



**President’s Leadership Team Report to the
Board of Directors
September 15, 2011**

Overview of Report

During the 2011-12 academic year, the President’s 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.)

Fall 2011 preliminary enrollment as September 2, 2011 is as follows (final enrollment numbers will be available in November):

Year-to-Date Comparisons:

	2010	2011	% Increase
Fall Headcount	3,985	4,074	2.2%
Fall FTE	2,568	2,599	1.2%

Efforts to increase recruitment of students through various transitional services included:

- The Work and Learn Program Coordinator, **Denise Critchelow**, is collaborating with **Amy Monson**, Coordinator of Career Services, and **Carol McIntyre**, Educational Enrichment Services Coordinator, to provide Adult Education students with a series of College Transition Workshops throughout the course of the fall Semester. This partnership with Adult Education will provide GED/ABE students an opportunity to understand the college culture, ask questions, and feel more confident when it is time to transition into college.
- Work and Learn staff is also teaming up with Kenton County Adult Education providers to offer basic computer literacy training for GED/college transition students. The initial pilot will take place at Gateway’s Urban Center, will begin on October 7, and run every Friday throughout October from 9 a.m. – 12 p.m.
- The Advising Center had a very busy summer and approximately 1,233 students participated in a first-ever required orientation and small group advising sessions. Early feedback from instructors indicates that students have arrived in their fall classes more prepared for class and were able to log on to their email and blackboard website. In

some areas, the developmental classes (in particular, the academic staff) reported a decrease in the number of “no shows”.

- As of August 29, 2011, 153 students have identified with Disability Services for fall term 2011. Of the 153, 45 are new. Of those 45, three did not attend fall term – one student’s family was transferred out of state, one did not have transportation from his/her home in Walton, Ky., and one is having additional medical treatment. The latter two plan on enrolling for spring term 2012.

Academic Programs Added – new pathways.

- The KCTCS Board of Regents approved the Associate of Applied Science degree in Energy Technologies and Health Information Technology. Both will be offered during the 2011-12 academic year.
- A new program in Emergency Medical Technicians (EMT) and the new Phlebotomy program will be initiated in the spring 2012 semester. These two programs are a direct result of the Health Professions Opportunity Grant (HPOG).
- Additional Allied Health programs are in the process of being developed for possible startup by fall 2012: Paramedic and Human Services and Behavioral Health.

Early College/Dual Credit Initiatives include:

- The Director of Early Scholars Initiative, **Shelby Krentz**, has met or is in the process of meeting with staff at 12 high schools to determine interest in dual credit and early college programming. So far, eight of 12 schools are very interested in having Gateway courses offered at the high schools or sending students to Gateway campuses. Scott High School requested and received a Biology class that started in late August with an enrollment of 13 students.
- The Early Scholars Program is currently in negotiations with Kenton County schools, Northern Kentucky University, and Thomas More College to develop a Middle College initiative for Kenton County high school juniors and seniors. The collaboration will result in a wider array of courses offered at the area high schools and will prevent duplication of course offerings.
- The Gateway College Access Center (GCAC) has 44 seniors and 47 juniors enrolled for the 2011-12 co-hort. Enrollments have increased by 50%. Ten courses will be offered in fall 2011, with juniors taking courses at the high school, while seniors will take courses at either the high school or Urban Center.
- Grant County has opened a Career and Technology Center (CTC) similar to the Area Technology Centers. Gateway is providing dual credit courses at the Grant CTC beginning fall 2011 through a national Science Foundation grant in advanced manufacturing.

