



**President’s Leadership Team Report to the
Gateway Board of Directors
March 2014**

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EXECUTIVE SUMMARY

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.

The report contains information related to the key performance measures and strategic initiatives during the period November 14, 2013 through March 10, 2014.

Key Performance Measures

Enrollment

- ↓ Overall enrollment for spring declined and mirrors the national trend.
- ↑ FTE for targeted programs for online (+17.46%); Veterans (+49.1%); and Gateway Regional Academy (GRA) (+102.3%).
- ↑ Enrollment in Manufacturing and Trades continues to increase (8.85%).

Student Success Highlights

- ↑ Student Support Service program students met or exceeded all success measures including persistence, graduation, and transfer.
- ↑ Ready to Work students met or exceeded program goals for persistence and graduation.
- ↑ December Nursing graduates' pass rate on the NCLEX exam was 100%, with two students yet to test.
- Overall retention rates (fall – spring) remain at 66.67%.
- ↓ Federal loan program default rate increased from 29.3% in the 2010 *draft* cohort to 32.9% in the 2011 *draft* cohort. (Preliminary draft data)

Resources

- KCTCS BuildSmart legislation is working its way through the Kentucky General Assembly.
- Campaign for Gateway is underway with leadership gifts.
- ↓ Revenue from tuition did not meet projections for fall or spring (preliminary), but reserves and conservative spending will balance the budget.
- ↑ New grants, including \$25,000 for STEM and \$180,000 for Raise the Floor, were obtained.
- ↑ Over \$2 million in KYWINS were obtained for training in the region's companies.

Employee Development

- ↑ The Healthy Place to Work and Learn initiative, including the Tobacco Free Campus, was implemented on January 1, 2014, with little or no controversy.
- ↑ The First Year Employee Experience program for new employees graduated a class in December and welcomed a new cohort in February.
- ↑ Significant safety and campus security training was provided to employees.

New Programs

- ↑ New Advanced Manufacturing certificates were approved for pilot status: Business Foundations and Certified Production Assistant.
- ↑ Raise the Floor initiative to recruit women to Advanced Manufacturing careers was initiated with 10 students.

Urban/Metro Campus

- ↑ Technology and Design Center (Marx building) renovation underway (Foundation supported), with an anticipated July occupancy.
- ↑ Bids were accepted for Urban Spa and Professional Services Center (Abode) and the Bookstore (Link), with January 2015 and October 2014 occupancies anticipated (college/KCTCS supported).
- ➡ Electric Alley and other infrastructure issues are in the development phase with the City of Covington.
- ➡ Transportation Technologies relocation is in negotiation stages.
- ➡ The Kaleidoscope Center (church) conceptual planning completed (Foundation supported).
- ➡ Other tier one properties are in the long-term development phase.

Honors/Awards

- ↑ A National Bellwether Award was received for Workforce and Economic Development.
- ↑ Students in Visual Communications received local ADDY awards from the advertising industry.

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

- **Enrollment – Spring 2014 (Preliminary Highlights)**

- Enrollment at Gateway and across KCTCS continues to be flat or in decline compared to 2013. While some additional enrollment will occur, as of March 10, 2014, some highlights follow:

	Spring 2014	Spring 2013	%
Headcount (HC)	4,168	4,594	-9.27
Full-Time (HC)	1,337	1,399	+4.64
Part-Time (HC)	2,769	3,257	-14.98
Full-time Equivalent (FTE)	2,309.97	2,428.50	-9.5
Workforce FTE	24.48	22.54	-7.93
Veterans FTE	165.67	111.05	+49.19
Gateway Regional Academy FTE	69.07	34.13	+102.37
Online FTE	599.73	510.60	+17.46

- While headcount is down slightly, the number of full-time students is increasing. There is some statistical evidence across KCTCS that indicates that the overall decrease in unemployment is impacting enrollment at Gateway and other KCTCS colleges. Retention rates are trending slightly higher to flat. Applications received have increased.

- **Matriculation Activities**

- **Recruitment – New Students**

- Sixteen new students declared Health Information Technology (HIT) as their major and will start the HIT course work in fall 2014.
- The Associate Degree Nursing Program admitted a new cohort of 40 students to the program for the spring 2014 semester.
- New students from Boone County High School and Dixie Heights High School will be attending Gateway in fall 2014 and entering the Criminal Justice program. One of those students has already signed up for the Gateway2NKU Pathway.
- An open enrollment event was held January 31 for the February 2014 start; 110 students were scheduled and 88 attended.
- Work & Learn/Ready to Work programs are participating in a marketing blitz for Campbell, Kenton, and Boone County Housing Authorities. While outreach methods will be adjusted for our southern rural counties, Gateway statistics

show that most students in Work & Learn/Ready to Work are from the River Cities.

