllabi. Weekly, there are Review Sessions scheduled for BIO 135, BIO 137, and BIO 139 at the Edgewood Campus. Faculty partner **Diane Fritz** has collaborated with us for the third year to identify qualified peer tutors. This year, Ms. Fritz assisted in peer-tutor training that provided information on how to integrate new resources offered through the Anatomy and Physiology textbook publisher. Along with Diane, **Chad Grooms, Mike Riley, Rock Neelly, Fares Da Silva, Dr. Teri Vonhandorf, Amy Van Horn, Stacey Siekman-Hall, Leonard Thompson, Sherry Parsons, Stacy Mueller, Abby Kessinger, Jennifer Boblitt-Johnson, and Terri Green** have been key collaborators promoting the Knowledge Café and tutoring services.
- **Tess Burns** refreshed the design on the Gateway home page. She is responding to client requests for Facebook and Twitter groups/accounts and providing associated training. She is also training content managers to manage their own web pages. In addition, Tess provided social media training to grant administrators, LinkedIn training to a business "Employability" class, social media and branding training at Fidelity Investments for a high school employability workshop, social media training to the Northern Kentucky Women's Initiative, and Public Relations Department orientation to the First-Year Employee Experience group.
- Public Relations issued 28 news releases, contributing to 170 positive news media stories, and completed 140 different projects sent to them internally through the Brew. Among those projects is working with **Peg Russell** and **Cindy Sproehnle** to publicize changes in GED testing requirements and deadlines, Transfer Fair materials, the SMART Plan/QEP campaign, Massage Therapy campaign, and Banned Book Week.
- **Kristen Smitherman**, project manager for the college's Benefits Access for College Completion (BACC) Grant, reported that the grant has helped Gateway establish national connections with other community colleges. First, Site Lead **Shellie Baker**

was invited to present at the National Conference for Workforce Education in collaboration with the grant's sponsors, the American Association for Community Colleges (AACC) and the Center for Law and Social Policy (CLASP). This was quite an honor, and the presentation gave Gateway an opportunity to share the college's best practices on a national stage with two prestigious partners. Secondly, after the press release was published about the BACC grant-funded colleges, several community colleges from Louisiana contacted Gateway to learn alongside the college as they continue the work associated with the BACC initiative.

- **Ressie Hall**, manager of business operations for the Workforce Solutions Division, reported that the staff is serving 31 local companies with awarded KY WINS funding totaling \$1,045,790.
- The Assessment Center, under the direction of **Cindy Sproehnle**, has tested over 100 LSAT candidates and will be testing again on December 1. Candidates for the MPRE tested on November 3 with 165 participants. The Insurance Agent Licensing test for both Kentucky and Ohio agents is increasing with 648 Kentucky agents and 200 Ohio agents.

ORGANIZATIONAL CAPACITY: (KPIs include acquisition and use of resources, employee and organizational development, quality assurance, and sustainability management.)

- Gateway's counseling department is now a member of the Safety Net Alliance of Northern Kentucky, as well as the Northern Kentucky Re-Entry Team, both of whom serve the surrounding counties of Boone, Campbell, Grant, and Kenton. The Safety Net Alliance of Northern Kentucky is comprised of non-profit agencies all of whom provide either social, mental, health, food, transportation, or housing services. The Northern Kentucky Re-Entry Team is comprised of non-profit agencies all of whom provide either employment, mentoring, mental health, or educational support for persons re-entering the community following incarceration.
- Gateway hosted the SACS On-Site Committee on campus October 23-25, 2012. The 10-member committee met with and interviewed more than 80 individuals, including faculty, staff, students, members of both the Gateway Board of Directors and the KCTCS Board of Regents, and staff at partner off-site locations including Citi and Grant County Career and Technology Center. Gateway received zero (0) recommendations within the Compliance Certification. The College's Quality Enhancement Plan (QEP) was accepted with no modifications. Gateway received one recommendation for the QEP to expand the assessment plan to include a greater variety of summative and formative assessments. The On-Site Committee cited three strengths of the QEP:
 1. Inclusion and engagement in the development of plan through broad-based involvement of stakeholders.
 2. Leadership structure for implementation and oversight of the plan, including the confidence of faculty leadership in the QEP Project Manager and the fact that

leadership is spread across senior leadership instead of being isolated.