- Approximately 450 students in the area technology centers will be enrolled in dual credit courses this semester. These students will be receiving college credit for classes taught at the ATCs in collaboration with GCTC faculty.
- Gateway employees worked with the Boone Area Technology Center to teach the final high school year of welding to nine students at no cost as part of the school's teach out of its welding program, which is closing due to a lack of funding.
- College Night Out Event – The Northern Kentucky Chamber partnered with the Northern Kentucky Education Council to present the 1st Annual College Night Out, a college fair for adult and transfer students. The fair provided an opportunity to learn more about educational programs available to Northern Kentucky and Greater Cincinnati residents. Coordinator of Career Services, **Amy Monson**, worked with individuals that planned the event that was held at Thomas More College on Wednesday, September 7, from 5 – 8 p.m.
- The **Pathways to Success** partnership between Gateway and NKU – a document has been completed that illustrates the strong partnership between Gateway and Northern Kentucky University (NKU) over the past year in the area of transfer. Highlights include establishment of a transfer action team, Transfer Equivalency System (TES), data sharing, 16 transfer scholarship recipients from Gateway to NKU this fall term, a new NKU Transfer Services website, and Gateway to NKU Major Transfer Guides. This fall, NKU will be at Gateway on October 27 to host an “admit day” where students can get an instant decision of their admission to NKU, and the application fee will be waived.

Activities in support of non-traditional pathways to Gateway include:

- The **Workforce Solutions Division** received a grant from the Greater Cincinnati Foundation Workforce Development Network, which provides tuition for 18 students to take the Manufacturing Skill Standards Certificate (MSSC) program in the fall semester. The Network is also providing funding for 360 National Career Readiness Certificates, which will be offered to clients of the five NKY One Stops and Brighton Center participants.
- **Dr. Tony Clarke**, dean of Workforce Solutions, reported that six companies are participating in the Manufacturing Apprenticeship Program with a total of 31 apprentices enrolled in 185 credit hours for the fall semester. These companies are providing students with over \$25,000 in tuition assistance, and they are employing the students.
- **Barry Wilhite**, Workforce Development liaison, reported that SD-1 has eight employees continuing to take classes resulting in each employee completing 12 college certificates. Emerson Electric has 13 employees taking courses to complete two certificates this semester. Mazak has eight new hires participating in customized welding training.

- The college has received funding from KCTCS to hire a Workforce Transitions Coordinator who will coordinate services for incumbent workers striving to complete Gateway certificates on an express plan. The position will be hired by November 1st.
- **Christi Dover**, Workforce Development liaison, coordinated a new program at Toyota providing 12 leadership training classes for 15 employees per session. Evaluation results deemed the training program to be very successful and continuation is anticipated for the employees of the North American corporate offices.
- **Brenda Campbell**, external manager of continuing education, had several new Continuing Education courses for electricians, plumbers, and HVAC technicians planned for fall semester and launched the Kentucky State Plumbing Code Course with 29 participants enrolled. Ms. Campbell has also designed a GRE preparation course, which will be a first time offering at Gateway. Toyota continues to take the 15-hour Basic Auto Overview through Gateway's Workforce Solutions Division and was coordinated by Brenda Campbell.
- Career Exploration workshops are being marketed to Kenton County GED students this fall.

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

- **Colleen Kane**, Director of Disability Services, and **Angie Brinkman**, Disability Services Assistant, met with Dr. Karen Tapp from NKU's Social Work program on May 31. Dr. Tapp was impressed with the outcomes that Ms. Brinkman and Ms. Holder developed, and the Disability Services Office was approved as a practicum site for BSW students. Ms. Brinkman and Ms. Kane attended field supervisor training on July 22 at NKU. Gateway will get its first practicum student starting spring term 2012 (January), if a student selects Gateway as a site.
- Peer tutors have been hired for the following courses: BIO 130, BIO 135, BIO 137, BIO 139, AHS 115, MSG 100, CIS 100, CIS 120, IT 12, IT 170, Criminal Justice-Research Special Topics, ENG 101 and 102, History, and all math courses. Peer tutoring is one of the most positive activities that help students persist in courses and improve retention and completion.
- A new Student Government Association has been elected and has begun meeting. **Teresa Little** is serving as the SGA advisor and reports that the officers have a very ambitious agenda to engage students this year.
- The Center for Innovation and Business Affairs opened Mo Joe's – the coffee lounge at the Edgewood campus with **Chenel Stewart**, Business Administration student, working as the manager. The coffee cart has moved from the Edgewood Campus to the Boone Campus and is operated by students. This is the first launch of student-run businesses

at Gateway, and students are using the University of Dayton's Flyer Enterprises as a model. Additional businesses will be studied this year.