○ **Traditional-Aged Students**

- The college continues to work with Holmes Chapman Career and Technical Students as well as area high schools students interested in attending the Nurse Aide Program (NA) while attending high school.
- Disability Services coordinated the Winter Senior Transition Fair that was held at Gateway's Boone County Campus December 13. Regina Borders and other Gateway employees presented various topics including transitioning from high school to college, hot jobs in manufacturing in Kentucky, financial aid 101, and transfer. The Senior Transition Fair served over 170 local seniors, more than double last year's total. Due to this success, representatives from other community resources have asked to hold similar events (for students with disabilities and those serving such populations) in upcoming months.
- Ready to Work is currently engaged with the teen parent group at Lloyd High School. The goal is to show them how they and their children can be supported while achieving academic goals and developing good employment skills.

○ **Non-Traditional Students**

- **Phil Accardi** hosted a breakfast on February 6 for college/university veterans' service providers in conjunction with Easter Seals Tristate Operation Vets Thrive. Representatives from Gateway, Miami University, UC, Ivy Tech, Cincinnati State, NKU, Xavier, and Thomas More College were in attendance to share best practices and discuss Veteran academic issues.
- At the start of the spring 2014 semester, Gateway has 90 apprentices from nine different companies. **Michelle Flick**, coordinator of Workforce Transitions, continues to provide advising and support to the apprentices as well as to the apprenticeship companies.
- **Daniel Ridley** and **Chris Courtney** have enrolled 86 new veterans in the Gateway VETS program, and all are full-time enrollments. At mid-year, 18 veterans have completed college credentials, and another 17 veterans have been placed in full-time employment. The goal for the 2013-14 academic year is to enroll 100 new veterans in the program.
- The Raise the Floor initiative to recruit more women into advanced manufacturing launched its first Certified Production Technician course January 13 with 10 women in the class. The 27 founding women of the Raise the Floor program are continuing their work on the four pillars of the program:

awareness, support, training, and futurists. In February, **Margaret Thomson**, director of marketing at Gateway, will work with the group to establish a long-term marketing plan. The next cohort of students is expected to begin in March. In January, **Carissa Schutzman** attended a conference with Wider Opportunities for Women in Washington, DC, and received grant funding of \$180,000 to support the Raise the Floor Initiative.

- **Transition Activities To:**

- **Senior Colleges/Universities**

- The college reports that 94 students are enrolled in the new Gateway2NKU transfer program.
- Health Information Technology is currently developing a pathway to NKU for Healthcare Informatics.

- **Careers**

- Two students enrolled in last year's Massage Therapy (MT) class are beginning to work as independent contractors in the Gateway Massage Center.
- Nine students who were enrolled in the 2012-13 Paramedic cohort are certified paramedics and have jobs with fire and EMS agencies.
- Students enrolled in the Medical Nurse Aid (MNA) program are gaining exposure to long-term care residents at several area long-term care facilities. This experience will assist those students in seeking employment opportunities after successful program completion.
- Two Health Profession Opportunity Grant (HPOG) career and placement specialists work closely with students on resume writing, interviewing skills, and job placement. The current job placement rate for HPOG students is 65%.
- Career Services continues promotion of College Central Network (CCN), our Virtual Job Fair to enroll students as a means to connect them with area employers. Activity for the fall semester included 68 new employer registrations, 135 employer job postings, job postings viewed by registered students 366 times, 74 new student registrations, and three alumni registrations. While 55 resumes were approved, there were 46 contacts made with students about revisions, and 12 in-person review sessions. Information about Career Services is available throughout the week at 859-442-1609 or emailing at gw-CareerServices@kctcs.edu.

- The Focus 2 Career Assessment is sponsored by Career Services and available on line to perspective and current students. The Counseling Department helped support follow up with 21 sessions. Career Services provided 32 informal career assessments by using a self-select format of the Focus 2 categories through one-on-one contacts.
- Career Services sponsored three Employer Showcases this semester at the Edgewood and Boone Campuses. This is a new promotion for employers to connect one-on-one with students and share their employment opportunities and for students to ask specific questions directly of the employer. More Employer Showcases are being planned for the spring semester.