3. The plan has great validity, being built on consensus and practices already underway at the College. Strategies are rooted in literature and best practices and the timeline for implementation is strong and thoughtful.
- Next steps include the College's receipt of the final report, a response to SACS on the QEP recommendation by March 25, and the final decision on Gateway's reaffirmation of accreditation will be made in June 2013.
 - **Phil Accardi** recently completed strategic planning with the Gateway Advising Team and started a process improvement project with the Gateway Enrollment Management team.
 - The LEAD VII class participated in an overnight retreat on October 3 and 4 at Bracken Ridge. Their November and December sessions include panels of community leaders and a presentation about the importance of Gateway/community partnerships. Participants will learn about our community partnerships and how to enhance their work through networking and partnership development.
 - The Workforce Solutions Division hosted an adjunct orientation/professional development dinner on September 17.
 - First Year Employee Experience; sessions were held on 10/26/12, introducing new employees to the employees and services at the Boone and Edgewood Campus. The day included presentations from programs at both locations and campus tours. There were a total of 17 employees that graduated the FYEE program at the conclusion of this session.
 - Training for the OnBase Enterprise Content Management project continues and was conducted via Live meetings. Phyllis Yeager and Connie Wiedeman from the HR department attended.
 - Open Enrollment 2013 for employee benefits was completed Thursday, October 25th with 100% enrollment. This year, open enrollment was a passive enrollment; only those members making changes to their health insurance, Flexible Spending Accounts and/or Health Reimbursement Account plans were required to re-enroll. Benefit plan changes and costs have now been posted via the Department of Education Insurance (DEI)/Kentucky Education Health Plan (KEHP).
 - Mid-Year Reviews for Individual Learning Plans (ILP) for 2012-2013 are due to HR on January 25, 2013. HR will continue to meet to meet with department supervisors to assist in the ILP development as it relates to their annual plans and the Gateway Strategic Plan.

Marketing Initiatives

- The Public Relations department developed and implemented an internal “Register Now” campaign to existing students by posting Gateway-produced posters, flyers, and banners on every campus and in every restroom, classroom, and stairwell. Yard signs have been posted at every campus. The campaign offers an incentive gift to students who register by November 16 for the spring semester. A series of news releases was issued to promote registration and specific programs, as well as scholarships. Each called attention to ongoing open registration. In collaboration with the Enrollment Management team, an outbound message calendar/strategy has been developed to communicate to current and new students in order to increase enrollment and retention. **Tess Burns**, along with Gateway and KCTCS colleagues, is set to develop/implement/update the online student recruitment form and the online class schedule.
- **Margaret Thomson** collaborated with Bill Mitchell and Angela Hornbeck in Pendleton County to publicize Pendleton County classes and develop marketing materials. The department produced rack cards for the Computer & Information Technologies and Instructional Design and Leadership programs. **Patrick Lamping** also developed a new HPOG brochure to promote all HPOG-eligible majors.

Safety & Security

- **Tim Chesser**, director of Security, added office hours at each campus to allow better access by students, faculty, staff, and security guards.
- Security guard hours of operation have been extended to cover building hours. Our new lead officer from Securitas is John Hegge. Mr. Hegge is an experienced police officer and serves as the liaison with the Gateway director of Security. Campus rounds are being increased to once per hour. Additional areas are being barcoded for checking by guards.
- An expert in the area of crisis management plans and emergency management training, Dennis K. Sullivan (CEM), will speak with several campus groups in December in an effort to strengthen our plans and preparedness. Mr. Sullivan will be conducting an audit of our plans prior to his talks. Mr. Sullivan is director of Emergency Management at the University of Louisville.
- The Domestic Violence Grant has two new staff members. They are a director and a counselor from the Women’s Crisis Center. Meetings have been held with our community partners.
- New signage and traffic arrows were placed at the Covington Campus to improve traffic flow and driving safety.

- Fire drills were conducted at all campuses, with an evacuation time of less than two minutes.
- Gateway partnered with the Kenton County Sheriff's Office to present the "Parents 360 RX" program to students. This was the first such public presentation given in the United States. The program will be repeated in February 2013.
- At the end of November, "Impaired Driving" and "Rape Aggression Defense" programs will be conducted for students and the community. A full RAD class is planned for early 2013.
- Campus Incident Response Teams (CIRT) met to discuss the campus safety survey results and address areas of concern.
- Extensive SNAP alert testing was conducted state-wide in conjunction with KCTCS, and internally at Gateway. As a result of the testing, Gateway was instrumental in identifying and fixing issues that were being experienced by all KCTCS colleges. Melissa Sears worked with both CBTS and KCTCS to assure that subsequent testing was successful.