- Diversity activities designed to increase engagement of minority students include:
 - **The Governor's Minority Student College Preparation Program-Summer 2010-2011** included a one-week summer enrichment camp in June, which included a socio-cultural trip and an end-of-the-year reception and award ceremony to highlight their achievements over the summer. The students who took part in the program were in sixth through eighth grades and included two peer mentors: one from the 2009-2010 program and another 10th grader who volunteered. The students that participated are enrolled in the Boone and Kenton County Public Schools. There are seventeen (17) females in the program and twelve (12) males. Five are returning from the 2009-2010 program and twenty-four (24) are new to the 2010-2011 Gateway program.
 - Gateway's re-established Diversity Team met on August 11. The team consists of Gateway faculty and staff members and will be responsible for implementing the new Diversity Plan. The team will work with the **PR Department** to create diversity webpages, and will work on diversity professional development, cultural programming and adding students to the team.
- The Gateway library began an "Insert a Librarian" in several online courses originating with Gateway faculty. So far, 18 instructors have invited librarians to have an active presence in their online classes. The librarians will aid students in doing research and will work with faculty to design library-oriented exercises that increase student engagement in the learning.
- Health and Wellness Fair - the Counseling Department in collaboration with the Health and Wellness Fair committee members hosted its first annual fair at the Urban Center Thursday, August 25 from 1 – 6 p.m. The committee was very pleased with the outcome. Gateway committee members included **Shellie Baker, Denise Critchelow, Sarah Hughes, Mallis Graves, Evelyn Tackett, Anika Simpson**, as well as Lisa Meier from the American Cancer Society, Madonna Zinicombe from St. Elizabeth Healthcare, and **Niki Justice** from Phi Theta Kappa, an honor society member. Eighty-three students and 30 vendors participated in the event.

Student Engagement Surveys Show Improvement

Gateway received the results of the 2011 administration of the Community College Survey of Student Engagement (CCSSE). The College participated in CCSSE in 2007, 2008, 2009, and 2011 and will continue to participate in this assessment every other year (with the next administration scheduled for 2013). The CCSSE is used as the primary method for measuring student engagement and is a nationally renowned instrument. In 2011 the CCSSE was administered by faculty in 48 randomly selected credit courses, stratified by time of day (morning, afternoon, and evening), from institutional course files (random selection made by CCSSE). There were 559 student responses (371 full-time

and 188 part-time). Through CCSSE student engagement is measured across five benchmark areas: Active and Collaborative Learning, Student Effort, Academic Challenge, Student-Faculty Interaction, and Support for Learning. The overall results of the 2011 CCSSE, compared to 2009, show that Gateway improved in all benchmark areas.

Benchmark	2009 Benchmark Score	2011 Benchmark Score
Active and Collaborative Learning	46.6	47.9
Student Effort	48.9	53.4
Academic Challenge	49.6	53.0
Student-Faculty Interaction	50.8	54.2
Support for Learners	51.0	52.7

- **Shellie Baker** joined the Office of Student Success as the Coordinator for Student Success and Engagement on September 1, 2011. Shellie will be responsible for developing a comprehensive student engagement model that encompasses student co-curricular programming, student leadership, and student outreach activities designed to increase completion. She will coordinate and develop campus programs and services that lead to an increased level of student engagement at Gateway by working with student organizations and advisors to implement co-curricular activities and serve as advisor for the Student Government Association (SGA). In addition, Shellie will take the lead in establishing a new process for the college's early alert warning and referral system to identify at-risk students.

Transition activities “from” Gateway included:

- Thomas More and Gateway staff met to begin increasing the number of transfer programs between the two institutions providing more opportunities for Gateway graduates.
- The Career and Transfer Center has placed 35 students during the summer term and 25 students during the fall term in Co-op/Internship/Externship/Practicum. College Central Network is Gateway’s primary job posting service for students and alumni. Since July 1, 2011, 25 new companies registered and 71 new jobs were posted. Since July 1, 2011. Amy Monson, coordinator, has seen a decrease in company contacts and jobs openings since April 2011.

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

- The existing contract with TANK was expanded to now include a continuous shuttle between Gateway’s four campus sites from the hours of 8 a.m. until 9:30 p.m. This service is free to GCTC students. In addition, students can continue to ride any existing TANK route at no charge. This improves accessibility to all our campuses. This expansion of service was mostly funded by the Health Professions Opportunity Grant.

