



**President's Leadership Team Report to the
Gateway Board of Directors
November 14, 2013**

Overview of Report

During the 2013-14 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, completion, licensure rates, businesses served, and employment.)*

- **Enrollment Fall Snapshot (see Appendix A for full report)**

Summary of Fall Enrollment

The fall enrollment concluded at mid-night on October 31. While there will be some minor adjustments prior to the official fall enrollment report from the Council on Postsecondary Education in January 2014, the attached report is basically a final unofficial report. Compared to the previous fall the following are highlights:

- Headcount enrollment increased .63% to 4,648.
 - Fulltime headcount rose 9.64%, while part-time decreased 3%.
 - Returning students increased 1.1%, while new students were down 100 or 1%.
 - FTE increased by 1% or 101 students.
 - All targeted FTE categories increased – Workforce (1%); VETS (32%); online (38%); and Gateway Regional Academy (68%).
- **Matriculation Activities**
 - **Recruitment – New Students**
 - There are 170 students currently receiving accommodations from Disability Services; 39 of these are new students for fall semester 2013.
 - The Director of Early College Initiatives partnered with the Dean of Workforce Solutions to offer a professional development session for area elementary, middle, and high school counselors that covered information about transfer opportunities (new program Gateway2NKU), dual credit opportunities,

manufacturing programs, touring the Boone campus, and overall general Gateway information. In this session, information was provided to the group on the types of students that would benefit from attending Gateway.

- Gateway Regional Academy (GRA) advisors have attended multiple recruitment fairs at local high schools in order to promote and recruit for the program.
- Gateway recruiters have visited 24 area high schools for recruitment of juniors and seniors and have attended 14 college fairs, including the Latino Fair, AHEC Fair, Northern Kentucky Regional Fair, and the Cincinnati National Fair.

o **Traditional-Aged Students**

- Since September, the admissions office provided tours to five high school groups (80 students from Owen County).
- Enrollment Services represented Gateway at three “Close the Deal” events hosted by Lt. Governor Jerry Abramson.

o **Non-Traditional Students**

- Gateway recruiters provided updated recruitment information to area Adult Education Centers.
- Gateway recruiters attended employee fairs including Cengage Learning, Perfetti Van Melle, and St. Elizabeth Hospital.
- Gateway recruiters attended the “Rapid Response” events offered through the One-Stop and the Community Action Commission fair.
- **Daniel Ridley** and **Chris Courtney** are now certifying agents for the VA and have enrolled 176 veterans to date. Their end goal for this academic year is 235. The academic majors for these students include the following career clusters: Manufacturing 26%; CIT 14%; Criminal Justice 9%; Healthcare 9%; Business 7%; Education 3%; Energy 3%; and Transfer 21%. Daniel and Chris held a resume writing workshop on Sept. 26 in partnership with Recruitmilitary.com, and 11 veterans attended the workshop. To date, 12 veterans have been placed in employment settings; the goal for the year is 40.
- **Daniel Ridley** and **Chris Courtney** continue to provide leadership with the Gateway VETS program. A monthly veterans’ luncheon was held on Oct. 24 with 12 vets attending. Representatives from Cincinnati VA, Northern Kentucky Career Center, and Legion Logistics were also present. November events include Restore the Glory kick-off on Nov. 4, veterans’ bowling night on Nov. 13, and another veterans’ luncheon on Nov. 30.

- **Returning Students**
 - The Enrollment Management Team strategies focused on increasing the rate of returning students that included the priority registration period from Oct. 1 – 15 for current students. Advising Center advisors visited classrooms and held several small group advising sessions during this period. Emails were sent to currently enrolled students promoting spring priority registration. In addition, Gateway tele-counselors are calling current students encouraging registration for the spring term.
- **Transition Activities To:**
 - **Senior Colleges/Universities**
 - Students attended the KCTCS transfer event at University of Kentucky on Sept. 7.
 - On Oct. 4, Gateway and Northern Kentucky University launched Gateway2NKU, a dual enrollment partnership that provides a seamless roadmap through a Gateway associate's degree to an NKU bachelor's degree. Highlights of the program include:
 - ✓ Gateway2NKU students can take up to four classes at NKU at Gateway's tuition rate while pursuing their associate's degree and are guaranteed acceptance into NKU with Junior standing after completing a Gateway degree. Students are eligible for priority registration during their first semester at NKU.
 - ✓ Gateway2NKU students are eligible for all student services at Gateway and NKU, including health services, intramural sports, special events, fine arts programming, tutoring, Greek life, and more.
 - ✓ Gateway2NKU students can attend NKU regular season sporting events and access all library and recreation services for free.
 - ✓ Gateway2NKU students can park at NKU at a reduced rate and apply to live in NKU student housing.
 - ✓ To participate, students must be enrolled in at least six hours at Gateway and be in good academic and financial standing. They must complete 15 credit hours of non-developmental coursework before they are eligible to take an NKU course.
 - ✓ For more information, see the following link:
<http://gateway.kctcs.edu/academics/Gateway2NKU>
 - ✓ Work continues on the development of more pathways with NKU; thus far, 15 students have completed applications for Gateway2NKU.
 - On Oct. 22, the Transfer Fair was held the Edgewood Campus. Twenty-four schools participated, 70 students attended, and about half stated that due to

their attendance, they were more likely to transfer.

- Health Information Technology faculty attended the first meeting of the NKU Advisory Board for the Bachelor of Science in Health Science Program. The goal is to develop a career pathway for Health Information Technology students to transfer into their Healthcare Informatics program.
- Manufacturing faculty and staff met with Sullivan University staff on Oct. 18 to develop an articulation agreement for Gateway’s manufacturing students looking to obtain a four-year degree in a related field.

○ **Careers**

- **RuthAnne Kolumba**, coordinator of Student Development, reported that the college had the following activity in the College Central Network since our last board report. (See data below). In addition, there are plans for two employer showcases. These are opportunities in which employers can be on campus and share information about their company with students. In some cases, the employers are connected with a classroom visit in addition to a table in the lobby.

Career Services Data	October 20, 2013
New Employer Registrations	23
New job postings	42
Student views of job postings	0
Student registrations	22
Alumni registrations	0
Employer views of student resumes	37
Employer Showcases	2 requests, 2 scheduled

● **Student Successes**

- The Student Nurse Organization sponsored the St. Elizabeth Mobile Mammogram van. In addition, the organization sold soup and chili and raised \$285 in funds for the Women’s Crisis Center of Northern Kentucky

● **Advanced Manufacturing Business Plan**

- Dean of Workforce Solutions, **Carissa Schutzman**, along with Division Chair **Dee Wright**, proposed one new course and three new advanced manufacturing certificates to the local Gateway curriculum review committee. Workforce Development Liaison **Christi Dover** also proposed a Business Foundations certificate. The new course and four certificates were approved locally and now have pilot status at Gateway. They have been submitted to the KCTCS curriculum review committee in cycle B. The new course proposal is for the Manufacturing Skill Standards Council (MSSC) Certified Production Technician (CPT). This is an

industry-recognized, national credential as well as a manufacturing foundations course for the three new, short-term certificates suitable for fast-tracking into a manufacturing career pathway or apprenticeship.