- **Student Services and Successes**

- Gateway's Cosmetology and Massage Therapy programs generate funds from student-run businesses. The Cosmetology program has generated approximately \$7,000 in sales at mid-year, a 200% increase in earnings from December 2012.
- The Counseling Department received 227 student referrals for the fall 2013 semester. Overall, 73 students received clinical counseling, and 154 students received case management services. The department conducted 251 individual student services. Reasons for referrals were: mental health 24%, financial 24%, housing/utility 11%, career 9%, family issues 8%, grief/loss 7%, domestic violence 5%, transportation 4%, addictions 3%, and satisfactory academic progress (SAP) 3%.
- There are 85 students currently receiving accommodations from Disability Services, with 10 of these being new students for the spring semester.
- **Success Rates** – Student Support Services (SSS) completed the required 2012-13 annual performance report and met all program goals. Those outcomes are as follows:
 - 76.5% of students served were both low-income and first-generation college students (target 67%)
 - 83% persisted from 2012 fall term to 2013 fall term (target 70%)
 - 90.7% were in good academic standing in the 2012-13 academic year (target 80%)
 - 44.9% of the 2009-10 cohort graduated with an associate degree or certificate (target 25%)
 - 27.3% of the 2009-10 cohort transferred to a four-year institution (target 20%)
 - Nine students enrolled in the 2012-13 Paramedics cohort finished the program and passed the National Registry of EMT Paramedics to become certified
 - Students in the 2012-13 Medical Nurse Aid program saw an 84% first-time pass rate

- In fall 2013, the Ready to Work Program served 118 students and met all benchmarks, as mandated by our contract with the Kentucky Cabinet for Health and Family Services. These benchmarks include GPA and retention. For example, Ready to Work students met or exceeded the following goals:
 - Meet or Exceed Institutional GPA – Ready to Work 2.66; Gateway 2.58
 - Meet or Exceed Within Semester Retention Rate – Ready to Work 98.3%; Gateway 90.1%
- **Katie Carter**, manager of the Assessment Center, reported that as of January 1, all GED testing is now on-line. A study is currently being conducted to add a satellite testing center in Covington to meet the demand for GED testing and other Pearson VUE assessments. There has been an increase in FSOT (Foreign Service Officer Test) testing and requests for TOEIC (Test of English for International Communication). **Phil Accardi** is working with the staff in the Assessment Center to design a new work process for Kentucky Nurse Aide testing.
- **Workforce Solutions/Customized Training**
 - **Barry Wilhite**, liaison for Workforce Development, reported the following training activities:
 - Mazak project #3 will entail conducting two training cohorts: one in a welding career pathway and one in a machinist career pathway. These are all new hires with six for the welding cohort and a planned seven for the machinist cohort. Other training components are planned for late spring implementation. The total amount of the KYWINS funding is \$280,000.
 - Emerson Electric is currently training 11 new hires in blueprint reading for machinist. This is its fifth project with this class being a part of the new hire on-boarding process for Emerson.
 - ZF Rubber and Plastics is currently conducting training for six of its maintenance personnel, with plans to conduct quality and decrease re-work.
 - Zumbiel is wrapping up its third project. The current contract includes leadership training for the managers and team leads to improve internal leadership skills and communication. The first maintenance training session has been added to the current leadership training contract, with plans to add additional training for the maintenance personnel.
 - **Christi Dover**, liaison for Workforce Development, reported the following training activities:

- Citi: The 45th class of Career Discovery launched February 4. The next iteration of the Client Excellence Certification program begins February 25.
 - Cummins: Coordinator training continues into its third year and Certified Logistics Associate scheduling and implementation is scheduled for mid-spring delivery.
 - DHL: The second class of Certified Logistics Associate training began in January with a second group of 12 students; leadership training for 15 employees in the clearance center started in January and will continue through March.
 - Ellison Surface Technologies: The leadership program is in its third month of implementation for 36 management and supervisory employees. This training will continue through 2015.
 - Kenton County Airport Board: Stackable credential program began its 2014 schedule with BAS 265-Business Law on February 3.
 - Mubea: This client began Lean Six Sigma Green Belt training on February 5 with 15 employees.
 - Skilcraft: We are finalizing an extensive 2014 training plan for both technical and performance skill courses.
 - Staples: WS began new pilot certificate program, Business Foundations, in January with 17 participants.
 - Toyota: Leadership training is coming to a close for 2013-14 WINS; planning is underway for renewal into 2015.
 - Valassis: The last course in current stackable credential program begins this month – BAS 289 Operations Management.
- o **Ressie Hall** reported that the Workforce Solutions staff ended the first semester with a total of \$2,193,485 procured through KYWINS for 30 local companies. Further, open enrollment courses in Project Management, Six Sigma, and Certified Production Technician training are being offered during the spring semester. These open enrollment courses will be coordinated by **Barry Wilhite**, **Christi Dover**, and **Brenda Campbell**. Companies planning to enroll their incumbent workers in apprenticeship training will take advantage of these open enrollment courses as part of the Launch Pad program.
 - o **Phil Accardi** led a series of Strategic Planning and effective goal setting workshops for Welcome House, Fischer Homes, and Gateway VETS.
 - o **Christi Dover**, **Phil Accardi**, and **Dr. Angie Taylor** held the first logistics focus group February 4 with industry leaders. Focus group findings will be used to design curriculum leading to certificates and degrees and career pathway maps for this industry sector. Based upon requests from employers, a Gateway Logistics Consortium will be created, and the first meeting will be held March 4.

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

- **Retention/Persistence Activities**

- The S.M.A.R.T. Plan Professional Advisor individual appointments with students and the SMART Orientation sessions began March 1. Those divisions/individuals include: Protective and Professional Services Division, Business, Design, and Technology Division, and Undecided Students.
- Retaining students with developmental needs has been an issue for all KCTCS colleges. Gateway will provide supplemental instruction for those students who, upon taking the COMPASS test, are near the level needed to enroll in credit-bearing courses. The One-Up Model will enable students to take courses such as English 100 for two credits, while concurrently taking English 101; this eliminates the need for the student to take a developmental education course for three credits. Students needing developmental math and reading will be provided similar opportunities to take credit-bearing supplemental courses. This strategy will shorten the amount of time students spend in purely developmental education courses.
- As of January, HPOG students have a retention or completion rate of 85%.

- **Student Activities/Clubs**

- Student Support Services facilitated a student trip to the Underground Freedom Railroad Museum December 17.
- The Student Nurse Organization adopted the Northern Kentucky Women's Crisis Center for philanthropic activities and support during the fall semester. Fundraisers throughout the semester raised \$500, half of which was used to provide a Christmas party/gifts for residents and children while the other half was donated to the Center during the annual Nurse Pinning ceremony December 16.
- Under the supervision of **Mike Riley**, instructor in Business Administration, a team of students will participate in the State Idea University Competition in April. The competition is for postsecondary institutions where student teams can enter one of two competitions: business plans or concept plans. The Gateway team will compete in the concept plan competition.
- A Human Services Resource Fair was held January 15 at the Urban Center gym. Gateway students and Northern Kentucky and Ohio residents attended the fair to inquire about services such as food assistance, housing, employment, health insurance, etc.

- **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. The event will take place March 7 and include all Work and Learn/Ready to Work Coordinators across Kentucky. Other invitations have been extended to key Cabinet for Health and Family Services partners from Frankfort, as well as KCTCS System Office personnel.
- The Work and Learn/Ready to Work program coordinators met with Be Concerned (Be Con) marketing director, Andrew Brunsman, to re-establish a partnership that includes volunteer and/or work-study placement, emergency assistance for students, job shadowing/mentoring opportunities, and sharing education information with the community Be Con serves.
- **Carissa Schutzman**, dean of Workforce Solutions, continues to work with the Northern Kentucky Industrial Partnership and the Ambassador program. Boone County, Walton-Verona, and Grant County districts are currently identifying students to be trained as advanced manufacturing ambassadors.
- The Allied Health Division reports the following partnership activity:
 - Massage Therapy has developed partnerships with Coldwell Banker, Remke Foods, Tristate Running Company, Cincinnati Ballet, and C-Forward
 - Medical Assisting and Phlebotomy are developing new partnerships with healthcare facilities in Ohio and Indiana
 - The Paramedic program has developed partnerships with fire/EMS agencies in Covington, Florence, Hebron, Rural Metro, Pendleton, Dry Ridge, and Erlanger.
 - The Interdisciplinary Early Childhood Education (IEC) program is taking measures to ensure program outcomes align with industry needs. Representatives from Gateway will engage community leaders in early childhood education in two focus groups to obtain feedback and input about the program. The focus groups were held February 11 and 15.