- The library has purchased LibGuides and LibAnswers. LibGuides is a content-sharing platform that will be used to assist those doing research in the library. LibAnswers is an ask-a-librarian platform that has a built-in knowledge base that can answer a wide range of questions from research database selection to hours of operation. An analytics package was also purchased with the modules that will track reference statistics and needs (in-person, phone, email, instant messaging). A texting module receives text messages from patrons and allows a response to mobile phones. These modules represent a significant upgrade in access to library services for Gateway students and faculty.
- **Community Relations, Public Relations and Web Services** activities have increased dramatically and are targeted in two areas; 1) community awareness and recruitment of students and information about the college and 2) internal communications. Some highlights in the area of community awareness and recruitment included:
 - Participating in the Covington Quest, printing programs and posters used in community events like Suits That Rock, Annual Chamber Dinner, student-designed bookmarks for Sixth District School and creating an internal marketing campaign (posters) to promote mentoring at Sixth District School, and working with students to create the 2011 Roeblingfest poster.
 - Updating the following brochures, including text, design, and printing coordination: Air Conditioning Technology, Collision Repair Technology, Computer Aided Drafting and Design, Cosmetology, Criminal Justice, Electrical Technology, Energy Technology (twice), Fire Rescue Science, Health and Wellness Technology, Industrial Maintenance Technology, Information Technology, Machine Tool Technology, Manufacturing Engineering Technology, Medical Information Technology, Health Information Technology, Medical Assisting, Medical Administrative Services, Practical Nursing (KMA and CNA), Nursing, Plumbing, and Welding Technology. Others are currently in progress.
 - Developing a marketing campaign proposal to promote advanced manufacturing as part of Dr. Tony Clarke's manufacturing workgroup.
 - Internal Communications highlighted activities included:
 - a community relations survey at the First Year Experience to assess employees' involvement in the community.
 - Collaborating with KCTCS' ad agency, Creative Alliance, to develop multi-media student recruitment advertising campaign that ran in June, July, and August on local radio stations, buses, at the Florence Mall, at local cinemas, and in local grocery stores; wrote radio spots and developed visual creative for buses, grocery carts, and mall kiosks.

- Supporting TANK/Gateway shuttle with news release and internal marketing campaign that included posters, wallet cards, web, and Facebook announcement
 - Collaborating with the Assessment Center to design and create a new promotional booklet Designed 2011 Fall Transfer Campaign: Posters, postcards, and customized folded origami.
 - Designing a branded water bottle design for the Bike Friendly Initiative.
 - Updating the main landing page on the website for Student Interest Features highlighting student success.
 - Completing the migration and updating of the Student ID page on website.
 - Creating a Facebook message calendar for 2011-2012.
 - Migrating and updating the Alumni Page on the website. .
- A new vendor, for the Applicant Tracking System used in employee recruitment has been identified through the KCTCS RFP process. Training for Human Resource Directors is tentatively scheduled for late September. Thereafter, training will be provided to college administration. The soft rollout of the new system will be October – December 2011 and the official “go live” date is scheduled for January 2, 2012.
 - Individual Learning Plans (ILPs) for 2011-2012 are being finalized by all employees. These documents identify employee activities and align their work to the strategic and annual plans as well as their specific job duties.
 - The Faculty Assembly has completed a yearlong review and revision of its organizational structure and approved new bylaws establishing a Faculty Council representative form of organization. The Faculty Council representatives from divisions will be selected this fall and the Council will begin its work. Similar activity is being conducted within the Staff Assembly.
 - **Ressie Hall**, manager of business operations for the Workforce Solutions Division, reported that the staff is serving 18 local companies with awarded KY WINS funding totaling \$830,190.

Update on SACS Reaffirmation:

- **Jeremy Berberich**, associate director of library and information services, has been reassigned (75%) to the Office of Knowledge Management and Strategic Initiatives for 2011-2012. In his current role as Interim Director of Knowledge Management, Jeremy will be working closely with **Dr. Patricia Goodman** in providing leadership for the SACS reaffirmation process.