Sustainability

- The Sustainability Team, co-chaired by **Linda Wright**, Business Office Projects, and **Justin Ervin**, faculty, has had several productive meetings. This team met with Billie Harden and Ken Marks from KCTCS, and is actively working on requirements outlined in the KCTCS Sustainable Development Framework. At the October meeting, representatives from Duke Energy presented the benefits of developing an energy management plan. The college will be working with Duke Energy on this project and will utilize students in this process as part of their education and training.
- Campus buildings and grounds continue to be well maintained by the maintenance and operations division under the direction of **George Hall**.
- Safety surveys were completed at each campus by OSHA's Department of Education and Training. Work is being done in response to OSHA's fine-free walkthrough evaluation. Covington and Edgewood campuses are in compliance. Boone and Urban Campuses are making the necessary adjustments. This is a joint effort between the security and maintenance & operations departments.
- The last phase of the AMERESCO audit on our energy savings was completed. New controls are in place for the Edgewood facility.

Facility Projects

| Project Location | Project Description | Estimated Scope | Biennium | Complete |
|--------------------------|--|------------------------|-----------------|-----------------------------|
| GCTC Urban Center | HVAC & Controls Upgrade | 599,000 | 20012-2014 | |
| GCTC Urban Center | Roof Replacement | 499,000 | 2012-2014 | |
| GCTC Boone | Parking Lot Fill; Strip & Coat CAM Building | 150,000 | 2010-2012 | Funded by Maintenance Funds |
| GCTC All Campuses | Security Cameras & Related Security Equip. | 200,000 | 2012-2014 | On-going Projects |
| GCTC Edgewood | Construct Parking Lot for Campus | 599,000 | 2012-2014 | |
| GCTC Boone | New Entrance Sign | 150,000 | 2010-2012 | |
| GCTC Urban Center | Asbestos Removal | 599,000 | 2012-2014 | |
| GCTC Park Hills | HVAC & Controls Upgrade | 200,000 | 2012-2014 | |
| GCTC Boone | Repair Side Entrance | 75,000 | 2012-2014 | |
| GCTC Boone | Replace VCT & Repair Floor 1 st Floor | 35,000 | 2012-2014 | |
| GCTC Covington | Covington Parking Lot Resurfacing | 250,000 | 2012-2014 | Complete by College |
| GCTC Boone CAM | Boone Campus Building Repairs | 40,000 | 2012-2014 | Complete by College |

- Construction on the addition to the Boone Center for Advanced Manufacturing is on schedule for opening in spring 2013.

College Budget Update

- As disclosed at the Board of Directors Finance meeting, the college's fall tuition will fall short of budget by approximately \$300,000 after corresponding decreases in tuition waivers are factored out. The college held back 25 percent of operating budget which will more than offset this shortfall.
- The college is closely monitoring the spring tuition budget. All other revenue categories will meet or exceed budget. Grant and contract activity continues to be very successful.
- The college's expenses incurred during the first quarter are within budget. No adjustments are needed at this point or are anticipated. Declining state appropriations as a percent of budget continue to be a big concern.
- The Business Office successfully closed out the June 30, 2012, fiscal year with no audit findings.

Foundation and Resource Development

- The new Robert T. Green Endowed Scholarship, founded with the help of Northern Kentucky Tri-ED, continues to grow. Over 20 companies and individuals have contributed \$23,350 to the endowed scholarship. Bob was a longtime staff member of TRI-ED.
- The Foundation Board Annual Fund Campaign began November 1, with the goal of 100% participation. The Sixth District School Fund is now at \$10,390.55 thanks to \$5,935.82 being received from the Tubby Smith Fund. The check was presented at the October 9 Covington Commission meeting. The school's playground was rebuilt after fire destroyed much of it in the summer.
- The Foundation's Student Emergency Fund was accessed six times in September and three times in October by students for immediate emergencies. Students were assisted with a variety of financial needs, including access to transportation, personal needs, and school-related expenses.

Capital Campaign

- The Foundation debuted the Benefactors Society, the college's new planned giving organization, at Wine, Wills & Wes on Friday November 2. Over 80 people attended the event at the historic Covington home of Foundation Board member Jeanne Schroer. The invitation-only event was free to attend thanks to \$5,000 in sponsorships. Steve and Nancy Frank were the main sponsors. The event drew numerous new donor prospects for the college. A new planned giving brochure and new website can be found at www.gateway/kctcs/plannedgiving.edu.