- The Gateway Manufacturing Recruitment Committee met on Sept. 26, 2013. The result of this meeting is a scheduled November meeting with the Kentucky Department of Education, the Northern Kentucky Education Commission, advanced manufacturing representatives, and Gateway to determine the use of Gateway credentials for career-ready accountability in high schools. The Recruitment Committee also met on Oct. 24, 2013 at which time **Carissa Schutzman** shared with the committee the three new proposed certificates. Much discussion ensued revolving around the use of these certificates for high school students. **Angela Praiswater**, part-time instructor for Workforce Solutions, presented an overview of the Manufacturing Skill Standards Council (MSSC) Certified Production Technician (CPT) curriculum.
- Gateway, along with its manufacturing partners, has hosted four schools for STEM Days during the fall semester. The Workforce Solutions STEM Day coordinator, **Angela Praiswater**, has developed several hands-on activities that have proven to be educational and fun for the high school students. These activities, along with faculty presentations, educate students about Gateway manufacturing programs and Northern Kentucky manufacturing careers. Also, the pre- and post-activities are on Gateway's website and can be found at http://www.gateway.kctcs.edu/en/Academics/STEM_Education.aspx. These activities are for middle and high school teachers to use with their students before and after they visit Gateway for a STEM Day.
- The Workforce Solutions and Innovation Division is offering the Manufacturing Skill Standards Council (MSSC) Certified Production Technician (CPT) course to high school students for the first time this fall 2013 semester. Partners for a Competitive Workforce is sponsoring this initiative that will allow 18 students from Boone and Kenton County Schools to complete this industry-recognized, national credential and three hours of college credit.
- On Oct. 24, Gateway Regional Academy (GRA) Director **Shelby Krentz** and **Carissa Schutzman** provided a two-hour workshop for high school and middle school counselors. The workshop "Community College 101" included topics such as two-year versus four-year colleges, transfer, student cost comparison, alternate ways of earning credit such as dual credit and CLEP tests, data from the NKIP report, and advanced manufacturing programs at Gateway. Approximately 20 counselors attended the professional development event and earned two hours of Kentucky Department of Education EILA (Effective Instructional Leadership Act) credit.

- At the September meeting of the Northern Kentucky Industrial Partnership (NKIP), **Carissa Schutzman** served as a panel member in a discussion regarding the manufacturing pipeline in Northern Kentucky.
- Over the past two months, Workforce Solutions Transitions coordinator, **Michelle Flick**, has conducted 35 advising appointments and met with six apprenticeship companies to complete spring semester registration. These appointments resulted in the registration of 71 apprentices for a total of 708 credit hours. In addition, Ms. Flick is working closely with the manufacturing division chair to improve course rotation scheduling based on student and company needs.
- **Michelle Flick** also conducted 18 advising appointments for Workforce Transitions students resulting in seven credentials earned and the matriculation of three students into the college.
- **Workforce Solutions/Customized Training**
 - **Christi Dover** reported the following activities:
 - Balluff, Inc: 30 managers and customer service personnel receiving 28 hours of Achieve Global Stellar Service training through November.
 - Citi: Completing 44 Career Discovery class; seven employees will graduate with the sales certificate this fall; 2014 planning underway – includes two sessions of Career Discovery, second iteration of the Client Excellence (Sales) Certificate, and possible second iteration of supervisory coaching series.
 - Cummins, Inc: Second year of leadership program courses completed Oct. 11. The 2014 planning is underway and could include additional leadership courses, possible Certified Logistics Associate Program, and more robust employee development program.
 - DHL: MSSC Certified Logistics Associate program with 15 participants completes Nov. 12, at which time certification exams will be administered to obtain the MSSC CLA national industry credential; 15 of the 45 hours in leadership and performance skill training have been delivered for 15 clearance center employees; a second, higher-level leadership program is in the development stage to be added to the project.
 - Ellison Surface Technologies: 36 managers and supervisors will receive 35 hours of leadership training beginning in November; eight additional employees will receive training in project management.
 - Kenton County Airport Board: Seven students will graduate with the Management Certificate this fall; next stackable credential program in

development for January start with ultimate goal of matriculation into the Business Administration Associate's Degree Program.

- Pomeroy: 14 employees completed A+ Certification training and passed industry certification exams at a rate of 89%.
- Staples NAD Customer Service: completed third year of training partnership with Workforce Solutions and Innovation and will begin the Business Foundations pilot certificate program in January; employees successfully completing the program will receive an 18-hour certificate credential from Gateway in fall 2014.
- St. Elizabeth Healthcare: HCAHPS Communication and Pain Management training is underway and will continue through December.
- Toyota: Began Vehicle Systems Overview course for 15 employees on Sept. 6, second session scheduled in October; leadership training scheduled three to four times monthly for the current fiscal year.
- o **Barry Wilhite**, Workforce Development liaison, reported the following activities:
 - Zumbiel: Modified KY WINS project to add more personnel to the leadership training protocol; also added technical training focusing on pneumatics and hydraulics to address skill gaps identified by the NOCTI assessments included on this project and administered for their maintenance personnel by Gateway's Assessment Center.
 - Mazak: Submitted seven graduation applications for their seven machinist cohort for a total of 14 credentials. Current project concludes in December. In discussions for the next project for 2014 for next machinist cohort and welding program cohort.
 - Eagle: Organized three sessions of Lean Six Sigma Yellow Belt training with the last session concluding in December. Discussing next steps for 2014 to possibly include LSS Green Belt and Black Belt training.
 - Itron: Completed the fourth lean implementation area at their Owenton facility; total training hours to date for lean implementation are 237. Discussing next area to support/coach/train in Lean implementation and either a modification to the current project or starting a new project.
 - TMK-IPSCO: Submitted KY WINS application to start training project for approximately 26 maintenance personnel.

- Multi-Company MSSC CPT: Part of Launch Pad initiative that helps support company apprenticeship program start-ups; 11 new apprentices from Mubea and 11 apprentices from Fives are in this first co-hort.
- Messier-Bugatti: Finalizing KY WINS project with targeted start date of Jan. 7, 2014.
- Multi-company LSS Green Belt: Training concluded on Oct. 29 with final report-out, and participants' supervisors are invited to attend report-out celebration. There are nine students from these six participating companies: Eagle, Mubea, oneCare, Fujitech, Staples, and ZF Steering Systems.
- **Brenda Campbell**, external education manager, reported the following information regarding continuing education classes:
 - Completed Training for: Plumbing Code – 29; Six Sigma Green Belt 9; Computer training for Northern Kentucky Area Development clients 7; Microsoft Excel Level 1 open enrollment 18; Microsoft Excel Level 2 open enrollment 15; Continuing Education for HVAC/Plumbing 38; Continuing Education for Northern Kentucky Electrical Association 12; Total served: 128
 - Upcoming Training consists of: HVAC Journeyman/Masters Prep 15; Microsoft Word Level 1 open enrollment 15; Microsoft Excel Level 1 open enrollment 15; Computer training for Northern Kentucky Area Development clients 8; Continuing Education for HVAC/Plumbing 40; Computer training for Northern Kentucky Area Development clients 8; Continuing Education for Northern Kentucky Electrical Association 12; Microsoft Excel Level 2 open enrollment 15; Continuing Education for Feldkamp Enterprises 42; Computer training for Northern Kentucky Area Development clients 7; Total to be served: 177
- **Phil Accardi**, workforce development center director, participated as facilitator for the third convening session of the Easter Seals Operation VETS Thrive meeting on Oct. 29. Mr. Accardi also facilitated strategic planning sessions for Welcome House.
- **Ressie Hall**, business manager, reported that the Workforce Solutions and Innovation staff successfully procured \$895,705 in KY WINS funding for 34 local companies.
- **Katie Carter**, assessment center manager, reported that the Assessment Center staff has met 63% of the annual revenue goal for the year. They have also created new procedures for offering exit testing for technical academic majors. In October, the staff gave over 450 Prometric Professional exams.
- **Dr. Angie Taylor** reported that 26 professional women met throughout the summer and early fall to create a new initiative, Raise the Floor: Women in

Manufacturing. The new initiative has received attention from Wider Opportunities for Women, The Greater Cincinnati Foundation, and the Kentucky Commission on Women. A proposal has been submitted to Wider Opportunities for Women for program funding. Dr. Taylor presented to a group of funders at The Greater Cincinnati Foundation on Oct. 9, and she and **Carissa Schutzman** met with Mrs. Madeline Abramson and a delegation from the Kentucky Commission on Women on Friday, Oct. 25. A community awareness launch was held on Nov. 1.