- The SACS Compliance Certification Team, chaired by **Jeremy Berberich**, has begun working to complete the Compliance Certification for Gateway's reaffirmation of accreditation. A detailed process for completing this work has been developed and implemented. The Compliance Certification is due to SACS by March 15, 2012.
- The development of the Quality Enhancement Plan (QEP) for SACS reaffirmation continues. The broad topic for the QEP has been identified as "First Year Experience". The development of the QEP will coincide with the First Year Foundations of Excellence (FoE) self-study process. The FoE self-study will be complete by the end of March 2012, and the QEP will be submitted to SACS in September 2012.
- The SACS staff liaison for Gateway is Dr. Barry Goldstein. Dr. Goldstein will visit Gateway November 28 – 29, 2011, to meet with the SACS Leadership Team, the SACS Compliance Certification Team, and the QEP Steering Team to review progress and provide guidance on the College's first reaffirmation. Obtaining this feedback early in the process will be valuable as the reaffirmation process continues.

Foundation and Resource Development Report

- The Foundation's annual fundraiser, RiverBlast, was held on Sunday, September 4 at the Newport Aquarium. It surpassed last year's \$30,000 by raising approximately \$41,000. Helen Carroll of Toyota served as chair. Bank of Kentucky was the \$15,000 presenting sponsor. Toyota and Verst Group Logistics were at the \$5,000 Corporate Sponsor level. The event widened the donor base as it attracted people not previously affiliated with the college.
- Four community leaders were voted to the Foundation Board at the August meeting: **Steve Brunson**, Vice President, Republic Bank; **Norm Desmarais**, Founder and CEO of Tier 1 Performance Solutions; **Rich Hempel**, President, Natural Bridge Technologies; and **Debbie Simpson**, President, Multi-Craft Litho.
- The Foundation Board approved an ethics policy and heard the first report of the Bank of Kentucky Wealth Management Group, which is managing the Foundation's \$500,000 investment. It also approved a successful annual audit of the Foundation.
- The Capital Campaign Council will meet on October 3. The campaign has several proposals out. It will concentrate on Urban Campus funding.
- A year-end report to Belcan revealed that the company has employed 10 of the Ralph Anderson Scholarship recipients. Seven went to work at the Belcan Lexington office and three with the Blue Ash corporate headquarters. The scholarship is a gift of \$250,000 over five years ending in 2012.
- Two new grant awards were received:

- Perkins Reserve Funds: \$80,523 to be used for two part-time positions, and several adjunct faculty, professional development, and materials/supplies to fund the implementation of an allied health career pathway program in partnership with Kenton County Public Schools. This is a one-year grant.
- National Science Foundation ATE: Three-year, \$672,350 grant to fund the Mechatronics and Innovation for Rural Technicians. Budget includes personnel, professional development, tuition and books, and equipment funds to support the expansion of the Mechatronics program in partnership with Grant County Public Schools and other rural counties.
- Grant managers and directors met on June 23, 2011, to brainstorm about the ways the college can communicate to the Gateway Community about all of the opportunities available through grant-funded projects. This formation called “Grant Central” will establish the widespread need for centralized grant repository at the college.

Urban Campus Update

- Urban Center expansion to third floor of the facility is complete and includes:
 - Eight additional SMART classrooms and two computer labs
 - CNA and Medical Assisting have their own classrooms and labs
 - Five HPOG staff and two college staff relocated to the Urban Center
 - Disability Services, Counseling Services, and Veteran’s Services all have dedicated office space
 - Faculty office space is available
 - Adult Education is now located on the third floor
 - Workforce Solutions has reserved computer lab space three days per week
 - Open computer lab for student use

This effort has allowed 92% more classes to be offered at the Center compared to 2010. Total investment this summer exceeded \$250,000 from college resources. Work continues to address improved security at the Center, including lighting and 38 security cameras.

- An **Urban Campus Advocacy Campaign** is underway to educate the community and legislative leaders about the Urban Campus and funding needs. The Northern Kentucky Consensus Committee once again ranked the Urban Campus as the top education project. This summer, Gateway hosted the Legislative Energy Committee on June 22 and sponsored the June 2 thank you reception for the Northern Kentucky legislative caucus, as well as the June 21 Northern Kentucky United for all Kentucky legislators. Dr. Hughes has addressed the Kenton Fiscal Court, Mainstrasse Business Association, Covington Renaissance Board, Vision 2015, Oasis/Eastside Neighborhood Association, Covington Rotary, and the Covington Neighborhood Collaborative. The next step is to target legislative decision makers and implement a grassroots lobbying effort.