Grants Received/Pending

- Five grant proposals are pending: National Science Foundation ATE Energy eLearning, Kauffman Foundation, National Science Foundation S-STEM Scholarship Program, National Science Foundation Transforming Undergraduate Education in STEM, and Gateway to College National Network.
- The Health Profession Opportunity Grant (HPOG) finished its second year in September 2012 and received funding for \$1.8 million for the third year of the grant. The college met its two-year enrollment goal of 235 students and exceeded the retention goal of 70%. Six new programs (phlebotomy, pharmacy technician, paramedic, health information technology, human services, and electronic medical records) were added to the Allied Health division, and several current programs were expanded in the past year with HPOG funding. Data is being collected to determine effectiveness of the interventions provided by HPOG.
- In partnership with the Accelerated Opportunity Grant, Kenton County Adult Education instructors are providing instruction in three career pathways on the Covington and Boone campuses. Currently, 37 students are receiving basic skills instruction while

also learning technical core content.

- All four Gateway Adult Education programs continue to be able to pay \$45 of the \$60 GED exam fee from scholarships provided by the Northern Kentucky Education Council. Grants have been written by a sub-group of the council to continue to make these funds available to our programs.
- The Accelerating Opportunity Career Pathways grant will add more sections in Auto Technology, Machine Tool, and Interdisciplinary Early Childhood Education (IECE) for spring 2013. Most Accelerating Opportunity students appreciate the extra academic and non-academic support they receive.

Urban Campus Update

- The Gateway Foundation announced the acquisition of the Marx Building at the October 19 Growing IT in Covington event. The 50,000 square-foot building will house the Gateway Technology and Design Center as part of the Urban Campus. It is across the alley from Gateway's current Urban Center.
- A news conference is planned for November 14th to present the Urban Campus Master Plan to the community. The press conference will begin at 1 p.m. at the Urban Center in Covington.

Honors, Activities, and Recognition of Employees, Students, and Partners

- **Dr. Kerri McKenna** was selected as the division chair for the Developmental Education Division and will assume her new duties in January 2013.
- In October, **Shellie Baker**, Coordinator of Student Engagement, presented at the National Council for Workforce Education (NCWE) conference in Long Beach, CA. Her presentation, along with representatives from CLASP, focused on best practices at Gateway to ensure students have access to public benefits on campus.
- Gateway was selected to host the 2012 Kentucky Association of Developmental Education (KADE) conference in fall 2013.
- **Dr. Amber Decker** was selected to participate in the SOAR Leadership Program. SOAR delivers a well-rounded professional development program to high potential women who have proven their readiness to advance within their organization. This program provides a great opportunity to develop local peer networks that continue long after the formal program has ended.
- **Laura Kroeger** spoke on the theme, "Never Give Up," at the SOAR Young Women Lead Conference on October 16.
- **Cindy Sproehnle** spoke to the Kentucky GED examiners on November 2. Gateway is one of three pilot GED test sites in Kentucky. Cindy also presented at the KACRAO – Kentucky Admissions and Registrars Conference on October 11 about Gateway's

successful use of the CLEP exam, which provides credit for prior learning.

- **Dr. Laura Urban** will be a panelist at the KCTCS Academic Leadership Conference on November 9. Five Gateway division chairs will be attending the conference as well.
- **Regina Borders** and **Colleen Kane** attended the American Printing House for the Blind (APH) annual meeting of their Science, Technology, Engineering and Mathematics (STEM) Accessibility Consortium to hear the developments on making printed or computerized STEM material usable by students who are blind or visually impaired. Ms. Borders and Ms. Kane saw some amazing products and software that are being developed.
- **Tiffany Minard**, intervention specialist, and **Stacey Walden**, community counselor/ educator, presented information about the Office for Violence Against Women (OVW) grant structure and services at the First Year Experience Orientation on October 26.
- Nursing graduates continue to pass the NCLEX on their first attempt at a high rate; 24 of 25 May 2012 graduates passed the NCLEX on their first attempt.
- The Nurse Aide Program continues to collaborate with the Health Professional Opportunity Grant (HPOG) in providing additional skills assistance in the skills lab to promote improved skills performance and pass rates. The placement rates among nurse aide graduates remain strong and this trend should continue with an aging population. Job opportunities should remain strong for our nurse aide graduates seeking employment now, and into the future.
- Seven Massage Therapy students have taken the national board examination and all have passed. Several more students will take the national board examination in November.
- Information Technology activities included the following: **Melissa Sears**, director of Information Technology, continued work on the Call Center project to meet the implementation deadline, and Melissa and her staff made preparations on and off site for the SACS accreditation team visit to Gateway.
- **Stacey Walden**, community counselor/ educator, participated in the Day of Peace Ceremony on September 28. The Day of Peace is an annual event that is devoted to promoting peace internationally. This year's ceremony focused on Human Trafficking.
- **Melissa Sears** attended a two-day IT directors meeting in Lexington and presented a training session for IT staff at their regular quarterly meeting.
- **Phyllis Yeager**, director of HR, is serving on the Leadership Northern Kentucky 2013 Class Steering Committee and selected to co-chair the Education Day.
- **Phyllis Yeager** has recently been appointed to the KCTCS Professional Development Peer Team and will attend a meeting at KCTCS on November 2. In addition, Phyllis

attended the monthly session/luncheon of the Northern Kentucky Society for Human Resource Management (NKYSHRM) titled "Diversity and Cultural Competence".