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

- **Retention/Persistence Activities**

- Gateway's Retention Team is meeting monthly. Topics of discussion include re-engaging students that stop-out after their first year, data collection, prioritizing retention plan action items, and implementing retention plan action items.
- **Tiffany Minard**, coordinator of Counseling and Intervention Services, and **Monica Yihad**, intervention specialist, coordinated 16 classroom presentations on various non-academic topics. Presentations were provided to departments such as criminal justice, human services, developmental education, and health science. Presentations were focused on the following topics: Bullying (2), Mental/Emotional Health, Goal Setting/Motivation, Time Management Skills (2), Test Taking Skills, Focus2/Career, Diversity, Human Trafficking (2), Money Management (Minimizing Debt), and Suicide Prevention (3).
- **Monica Yihad** coordinated a Parenting Family Night Kick-Off event on Oct. 4 for the parenting support group at Benton Family Farm. Six students attended with their families along with two staff members, for a total of 21 participants. The group covered topics such as nurturing parenting skills, what every child needs, developing family rules, using rewards and punishments to guide and teach children, praising children and their behavior, and taking time for one self.
- **Tiffany Minard**, coordinator of Counseling and Intervention Services, developed an educational addiction studies curriculum and facilitated four educational groups related to this topic. Group topics cover self-awareness/assessment, relapse and addiction triggers, substance abuse/dependence information, and diagnosis/treatment.
- During the months of September and October, **Stacey Walden**, community counselor and educator, presented the following sessions: Green Dot Bystander training, human trafficking, and 10 student orientations. Students were informed of the new grant, services offered, and statistics around domestic violence, sexual assault, and stalking.

- **Student Activities/Clubs**

- Throughout the month of October, the Ready to Work/Work and Learn programs were involved in their annual Boo-Gram fundraiser, which funds the Holiday Party and other events throughout the year for Ready to Work/Work and Learn students and their children.
- The Holiday Wish List (a listing of gift wishes) is underway as Ready to Work/Work & Learn students are turning in their children's names in order to receive holiday assistance. The Wish List will be available to faculty and staff November.
- On Oct. 14, Gateway's Office of Student Engagement hosted the first Dean's List Social at the Urban Center. Fifty-five students responded, with 25 students in attendance. It was a very successful event, and students were networking with each other and various programs at the college.
- On Oct. 29, the Student Government Association (SGA) hosted a Trunk or Treat for families of the Gateway community.
- Phi Theta Kappa (PTK) hosted a speaker from the Department of Behavioral Health, Developmental and Intellectual Disabilities on Oct. 25 regarding peer support. PTK's Honors and Action project is based on peer mentoring and support and will continue to use this speaker to assist them with their goals.
- Phi Theta Kappa induction was held on Nov. 1.
- Spanish night was held on Nov. 8.
- The Student Nurse Organization is hosting a 5K walk/run this spring. They are seeking donors to support the event.
- The Center for Great Neighborhoods hosted a financial literacy series on campus throughout the month of October.
- On Nov. 19, the Brighton Center will hold a Tax Vita Orientation for anyone interested in learning how to become a Certified Tax Vita volunteer.
- The college was able to send the KCTCS Student Board of Regents and SGA President to a conference in Washington, DC, to learn more about engaging students in SGA.
- Three members of the Benefits Access for College Completion (BACC) team went to Tri-C (Cuyahoga Community College) to learn promising practices for sustainability. They also worked with peers on best practices in getting students access to benefits. They worked along major funders of the grant: Lumina

Foundation, Ford Foundation, and AACC.

- On Oct. 23, Cara Stewart, a health law fellow/attorney from the Kentucky Equal Law Justice Center, attended an open forum to answer student questions or concerns about the Affordable Care Act. Northern Kentucky Community Action Commission will assist Kentucky residents, and the BACC Success Coach will assist Ohio residents with enrollment in the health care exchanges.
- Visual Communication students are working on a service-learning project to develop the branding for the new Kitchen Incubator of Northern Kentucky. Four Advertising Design students will create logos to be pitched to Rachel DeBorchers, owner of Kitchen Incubator of Northern Kentucky. Ms. DeBorchers will select one logo and work with that student to develop all of the branding materials. The other three students will be assigned one of the culinary entrepreneurs within the Kitchen Incubator of Northern Kentucky to develop a branding package. This project is providing valuable real-world experience while meeting course learning outcomes. In addition, this helps to embed Gateway with the Urban Core community as a business and education partner. A link is provided for the article in the Oct. 29, 2013 Enquirer:
<http://news.cincinnati.com/article/20131028/NEWS0103/310280193/Cooking-up-business-ideasCulinary-entrepreneurs-collaborate>

- **Partnerships**

- Gateway's Benefits Access for College Completion Grant (BACC) will again collaborate with the Ready to Work/Work and Learn students and coordinators on a poverty simulation. This will occur on Friday, Dec. 6, at the Urban Center. The event will be a unique experience, as those invited to participate will include students, external community partners, members of the Gateway Board of Directors, and the Gateway Foundation Board Members.
- **Dr. Angie Taylor** serves as co-chair of the Northern Kentucky Education Council Action Team IV with Dave Schroeder, director of Kenton County Libraries. In September, Action Team IV was awarded a \$10,000 grant from Vision 2015 to fund GED exams through 2013. The new GED exam scheduled for January 2014 will be computer based only and will double the cost of the exam. This funding will be used to help those needing a GED take the exam free of charge through the Gateway Assessment Center.
- **Dr. Angie Taylor** has been selected by the European American Chamber of Commerce to serve on the Talent Development Initiative Committee. The committee emphasizes the urgency of rebuilding a skilled U.S. workforce and creating a transatlantic dialog about successful European apprenticeship, training, and qualification models. Further, it aims to enable a successful collaboration among educational, trade, industry, and community partners to inspire solutions to

the skills-gap on an international basis benefiting the greater Cincinnati area.

- **Dr. Amber Decker** is providing leadership to the college's efforts in re-purposing the former Immanuel United Methodist Church in downtown Covington. The Gateway Foundation has commissioned the nationally known firm Partners for Sacred Places to help us bring the community together to decide how we can best use the former church. Two principals from Partners will be here in early November to meet with people individually and in groups. The result of these initial community engagement sessions is to gain insight and preliminary information to inform a design charrette that will occur in early 2014. The charrette will yield the information required for Partners to develop a comprehensive reuse plan, a case statement, and funding assessment.
- Two new Massage Therapy community business partnerships have been developed with Remke Foods and Hoxsworth Blood Center.
- The college continues to work with Holmes' Chapman Career and Technical students in addition to other area high school students interested in attending the Nurse Aide program while attending high school. A Nurse Aide program began in the second eight-week session at the Urban Center and is geared specifically for high school students. The class has full enrollment.
- Gateway's Auto Technology Program has completed negotiations with Ford Motor Company to provide coursework leading to a degree in automotive technology. The Ford ASSETT program is an Associate Degree program where students alternate between classroom studies and co-op work in a Ford dealership. The successful students gain their degree, hands on training with a dealership, as well as Ford training and certification. The new program and partnership will begin in fall 2014.
- **Service Learning/Experiential Learning**
 - **Keith Lanser**, experiential learning facilitator, facilitated the Social Enterprise Alliance (SEA) of Greater Cincinnati's September meeting, which focused on introducing experiential learning opportunities from all higher education institutions in the region to SEA members.
 - **Keith Lanser** became a member of the Northern Kentucky Chamber's College Connect group, which connects work experiences to the various colleges in the region.
 - During the fall 2013 semester, 12 courses have community-based learning experiences embedded as part of course activities. These courses represent the following academic programs: Computer Information Technology, Instructional Design and Learning Technology, Nursing, Human Services, and Visual Communication.