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

- New employees:
 - Tynea Harris – Campus Assistant – Urban Center
 - Josh Risch – Information Technology Support Specialist
 - Tyler Bray – Custodial Worker II
 - Erin Sandy – Coordinator of Financial Aid
 - Anika Simpson – Coordinator of Recruitment – HPOG Grant
 - Jill Bezold – Instructor – Nursing
 - Justin Ervin – Assistant Professor – Political Science
 - Martha Bessler – Instructor – Nurse Aide Program
 - Monica Smith – Instructor – Electronic Health Records
 - Stacey Siekman-Hall – Instructor – Criminal Justice
 - Steve Camden – Maintenance Technician
 - Patrick Rickert – Assistant Professor – Manufacturing Engineering Technology
 - Michael Riley – Instructor – Welding
 - Mike Rosenberg – Director of Transfer
 - Regina Borders – Assistant Director of Disability Services
 - Patrick DeHoff – Instructor – Nursing
 - Tiffany Minard – Intervention Specialist
 - Dr. Ross Santell – Assoc. Provost/Dean, Academic Affairs – Nursing & Allied Health
 - Richard Schof – Custodial Worker II
 - Tom Selzer – Instructor – Auto Technology
 - Jada Marcum—Grant writer, part-time

- Employees in new positions:
 - Dr. Tony Clarke – Dean of Workforce Solutions
 - Andre Washington – Dean of Enrollment Services
 - Jeremy Berberich – Interim Director of Knowledge Management
 - Shellie Baker – Coordinator of Student Success and Engagement
 - Dana Franxman – Senior Coordinator – Ready to Work
 - Katy Driggers – Interim Library Coordinator

- The following faculty and staff have been accepted into LEAD VI, under the direction of Dr. Angie Taylor and Laura Kroeger:

Heather Abbott, Amy Carrino, Ian Fry, Kerri McKenna, Regina Schadler, Theresa Thomas, Amber Carter, JoAnn Fredwest, Jennifer Hammons, Lisa Mohr, Wendy Schindler, and Bridgett Sullivan.

- **Cindy Sproehnle**, Assessment Center Director, reported that the Assessment Center administered the MPRE (Multi-State Professional Responsibility Exam) Ethics portion of the bar exam for 56 attorneys. During the summer, the Assessment Center staff administered 883 exams through the Prometric Professional Center, which includes

GRE, all FINRA exams (series 6, 7, 66 and various other financial exams) for Fidelity employees, as well as many banks and other financial institutions. Also provided through Prometric were medical licensing exams for physicians and other medical professionals. There are currently 12 local companies using the Assessment Center for pre-hire testing.

- The Counseling Department provided training to faculty in August regarding working with students in distress. The director, **Bridgett Sullivan**, presented at the adjunct faculty orientation and at four department/division meetings.
- Web Services Manager **Tess Burns** co-wrote an article with **Amber Decker**, Grants Director, titled *Connecting Experiential Learning, Service Learning & Student Run Businesses*. The article was published in Community College Entrepreneurship Journal, Summer/Fall 2011. Tess has also started her graduate school program, MA in Higher Education Administration at the University of Louisville.
- Director of Grants **Amber Decker** was named the system winner of the New Horizons Award. She completed the 2010-2011 KCTCS President's Leadership Program in July. Amber was able to earn three graduate level credit hours upon completion of this intensive leadership seminar.
- Public Relations Coordinator **Patrick Lamping** has been selected to the 2011-2012 class of Leadership Northern Kentucky.
- Marketing and Public Relations Director **Margaret Thomson** joined the Public Relations Committee of the Northern Kentucky Chamber and the Mentoring program of the Chamber's Women's Initiative.
- Vice President of Resource Development **Laura Kroeger** will receive the Southbank Volunteer of the Year Award at a dinner on September 21. Laura is also chair of the September 13 Annual Dinner of the Northern Kentucky Chamber of Commerce and took over as Chair of the Women's Initiative of Northern Kentucky on September 1.
- **Phil Accardi**, director of the Workforce Development Center, welcomed the Future Farmers of America state officers to Gateway. The officers were attending a leadership program sponsored by Toyota.
- **Dr. Ed Hughes** and Gateway were referenced in a recent article published in the August/September 2011 edition of the Community College Journal, a nationally recognized publication for community college educators. The article, entitled *Pathways to Completion: Guidelines to Boosting Student Success*, discusses the dialogue sessions Dr. Hughes led in the spring of 2011 that engaged all employees in identifying the topic of the College's first Quality Enhancement Plan. These sessions were used as an example of how community college leadership must, and can, focus on leading a collaborative effort to improve college completion rates.