National and International Recognition

- **Dr. Angie Taylor** and **Brenda Campbell** attended the National Council of Workforce Education conference in Long Beach, California October 19 - 22. The Workforce Solutions Division received the award for the 2012 Exemplary Program Award for Credit Workforce Development Programs.

New Employees Joining the Gateway Team

- **Karen Mann** has been hired as the new academic advisor in the advising center. Karen works with the Health Professions Opportunity Grant (HPOG), advising pre-HPOG students.
- **Monica Yihad** has been hired as a part-time counselor in the counseling department.
- **Paul Lutes** has accepted the position of interim Instructor for the Mechatronics program.
- **Christy Miller** has accepted the Pediatric Nursing Instructor position.

Reassignments:

- **Mallis Graves** was hired on October 1 as the new Associate Dean for Student Development.
- **Dr. Kerri McKenna** has been appointed the Director of the college's QEP.

Priorities for the President – Past Quarter – Activities were focused on the following:

- Provided leadership to develop and implement Phase II of the Urban Campus Master Plan by working with the Gateway Foundation and KCTCS to secure eight critical properties identified in the plan and implement the financing plan to move to Phase III.
- Provided the leadership to host the International Symposium on the Future of Manufacturing to be held on October 1 – 2, 2012 in Covington, Kentucky.
- Continued to work with **Dr. Angie Taylor** and **Carissa Schutzman** to implement the Advanced Manufacturing Business Plan with emphasis on implementing a comprehensive analysis of the region’s manufacturing workforce needs. (See elsewhere in this report.)
- Continued to meet with key legislators, state, and local officials regarding commitments and support for the Urban Campus; specifically, meetings were conducted with Covington Mayor Chuck Scheper and Northern Kentucky Legislative Caucus members regarding specific aspects of the campus plan.
- Continued meeting with leadership-level donors with emphasis on the Urban Campus as part of the major gifts campaign; delivered one lead gift proposal and made additional cultivation visits with campaign volunteer leaders. In addition, four leadership proposals were presented.
- Monitored the 2012-13 budget revenues and expenditures.
- Hired **Michael Lee** as director of Inclusion and Cultural Initiatives.
- Continued meeting with United Way, the Northern Kentucky One Stop, and community collaborative leaders in Grant County to finalize the relocation of the Gateway Grant County Adult Education Program into new space in conjunction with the other partners.
- Worked with Pendleton County community leaders to implement the community’s vision to have a greater Gateway presence in the community.

Priorities of the President – Next Quarter – Activities will be focused on the following:

- Continue the implementation phase for the Urban Campus and work with the City of Covington and Kenton County on infrastructure needed to support the new campus.
- Work with the Gateway Foundation and Campaign leadership to implement the immediate needs financing plan for the Urban Campus.

- Assist in completing the implementation plan for the Foundations of Excellence implementation plan process for First Year and Transfer.
- Monitor, revise, and implement the 2012-13 budget plan as needed.
- Begin the 2013-2014 budget development process.
- Finalize matching funds for the Farris challenge lead gift for the major gifts campaign for the Urban Campus and secure commitments toward the \$5.0 million target and secure two to three lead gifts for the campaign.
- Monitor monthly the implementation of the Advanced Manufacturing Business Plan and broaden college efforts in relation to the region's targeted industry clusters.
- Continue to provide leadership as the Co-Chair of the KCTCS Transformation Initiative Team on Dual Credit.
- Participate in the American Association of Community Colleges (AACC) Board of Directors meetings and the AACC Board Executive Committee for meeting in November. Serve on the implementation team for the AACC Reclaiming the American Dream.
- Prepare the 2014-16 Capital Plan for the College.
- Continue to serve actively on the following organizations' boards: Vision 2015 Regional Stewardship Council, Partners for a Competitive Workforce (tri-state), STRIVE Executive Committee; NKY Education Partners; NKY Superintendents Forum and NKY Education Cooperative Board, United Way of Greater Cincinnati, NKY Chamber Executive Committee and Board
- Participate in U.S. delegation to India on establishing community colleges in India. The delegation will be led by U.S. Department of State with AACC involvement. Summit is scheduled for early January 2013 with expenses paid by the government of India.