- **Tiffany Minard**, coordinator of Counseling and Intervention Services, and a Northern Kentucky University counseling intern are providing service learning opportunities to human services students. Students have the opportunity to assist with classroom presentations, participate in educational groups, attend trainings related to social work and counseling topics, and create helpful tips related to non-academic issues.
- Nora Gantz from Ohio Association of Foodbanks trained 45 Gateway Human Services students and faculty as Ohio Benefit Bank Counselors. The Ohio Benefit Bank is an internet-based, counselor-assisted service that connects low- and moderate-income families to tax credits and work supports.
- The nursing faculty worked closely with **Keith Lanser** to create several experiential learning experiences that will occur during the semester in various Nursing courses. The first experiential learning experience occurred with the Pediatric Nursing class on Sept. 30. The Nursing students provided health teaching activities to children at the Welcome House (homeless shelter of Northern Kentucky).
- **Diversity/Inclusion**
 - The Office for Inclusion and Cultural Initiatives (OICI) continues to offer frameworks for diversity issues in the college. We are adopting a new model of diversity that necessitates Gateway to be willing to “interrupt the usual” behavior at our institution and embrace new possibilities built on the premises of answerability, dynamic diversity infrastructure, a meaningful diversity plan, evidence-based approaches, and non-linear efforts designed to accomplish the goals of diversity, equity, and inclusion.
 - Activities of the OICI include:
 - The continued development and initiation of a three-tier mentoring component that incorporates Peer Mentoring, Coaching, and Sponsoring components.
 - Continued coordination of the Healthy Happy hour activities - Zumba and Anti-Bullying Training, and more activities for community outreach.
 - The continued work with the Kentucky Latino Education Alliance (K’LEA), League of United Latin American Citizens (LULAC), The Latino Chamber of Commerce, The Lumina Foundation, and Excelencia in Education to increase our relationship with the Latino Community.
 - **Michael Lee** and **Greg Stewart** attended the LLUAC CINCINNATI AWARDS GALA in Covington on October 4.

- On Oct. 7, Erin Howard, BCTC Latino Outreach and Student Support Services Director and K'LEA Project Director, presented a short workshop at Gateway entitled - Embracing Inclusion: Education + Culture + Leadership.
- On Oct. 13, the OICI participated in Latino Outreach activities at the AHEC Latino Health Fair at the Centro de Amistad in Erlanger and was attended by 150. Thirteen individuals expressed interest in attending Gateway; information was gathered and shared with appropriate departments.
- OICI representatives participated in the KCTCS Diversity Peer Team's "Going DEEP: Empowering Latino Student Success" workshop on Oct. 17-18 at Elizabethtown Community and Technical College.
- Two Gateway representatives attended the Salute to YMCA Black & Latino Achievers Gala on Nov. 1.
- Gateway is in the process of planning the 2014 Super Sunday Campaign scheduled for Sunday, Feb. 23, 2014. The host church will be New Hope Christian Church in Newport, Ky.
- Gateway has received invitations to join the following groups in Ohio: Avondale Education roundtable, University of Cincinnati's Diversity Round Table, Luxottica (Mason, Ohio) mentoring group, Agenda 360 and Vision 2015 Diverse by Design Task Force and Committees, Emerging Talent Task Force, Talent Action Team Committee, and the Dan Beard Council Boy Scouts of America.

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

- **Resource Utilization**

- The quarterly finance report was shared with the Board's finance committee. The college is meeting both revenue and expenditure projections.

- **Business Operational Initiatives**

- **Mike Baker** and **Judie Hontas** attended the Business Officers meeting at the KCTCS office. While there, both participated in a diverse vendors fair.
- A business plan is being developed for the urban 'spa' that will be located in the Abode building as part of the Urban Campus. Cosmetology and Massage Therapy faculty, along with **Dr. Laura Urban**, are developing a detailed business plan with input from a variety of community organizations. Dr. Urban and **Mike Riley**, instructor of business, have met with staff from the Convention and Visitor's

Bureau and the Hotel Covington.

- An internal eLearning Advisory Team was formed, and the first meeting was held. During this first meeting, the draft of the eLearning mission was discussed, an eLearning review was provided, and the team participated in a SWOT analysis of eLearning.
- Gateway hosted the KCTCS system-wide IT directors' meeting in October, the Chief Academic Officers and Chief Student Affairs Officers and the System Division Chair Conference.

- **Sustainability Initiative**

- Enhanced recycling was added to include the safe disposal and recycling of batteries collected from employees and students at campus libraries.
- **Justin Ervin**, Sustainability Team faculty co-chair, and **Linda Wright**, staff co-chair, attended the Association for the Advancement of Sustainability in Higher Education annual conference in Nashville, Tenn. The conference provided an opportunity to meet and learn from experts nationwide.
- **Dr. Yvonne Meichtry** attended the Kentucky Energy Workforce Development Consortium (KEWDC). The KEWDC is a state consortium associated with the Center for Energy Workforce Development (CEWD). The CEWD is teaming with secondary and post-secondary educational institutions as well as the workforce system to create workable solutions to address the need for a qualified, diverse workforce.
- The students of faculty member **Tom Collins** are now conducting an energy assessment for the Kenton County Schools' bus garage. A former Gateway student is was hired as the energy manager.

- **Physical Facilities**

- Campus buildings and grounds continue to be well maintained by the maintenance and operations staff under the direction of **George Hall**.
- Blinds were installed in Edgewood classrooms as requested during the August faculty and staff open safety forums. In addition, speed bumps are scheduled for installation at Edgewood.
- The Duke Energy PowerShare demand-response program was again activated on Sept. 11 for one hour. Gateway exceeded the goal by 50%. The program is in effect June through September each year.

- **Safety/Security Initiatives**

- Safety Director **Tim Chesser** conducted an employee training session on A.L.i.C.E. (alert, lockdown, inform, counter, evaluate) during the Oct. 16 college-wide symposium.
- **Tim Chesser** and **Mike Baker**, vice president for Administrative and Business Services, met with Covington city officials and were able to have the city expand its panhandling ordinance to include the entire Gateway Urban Campus. This expansion will have a positive impact on the perception of safety and security of individuals who spend time at the Urban Campus.
- Campus Incident Response Team (CIRT) training has been developed and is scheduled for Nov. 21 and 22. This training will prepare CIRT team members on each campus to feel empowered and prepared to handle emergencies.
- Gateway participated in the Oct. 17 Great American shakeout to prepare for the possibility of an earthquake.
- Students are conducting a safety survey of employees and students as part of a class project. Results will be shared with the college-wide safety team.
- Installation of Boone CAM conference center security cameras has been completed.
- Network equipment and security cameras have been installed at the Kaleidoscope Center (church) prior to the occupancy of the North Central Area Health Education Center staff in November.
- All SNAP alert messages were updated to the new KCTCS system standards and the system was tested at all campuses successfully.

- **Resource Development**

- **Foundation Report**
 - The Annual Fund Committee reported RiverBlast income at \$32,145, compared to \$29,191 last year. Next year will mark the event's fifth anniversary. The committee is about to conduct the annual board solicitation campaign.
 - The Development Committee held a special meeting to determine new paradigms for financing the Urban Metro Campus. The committee will seek a master developer and pursue state, private, and public-private funding relationships in order to complete the campus. They are also looking at special

financing such as New Market Tax Credits.

- In addition to overseeing a robust investment portfolio, the Finance Committee oversees the Foundation-held properties. The first phase of the church remodel is complete. It included a new ADA-compliant restroom and new, lockable wall separating the offices, sanctuary, and parish house from the gym and kitchen area where the Sunday outreach dinners are still held. The remodel includes new lighting, paint, carpeting, and blinds in the four offices and hallway. The contractor also repaired the roof and added bright lighting at two key locations on the property. The college wired the building for technology and added cameras and a buzzer system for building entry. AHEC moved into the space on Nov. 8. They will pay rent to the Foundation.
- Woolpert concluded an elevation study of the church property as a preliminary move to discern the best area for an elevator. Partners for Sacred Places, a nationally known firm that assists communities in repurposing churches, came Nov. 4 and 5 to interview a cross-section of individuals interested in the surrounding area. The small group session and one-on-one interviews involved neighborhood residents, city leaders, businesses leaders, clergy, and young professionals.