- **Dr. Patricia Goodman** was the recipient of the 2011 Legacy Next General Leader Award in Education.
- **Dr. Laura Urban**, vice president for academic affairs and provost, was appointed to the Board of Directors for the Northern Kentucky Education Council. In addition, Dr. Urban will join the Executive Committee for the Greater Cincinnati Consortium of Colleges and Universities.
- **Dr. Angie Taylor** served as the Gateway representative for the White House Council for Community Solutions at the invitation of the Greater Cincinnati Foundation. The meeting entailed the creation of recommendations concerning a vision for helping youth take advantage of career pathways. She is serving as a mentor for the Northern Kentucky Chamber of Commerce Women's Initiative as well.

Priorities for the President – Past Quarter

Activities were focused on the following:

- Worked with Dr. Angie Taylor and Dr. Tony Clarke to develop and implement the Advanced Manufacturing Business Plan.
- Completed 2011-2012 annual plan.
- Continued to meet with key legislators, state, and local officials regarding commitments and support for the Urban Campus.
- Continued to meet with prospective donors with emphasis on the Urban Campus as part of the major gifts campaign; secured approval from an anonymous donor to plan a public announcement of a challenge gift.
- Monitored the 2010-11 budget revenues and expenditures.
- Completed the employee performance evaluation process.
- Participated and co-chaired the Transformation Team for Career Development for KCTCS.
- Continued discussion to expand the Edgewood Campus master plan.
- Continued meeting with United Way, the Northern Kentucky One Stop, and community collaborative leaders in Grant County to explore the relocation of the Gateway Grant County Adult Education Program into new space in conjunction with the other partners. The goal is to create a new, more centralized and easily accessed partnership location among the partners to better serve the residents of the county.
- Continued service on the Executive Committee of Strive, Greater Cincinnati United Way Board of Directors and the Regional Stewardship Council for Vision 2015. Continued assisting the Vision 2015 campaign as it relates to the support for the Urban Campus and education in general.
- Attended the AACC Board of Directors meeting and annual retreat in Washington, DC in August.
- Participated as a member of the faculty for the AACC Advanced Future Leaders Institute in Baltimore in July.

Priorities of the President – Next Quarter

Activities will be focused on the following:

- Complete the implementation of the 2001-2012 annual plan for Gateway with a focus on the Foundations of Excellence process and QEP.
- Continue program planning for the Urban Campus by working with the master campus planner and the Covington Center City Action Plan taskforce.
- Continue discussion to expand the Edgewood Campus master plan for more parking and secure land for future development.
- Initiate the College Master Plan revision process.
- Secure matching funds for the anonymous \$500,000 challenge lead gift for the major gifts campaign for the Urban Campus.
- Provide the leadership to implement the annual plan and restructure internal processes and organization to better implement the plan, especially in the student affairs and student engagement areas.
- Monitor weekly the implementation of the Advanced Manufacturing Business Plan; activate the CEO Roundtable Leadership Group.
- Implement fully the new internal team formation process and Implement sustainability initiative by creating the Sustainability Management Team.
- Continue to explore ways Gateway can partner with the community in areas of mutual interest in Pendleton County.
- Initiate the \$500,000 roadway project on the Boone Campus.
- Initiate the planning for the building of a small Conference Center on the Boone campus with Omni Architects.
- Begin work as Co-Chair of the KCTCS Transformation Initiative Team on Dual Credit.