- o **Capital Campaign Update**

- The Foundation is contemplating restarting the capital campaign, which was essentially placed on hiatus during the national financial crisis. In the interim, the college has continued to cultivate prospects and meet with donors. Recent meetings have occurred with Huntington Bank and the Scripps Foundation. On Saturday, Nov. 9, two major donors were honored at the KCTCS Benefactors Gala: the Jacob G. Schmidlapp Trusts, Fifth Third Bank, Trustee for a \$100,000 gift to the Urban Campus, and Dr. Anthony and Gerry Zembrodt for their \$25,000 gift to the Urban Campus.
- Bourbon, Bequests and the Bicentennial was a success with 74 in attendance. The Foundation is pursuing nine commitments from several attendees to add the college in their will or life insurance policy, with more to come.

- o **Grant Activity**

- **Grant Awards**

- ✓ Gateway was awarded a Seminar Grant for \$1,000 through the Association of American Colleges & Universities, Bringing Theory to Practice grant program. Seminar Grants are for institutions to bring together diverse members of the campus community for a half day or longer facilitated conversation that will result in the planning, implementation, and assessment of actions consistent with the civic mission of the institution and how the full expression of this mission can be achieved. **Kristen**

Smitherman and **Keith Lanser** wrote the proposal with input from numerous faculty, staff, and division chairs who are excited to participate in the seminar series. Although small, this award will help advance the college's 2013-2014 Strategic Priority 5.4 to develop a "comprehensive experiential learning program to include co-op, internships, externships, service-learning, civic engagement, and student-run businesses/social enterprises." The award also recognizes Gateway on a national level with a new funder.

- ✓ The college received almost \$2.75 million in the third round of funding through the Department of Labor Trade Adjustment Assistance Community College and Career Training (TAACCCT) competition. **Dr. Angie Taylor** serves as the Project Administrator and **Dr. Yvonne Meichtry** serves as the Project Manager. The grant supports new and existing programs in advanced manufacturing, logistics, construction (HVAC), and utilities. The target population includes a priority of veterans and other eligible participants under TAA guidelines that may include low-income, low-skilled, underemployed, and other disadvantaged populations. Funds will support personnel, equipment, supplies, evaluation, and professional development.
- ✓ HPOG's fourth year of our five-year grant began on Sept. 30. **Mary Pat Behler** will take over as Project Director from **Terri Green** when Terri retires on Dec. 1. Both are working together during the last weeks of October and November so there will be a smooth transition.
 - Mary Pat will travel to Washington, DC, with **Dr. Ross Santell** and **Jennifer Boblitt-Johnson** for the 4th Annual HPOG Conference. Jennifer will be presenting at one of the workshops. Thanks to Jennifer, the college has also submitted a success story to HPOG that was chosen as one of the five best success stories.
 - HPOG has continued to support a Compass prep workshop for the past five months. The number of students has slowly improved, and 16 students attended in September for a total of 68. All re-testers have improved their scores and all comments about the workshop on the exit surveys are positive.
- **Grants Pending**
 - ✓ The college has grants pending with Wider Opportunities for Women, National Science Foundation S-STEM and Advanced Technological Education, AACC Plus 50, and CPE Near Completers.
- **Upcoming Competitions**

- ✓ The college will pursue the National Science Foundation STEM Talent Expansion Program and Interact for Health Tobacco-Free Environments.
- **Marketing**
 - In the 37 days since the date of the most recent report, the Marketing/Public Relations Department has produced, coordinated, or completed 448 projects or requests, including four revenue-generating design/print projects received from other colleges and a large in-kind donation for the Life Learning Center. This is an average of 12 projects per day and is an even more impressive total considering that the group had a combined total of 18 business travel or vacation days during the period.
 - Projects included issuing 25 news releases or media advisories and coordinating the Gateway2NKU media conference, the Raise the Floor launch, and the Restore the Glory kick-off, all of which contributed to at least 360 positive media placements during the period. Projects also included oversight of the current online advertising campaign, which has delivered 1.5 million impressions resulting in 727 click throughs to the “Raise Your Hand” form on the Gateway website and five known form completions (leads). Completions can exceed that number if the respondent fills out the form at a later date from a different computer.
 - Projects also included supervising the two-day photo/video shoot conducted by KCTCS; preparing all print materials for Bourbon, Bequests, and the Bicentennial; preparing all marketing materials and handouts for the Gateway2NKU announcement; preparing Healthy Campus initiative marketing materials; preparing materials for a SACS reaffirmation promotion campaign; and preparing the handout for the Northern Kentucky Consensus Committee (which contributed to a No. 1 placement on the committee’s priority list).
 - Departments or initiatives served included (but were not limited to): Academic Advising Center, Admissions, Allied Health, GCTC’s COV 200 Team, HPOG, Assessment Center, Business Services, Center for eLearning, Disability Services, Financial Aid, Food Services, Health and Wellness Technology, Massage Clinic, Grants Department, Human Resources, Library & Information Services Department, Computer Information Technology, Instructional Design & Learning Technology, Library and Information Services, Manufacturing, Medical Information Technology, Nursing, Career Services, Transfer, Counseling, Center for Academic Success, Students Obtaining Success, Registrar's Office, Resource Development and External Affairs, Student Development, External Partners, Workforce Solutions, Service Learning, IPTEC Grant, KCTCS, Gateway VETS, Raise the Floor, Board of Directors, AHEC, Safety & Security, Strategic Enrollment Management Team, Pendleton County, preparation of four small print ads and meetings with four advertising

vendors.

- A new video of Allied Health was developed in collaboration with Creative Alliance and funded by HPOG.
- HPOG will continue to purchase TANK bus ads until August 2014. An ad was placed in the “*What’s Happening*” magazine for Campbell, Kenton, and Boone counties and will be placed again in the Spring/Summer edition of the magazine. A digital billboard at 12th and Madison Streets in Covington is flashing a Health Career message and Gateway’s logo for one month from mid-August to mid-September. Several rounds of postcards will be sent to the local Kentucky counties as well as Hamilton County over the next year encouraging healthcare careers and delivering the HPOG recruitment message. A new TV ad was placed on the Fox 19 and the CW for a few weeks starting October 14 and will run on several cable stations throughout the year. Telephone calls have already been received as a result of the TV ad.

- **Employee Professional Development**

- **Employee Development**

- In October, **Dr. Patricia Goodman** served as the Quality Enhancement Plan (QEP) Lead Evaluator for a community college in Alabama as part of an accreditation reaffirmation team with the Southern Association of Colleges and Schools Commission on Colleges. Dr. Goodman also served as the Institutional Effectiveness Evaluator for a community college in Georgia as part of an initial accreditation team with the Southern Association of Colleges and Schools Commission on Colleges.
- **Doug Penix**, director of eLearning Environments, and partner TiER1 Performance Solutions, presented Coaching for Quality: Improving Quality by Easing the Burden of Design at the annual Quality Matters conference held in Nashville, Tenn. This same presentation was also given at the Blackboard on Tour conference held at the University of Cincinnati.
- **Karen LaRosa**, eLearning associate, presented Engagement: The Name of the Game at the Blackboard on Tour conference held at the University of Cincinnati.
- **Monica Yihad** attended training on Sept. 11 hosted by the Federal Bureau of Prisons and the Northern Kentucky Reentry Team titled, “Offender Employment Specialist: Building Bridges”.
- **Dr. Angie Taylor** attended the National Council for Workforce Education conference in Milwaukee in October.

- **Dr. Taylor** facilitated the LEAD VIII retreat at Bracken Ridge Oct. 22 - 23. LEAD VIII members include **Fares DaSilva, Judie Hontas, Richard Gallagher, Caprise Johnson, Keith Lanser, Juliana McGuinn, Stacey Siekman-Hall, Kristen Smitherman, Matthew Strother,** and **Natasha Vallette**. Professional development activities include low ropes, team building, communication, and career pathway development.
- The Center for Innovation team – **Phil Accardi, Carissa Schutzman, Dr. Amber Decker, Mary Pat Behler, Tess Burns, Keith Lanser,** and **Dr. Angie Taylor** -- hosted the first “Ed Talk” on October 15. Amy Monson was the guest speaker showcasing the highlights of her 3,700-mile cross country bike journey.
- Gateway will host the KCTCS Academic Leadership Conference on Nov. 15, 2013. Division Chairs and Provosts from across the state will participate in the conference. About 100 participants are expected to attend, including all of Gateway’s academic leadership.
- **Phyllis Yeager**, director of Human Resources, and other HR department employees participated in the following meetings and events:
 - ✓ Leadership Northern Kentucky Class Steering Committee and selected to co-chair the Education Day.
 - ✓ Final plans are in process for the Making an Impact on 21st Century Career Readiness and the Region’s Economic Vitality. The morning session will be held at NKU and afternoon at Gateway, to include tours and guest speaker, John Holifield; Impacting the Region Through Inclusive Competitiveness and 21c STEM Education, A First Steps Dialogue.
 - ✓ Monthly session/luncheon on Oct. 17 – “Managing Diversity - Gender & Gender Plus”.
 - ✓ Gateway hosted the Department of Education and Insurance Benefit Fair at the Edgewood Campus on Oct. 10 and was attended by 400+ retired/active employees covered under the state health benefit plan.
- **Center for Professional Development**
 - **Tiffany Minard**, coordinator of Counseling and Intervention Services, coordinated and provided suicide prevention training (training that teaches participants how to question, pursue, and respond to an individual who is having suicidal thoughts) for faculty and staff. She also coordinated an Emotional and Mental Health/Substance Abuse training to faculty and staff at the October 16 College-Wide Symposium. Participants learned about signs of mental disorders and how substances affect individual’s behavior. In addition,

- participants were able to view a display of common drugs.
- The following lists the schedule for The Center for Professional Excellence Lunch n' Learn sessions:
 - ✓ Sept. 30 – Life Balances; Pieces of the Pie & Hats We Wear – presented by St. Elizabeth EAP
 - ✓ Oct. 15 – Handling Absences and Family Medical Leave Act – presented by HR, **Phyllis Yeager**
 - ✓ Oct. 30 – Social Media – introduction for personal and professional – presented by PR/Marketing – **Tess Burns**
 - ✓ Nov. 15 – Your Role as a Quality Customer Service Provider (Series of five (5) Customer Service trainings to be offered) – presented by **Phil Accardi**, Gateway Workforce Solutions
 - ✓ Nov. 27 – Creating a Concierge Service at your Library - presented by SWON
 - ✓ Dec. 16 – Customer Service by Phone - presented by **Phil Accardi**, Gateway Workforce Solutions
 - ✓ Jan. 15 – Managing Difficult Employees (Supervisory) – presented by St. Elizabeth EAP
 - ✓ Jan. 30 – Effective Customer Communication Skills – presented by **Phil Accardi**, Gateway Workforce Solutions

 - The Oct. 16 College-Wide Symposium theme was, “Get S.M.A.R.T and Healthy” and also included the following:
 - ✓ Gateway’s United Way Campaign finale
 - ✓ QEP Orientation Module and feedback breakout sessions
 - ✓ Afternoon concurrent Sessions focused on “Gateway...A Healthy Place to Work and Learn”

 - The QEP Professional Development Leadership Team consists of a “Healthy Place to Work and Learn” team that has been formed to implement and coordinate the initiative with the following activities planned so far:
 - ✓ To assist the institution and become actively engaged in promoting employee health and wellness; this will include the roll out of the college being a tobacco-free campus, effective Jan. 1, 2014
 - ✓ The team is in process of putting together a calendar of events; the events will include a kick off of “Wellness Wednesday’s” with a date to be determined
 - ✓ Resource tables will be available at each campus
 - ✓ Healthy tips posted via The Brew
 - ✓ Walking Wednesday at the Boone Campus – inside and out
 - ✓ Continuation of activities at the Urban Center

- ✓ Researching the possibility of providing additional healthy food/snacks via the vending machines
- ✓ Tobacco-free update: a Press Release was distributed via email on Sept. 23 regarding Gateway going tobacco-free, Healthy Initiative flyers posted throughout Gateway's campuses, and tobacco-free signage will be ready the week of Oct. 14 and posted throughout the college via banners, yard signs, wall posters, flyers, parking lot entrance signage, and letters to business partners near campuses, communicating Gateway's healthy initiative and tobacco-free campus effective January 1, 2014.
- A First Year Employee Experience session was held on Oct. 25 introducing new employees to the employees and services at the Boone and Edgewood Campuses. The day included presentations from programs at both locations and campus tours. There were a total of 19 employees in attendance, while eight employees graduated from the FYEE program at the conclusion of this session. The next session will be held on Feb. 14, 2014.
- Open Enrollment was scheduled for Oct. 1 – 31 for employee health benefits. Open Enrollment sessions were held throughout the month at each college campus to assist with online enrollment; facilitated/assisted by **Amy Hatfield**, **Connie Wiedeman**, and **Phyllis Yeager**.
- **New Employees**
 - **Lauren Roderick**, part-time advisor in the Advising Center, was hired to advise AA/AS/EDU students.
 - **Carmelita Gallagher**, part-time advisor in the Advising Center, was hired to advise pre-Nursing and Health Education programs; the position is Perkins-funded.
 - **Jason Moore** has been hired to fill a position designed to focus on recruiting in Pendleton, Grant, Owen and Campbell Counties and to assist with the Pendleton County initiative. One of his main responsibilities will be to recruit new and returning students to take courses being offered at the Center in Pendleton. In addition to working with the Pendleton community, Jason will also work with Gateway Regional Academy students in Grant and Campbell Counties to recruit and act as their Gateway advisor.
- **Reassignments/Retirements**
 - **Colleen Kane** transitioned from director of Disability Services to director of Student Support Services.
 - **Regina Borders** transitioned from assistant director of Disability Services to Interim Director.

- **Angela Brinkman** accepted full-time employment as the new assistant director of Disability Services.
- **Honors, Recognitions of Employees, Students, Programs, and Partners**
 - **National Recognitions**
 - **Dee Wright** and **Dr. Yvonne Meichtry** attended the NSF ATE National Principal Investigators Conference coordinated by the American Association of Community Colleges in Washington DC from Oct. 23 – 25. They exhibited the Mechatronics grant project in a Showcase session. The conference brought together community colleges, business and industry, secondary school systems, four-year colleges, and research and development centers to focus on the critical issues related to advanced technological education.
 - Gateway Community and Technical College has been selected to be on the “M List.” According to the Manufacturing Institute, “The M-List distinguishes quality manufacturing education and training programs that are a preferred source of talent for manufacturing employers.” We are excited about the M-List and the opportunity to showcase the schools that are leading the way toward a manufacturing renaissance.” **Carissa Schutzman** submitted the application earlier in 2013 and was notified of Gateway’s selection in September.
 - **Regional/State Recognitions**
 - The six-minute Manufacturing Careers video produced by MAC Productions as part of the college’s current NSF ATE grant project is being incorporated in the Vision 2015 video that is showcasing regional accomplishments.
 - Hats off to Gateway’s 2013 United Way Team for meeting and far exceeding the goal of \$25,000 set by United Way. Pledges and activities totaled \$27,958 (112% of goal), with an additional \$1,000 raised in a student philanthropy project benefitting the Brighton Center.
 - **Local Recognitions**
 - **Rock Neelly** has participated for the last two years on the Books on the Banks Volunteer Committee. He attended both the reception at the Mercantile Library representing Gateway and later worked at the Books by the Banks celebration last Saturday at the Duke Energy Center.
 - **Laura Kroeger** was honored as one of 11 Athena Award Finalists on Oct. 24. The award honors women for a lifetime of professional work, community service, and mentoring women.
 - **Dr. Amber Decker** graduated from the SOAR leadership program in October.

- The Public Relations department members (**Margaret Thomson, Tess Burns, Patrick Lamping**) continued to serve on 11 different teams, including KCTCS Online App, Gateway's COV200 Team, QEP, Gateway Technology Team, Retention Team, Center for Innovation, Boone Campus Safety Committee, College-Wide Safety Committee, Healthy Campus Initiative, Enrollment Management Team, and the Gateway2NKU development team, and attended approximately 30 team meetings. **Tess Burns** represented Gateway at Northern Kentucky Developers Day, CBC Luncheon, and UpStart (UpTech event), and the NACEE Conference Grant Pitch Contest. **Patrick Lamping** represents Gateway on an external Lego League team that supports STEM in elementary schools.
- Congratulations to Sonya A. Strunk (Human Services major) on her acceptance into the University of Cincinnati's Bachelor of Science Substance Abuse Counseling Program beginning in January 2014. Ms. Strunk earned Dean's List honors as she completed all her general education classes and electives at Gateway and now only needs to complete the Substance Abuse Counseling core curriculum classes at UC.
- **Dee Wright, Dr. Kerri McKenna, Dr. Teri Vonhandorf, Michael Rosenberg, Doug Penix, and Toni Bloom** have been selected as presenters for the 2013 KCTCS Academic Leadership conference being hosted by Gateway on November 15.
- Gateway's VETS Program was selected for the Military Times Best for Vets: Career and Technical College 2014 list. The criteria included survey responses based on services our veterans receive at Gateway and the magazine's editorial judgment. Academic quality measures were also factored into the final rankings. The top 15 schools appeared in the Sept. 16 issues of Army Times, Navy Times, Air Force Times, and Marine Corps Times. Congratulations to **Daniel Ridley, Chris Courtney, and Dr. Angie Taylor**.
- o **New Programs**
 - The Paramedic Program started the second cohort in August 2013 which will end December 2015.
 - Gateway will offer the Pharmacy Technician I certificate which provides graduates a better chance of working in hospitals or long-term care facilities beginning in the Spring term.
 - Gateway is working with NKU to offer a Pre-Pharmacy Curriculum at Gateway for students that plan to enter pharmacy school.

President's Priorities

Refocusing attention on employee recognition and development and personal engagement with employees and students

- Visited all campus several times per week during the day and evening while classes are underway to engage employees and students in informal settings. Seven “conversations with the president” were held with seven classes.
- Delivered nine employee recognition certificates for employees celebrating employment milestones (5, 10, 15, 20 years).
- Presented one retirement gift to an employee.
- Presided over and participated in the October college wide symposium which focused on the college's SMART plan implementation.
- Celebrated graduation from the new-employee orientation program for recent completers during a luncheon.

Successfully completing SACS Reaffirmation, implement QEP, and Foundations of Excellence plans

- Continued to monitor QEP implementation (SMART Plan) by meeting with QEP director quarterly.

Complete college business plan

- Met several times with Mike Baker, Jamie Younger, and Patricia Goodman to review progress on the Business Plan, the template for which was presented to the Board of Directors in September. The focus now is developing capacity estimates for academic programs and determining growth areas and how to allocate funding in the next 2-3 years.

Fully implement immediate and short-term phases for Urban Metro Campus Master Plan

- Met with Foundation Chairman numerous times to plan for uses of the Church, Point properties, and the Marx Building renovations.
- Monitored the demolition of the interior renovation of Marx Building (now complete). Working with the Foundation and contractor on final cost estimates for the construction.

- Continued meetings with the City of Covington, Duke Energy, and adjacent property owners to develop a plan and timetable for the redevelopment of Electric Alley including working with the City on an application for funding via OKI.
- Completed the design process for the Abode Building that will house the Cosmetology and Massage Therapy programs.
- Completed the final plans for the Bookstore facility in the Urban Campus.
- Continued to meet with key legislators, state, and local officials regarding commitments and support for the Urban Campus and funding for higher education in general. Met with NKY Consensus Committee, and the Urban Campus was voted the top priority for capital construction projects for NKY.
- Met the Gateway VETS advisory board concerning the development of the Gateway Veterans Center in the Senior Services Building on 5th Street.
- Continued meeting with leadership-level donors with emphasis on the Urban Campus as part of the major gifts campaign:
 - Met with one foundation on a follow-up meeting that will lead to a proposal
 - Met with Catalytic Fund Director and Foundation Development Committee on funding alternatives for campus.
 - Met with Foundation Chair and a fundraising consultant on re-newing the Campaign for GCTC.

Fully Implement Distance Learning Initiative and report same to board

- Met with **Dr. Patricia Goodman** twice per month to monitor the IPTEC grant activities and distance learning initiative.
- Met bi-weekly with President's Cabinet to review enrollment and revenue metrics including the targeted areas for growth. Created an Executive leadership Team that will meet two times per month to deal with strategic initiatives only. .

Continue implementation of the Center for Advanced Manufacturing Plan

- Met with **Dr. Angie Taylor** and **Carissa Schutzman** to monitor the implementation of the Advanced Manufacturing Business Plan with emphasis on implementing a comprehensive analysis of the region's manufacturing workforce needs. (See activities related to the implementation elsewhere in this report.)
- Assisted in the launching of the Raise the Floor initiative designed to increase the number of women entering into the advanced manufacturing fields.
- Met two times with the Greater Cincinnati Workforce Partnership Executive Committee and/or Board to review activities related to manufacturing, healthcare, STEM collaborative, and IT industry clusters.

Serve in local, regional, state and national leadership roles

- Met with the following local/regional boards: Greater Cincinnati United Way, Life Learning Center, Metropolitan Club Executive Committee and Board of Governors, North Central Area Health Education Center Advisory Board (AHEC), Build Our Bridge Now Coalition, Northern Kentucky Chamber of Commerce Board and Executive Committee, Tri-Ed Board of Directors, Covington Center City Action Planning Steering Committee, and Vision 2015 Regional Stewardship Council.
- Attended the final meeting of the AACC Implementation Team meetings in Washington, DC. The implementation team recommendations will be part of a national implementation report presented at the annual AACC convention in Washington, D.C. in April 2014.

Other Activities

- Met monthly with **Michael Lee**, director of Inclusion and Cultural Initiatives, to monitor the Diversity Plan and attended a meeting of the Committee on Equal Opportunity of the CPE.
- Monitored the college's efforts with Pendleton County community leaders to implement the community's vision to have a greater Gateway presence in the community. **Dr. Urban** has assumed a lead role in the project. Approved the expenditure of funds to place a new computer lab at the Pendleton Center with additional funding from the local community as a match.
- Monitored weekly the approved college budget effective July 1.
- Established a quarterly meeting schedule with Presidents Geoffrey Mearns (NKU) and David Armstrong (TMC) to discuss joint and collaborative programs.
- Continued to serve as host for the Northern Kentucky Cooperative Education and the Superintendents monthly meeting beginning in July. The college will host these groups during the 2013-14 year.
- Attended the following business openings or plant expansions: Mubea (with Governor Beshear and the company owner from Germany).

- The President's Cabinet met at Grant County High School on September 24 and took a tour of the high school and learned about their Career & Technology Center. Later that afternoon, Cabinet members attended the Grant County Career Center/Gateway Adult Education grand opening ceremony.

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

Refocusing attention on employee recognition and development and personal engagement with employees and students

- Will continue to plan and initiate the employee and student engagement activities by meeting with employees and students in at least 10 “dialog” sessions during the fall term.
- Will continue to personally deliver employee recognitions for service awards.

Successfully completing SACS Reaffirmation, implement QEP, and Foundations of Excellence plans

- Will continue to monitor the progress of the QEP team through monthly meetings with the director and team leaders as needed. Will review and approve the final response to SACS which is due in March.
- Will meet at least once with the Foundations of Excellence Implementation Team.

Complete college business plan

- Will meet monthly with the team to finalize a template for the Recruitment Component of the Business Plan with a goal of completing the Business Plan in fall 2013.

Fully implement immediate and short-term phases for Urban Campus Master Plan

- Will review and approve the final plans for the Marx Building and work with the Foundation to secure funding to begin the renovation.
- Will complete the design process for the LiNK and Abode buildings and complete concept design phases for both.
- Will finalize plans for Transportation Technologies.
- Will continue the implementation phase for the Urban Campus and work with the City of Covington and Kenton County on the infrastructure plan needed to support the new campus (i.e., Electric Alley, streetscapes).
- Will continue to meet with legislators and KCTCS leadership to obtain the highest endorsement possible for the six-year capital plan.
- Will work with the Gateway Foundation and Campaign leadership to implement the immediate needs for the financing plan for the Urban Campus, with emphasis on the Marx and church properties.

- Will continue to meet with leadership-level donors with emphasis on the Urban Campus as part of the major gifts campaign. Deliver at least five lead gift level proposals to qualified prospective donors. Fundraising will be a major focus of the President's time in the next six to nine months.
- Will deliver one gift proposal to support scholarships and one to support other campus needs.
- Will continue discussions with Catalytic Fund Director and other experts on funding alternatives for the Urban Campus.

Appendix A

Fall 2013 Enrollment Snapshot

Gateway Community and Technical College Historical Fall Enrollment – Unduplicated Enrolled Students

Institution

Headcount is the number of students shown as Enrolled for at least one class in the specified semester. Returning Students are students with an admission term not equal to the specified, whereas New Students are students with an admission term equal to the specified term. Workforce, Firefighters, and High School headcounts are determined by the number of students with Student Classifications of Workforce, WF = Fire Rescue, and High School, respectively. Gateway Regional Academy (GRA) and Veterans headcounts are determined by the number of students placed into specific Student Groups.

	Fall 2011 ¹	Fall 2012 ²	Fall 2013 ³	Goal 2013-2014
Headcount	4,815	4,619 -4.07%	4,648 +0.63%	
Full-Time ⁴	1,444 (30%)	1,338 (29%) -7.34%	1,467 (32%) +9.64%	
Part-Time ⁴	3,371 (70%)	3,281 (71%) -2.67%	3,181 (68%) -3.05%	
Returning Students ⁴	3,550 (74%)	3,555 (77%) +0.14%	3,594 (77%) +1.10%	
New Students ⁴	1,265 (26%)	1,064 (23%) -15.89%	1,054 (23%) -0.94%	
- New Students ⁵ (without transfer credit)	1,090 (86%)	883 (83%) -18.99%	883 (84%) NC	
- New Students ⁵ (with transfer credit)	175 (14%)	181 (17%) +3.43%	171 (16%) -5.52%	
Workforce ⁶	210	223 +6.19%	299 +34.08%	
Veterans	57	126 +121.05%	159 +26.19%	
Firefighters	103	333 +223.30%	242 -27.33%	
High School	449	226 -49.67%	223 -1.33%	
Gateway Regional Academy (GRA)	24	148 +516.67%	195 +31.76%	
Students taking at least one online class	1,351	1,459 +7.99%	1,655 +13.43%	
Student taking only online classes	482	578 +19.92%	637 +10.21%	
Credit Hours	40,908.00 ⁷	37,220.10 ⁷	37,381.50	
Full-Time Equivalent	2,727.20 ⁷	2,481.34 ⁷	2,492.10	

¹ Fall 2011 information is as of November 3rd, 2011 except for *Credit Hours* and *Full-Time Equivalent*

² Fall 2012 information is as of November 3rd, 2012 except for *Credit Hours* and *Full-Time Equivalent*

³ Fall 2013 information is as of November 3rd, 2013

⁴ Percentage in parenthesis is the numbers' percentage of the Headcount. The sum of percentages for *New Students* and *Returning Students* equal 100%. The sum of percentages for *Full-Time* and *Part-Time* students equal 100%.

⁵ Percentage in parenthesis is the numbers' percentage of the New Students. The sum of percentages for *New Students without Transfer Credit* and *New Students with Transfer Credit* equal 100%.

⁶ Excludes participants of WINS funded opportunities

⁷ Fall 2011 and 2012 *Credit Hours* and *Full-Time Equivalent* are Official data

1,164 = Spring 2013 Credential-Seeking/Undecided Students not Enrolled for Fall 2013
(excludes spring and summer 2013 Graduates and includes students not eligible to enroll per SAP regulations)

438 = Fall 2013 New Credential-Seeking/Undecided Applicants have been Accepted but have not Enrolled for Fall 2013

Online Enrollment in Classes Offered through Gateway

Online classes are determined by the instruction mode listed for the class.

	Fall 2011 ¹	Fall 2012 ²	Fall 2013 ³	Goal 2013-2014
Online Enrollment (Duplicated)	685	1,654 +141.46%	2,345 +41.78%	
Credit Hours	1,965	4,940 +151.40%	6,818 +38.02%	
Full-Time Equivalent ⁴	131.00	329.33 +151.40%	454.53 +38.02%	

¹ Fall 2011 information is as of November 3rd, 2011

² Fall 2012 information is as of November 3rd, 2012

³ Fall 2013 information is as of November 3rd, 2013

⁴ Full-Time Equivalent is calculated by dividing *Credit Hours* by 15

Workforce Enrollment Details

Workforce headcounts are determined the number of students with Student Classifications of Workforce. The headcount excludes participants in WINS funded opportunities.

	Fall 2011 ¹	Fall 2012 ²	Fall 2013 ³	Goal 2013-2014
Enrollment	210	223 +6.19%	299 +34.08%	
Credit Hours	312.40	400.55 +28.22%	416.50 +4.01%	
Full-Time Equivalent ⁴	20.83	26.70 +28.22%	27.77 +4.01%	

¹ Fall 2011 information is as of November 3rd, 2011

² Fall 2012 information is as of November 3rd, 2012

³ Fall 2013 information is as of November 3rd, 2013

⁴ Full-Time Equivalent is calculated by dividing *Credit Hours* by 15

Veterans Enrollment Details

Veteran's headcount are determined by the number of students placed into specific veteran Student Groups assigned by Admissions.

	Fall 2011 ¹	Fall 2012 ²	Fall 2013 ³	Goal 2013-2014
Enrollment	57	126 +121.05%	159 +26.19%	
Credit Hours	609	1,415 +132.35%	1,871.20 +32.25%	
Full-Time Equivalent ⁴	40.60	94.33 +132.35%	124.75 +32.25%	

¹ Fall 2011 information is as of November 3rd, 2011

² Fall 2012 information is as of November 3rd, 2012

³ Fall 2013 information is as of November 3rd, 2013

⁴ Full-Time Equivalent is calculated by dividing *Credit Hours* by 15

Gateway Regional Academic (GRA) Enrollment Details

Gateway Regional Academy (GRA) are determined by the number of students placed in the GRA Student Group.

	Fall 2011 ¹	Fall 2012 ²	Fall 2013 ³	Goal 2013-2014
Enrollment	24	148 +516.67%	195 +31.76%	
Credit Hours	102	526 +415.74%	884.50 +68.16%	
Full-Time Equivalent ⁴	6.80	35.07 +415.74%	58.97 +68.16%	

¹ Fall 2011 information is as of November 3rd, 2011

² Fall 2012 information is as of November 3rd, 2012

³ Fall 2013 information is as of November 3rd, 2013

⁴ Full-Time Equivalent is calculated by dividing *Credit Hours* by 15