- **Service Learning/Experiential Learning**

- Students in the Nursing Program held a Nursing Health Fair at the Welcome House and were recognized by Covington Mayor Carran at a celebration ceremony February 18. Partners in the project included Covington Partners for Prevention; Children, Inc.; and the Covington Service Learning Collaborative.

- **Diversity/Inclusion**

- The Office for Inclusion and Cultural Initiatives (OICI) continues to offer a framework for diversity and inclusion. We are adopting a construct to convene “Stay Interviews” to ensure we are doing diversity right at Gateway as part of our ongoing effort to “interrupt the usual” behavior and embrace new possibilities built on the premises of answerability, dynamic diversity, and infrastructure.
- Gateway employees coordinated the 4th Annual Super Sunday Recruiting Fair that was held Sunday, February 23 at New Hope Christian Church in Newport, Ky. The event included a songfest comprised of several church and school groups celebrating Black History Month. This activity serves as the rollout Gateway’s Quintessential Scholars (GQ-S) mentoring project. GQ-Scholars will operate a table to conscript both mentees/protégés and adults who are interested in serving in a mentoring role.
- Continuing initiatives include:
 - Collaboration 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.
 - Collaboration within the Greater Cincinnati area includes the following initiatives: the new Avondale Education roundtable, the University of Cincinnati’s Diversity Round Table, The Luxottica (Mason, OH) mentoring group, Agenda 360 and Vision 2015’s Diverse by Design Task Force, Emerging Talent Task Force, and Talent Action Team committees.

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

- **Sustainability Initiative**

- **Justin Ervin** and **Linda Parr Wright**, Sustainability Team co-chairs, met with KCTCS sustainability project manager Billie Hardin to review and discuss initiatives, resources, partnerships, accomplishments, and future plans. Gateway is making progress and plans to increase the involvement of faculty, staff, and students. Linda and Justin are preparing a presentation to the President’s Cabinet to explain the overall sustainability framework and ask for support and leadership from each organizational area to prioritize and achieve goals.

- **Physical Facilities**

- Snow and ice removal to maintain safe access to all campuses has been a priority. **George Hall**, director of Maintenance and Operations, has effectively directed these efforts during very challenging weather this winter.
- The common areas of the Student Services Center at the Edgewood campus were repainted over the holiday break.
- The harsh weather has taken its toll on our buildings. HVAC systems at the Boone, Edgewood, and Urban Center campuses have had repair work.
- New LED lighting was installed at the Boone Campus.

- **Safety & Security**

- Campus Incident Response Team (CIRT) training was conducted in November by Dennis Sullivan, Certified Emergency Planner, and **Mike Baker**, vice president for Administrative and Business Services, for CIRT team members on each campus. The purpose of this training was to increase knowledge and capability to handle emergencies. Survey feedback was positive.
- An Active Shooter functional exercise was conducted December 18 at the Boone campus with all Gateway faculty and staff. The Gateway Safety Committee, Boone County emergency management, Boone County Sheriff's office, Kentucky Department of Homeland Security, KCTCS Crisis Management and public relations staff, and Dennis Sullivan were involved in the planning and execution of this exercise. This exercise for Gateway faculty and staff proved positive in that all followed directions and knew what measures to take in the case of an emergency on campus.
- Gateway criminal justice students created and conducted a safety survey of Gateway students as part of a class project. Results were very positive, and details were shared with the College-Wide Safety Team.
- **Tim Chesser**, security director, has continued work under the Violence Against Women grant obtained last year. All security officers have received training on domestic violence response. Training was also conducted for members of the college's judicial board on detecting deception and other related issues.
- A college-wide test of the Security Notification Alert Process (SNAP) system was conducted. It is completed each semester to test systems and remind students and employees of the importance of this notification tool in case of an emergency.

- Training for the 50 faculty and staff designated as SNAP system alert launchers was conducted and is scheduled monthly. This allows launchers to practice using test messages so that they are prepared when an incident occurs.
- **Resource Development**
 - **Foundation Report**
 - The Foundation accepted the resignation of long-time board member and vice chair, Rick Robinson, who has assumed a position in Washington, D.C. Jeanne Schroer was elected vice chair to replace Rick.
 - The Finance Committee reported record returns on the Foundation’s endowment, managed by the Bank of Kentucky Wealth Advisory Group. Loans for the Point and construction of the Marx build-out were extended another year. The committee also oversees the Foundation-owned property. The Salyers Group continues to respond to maintenance needs at the church. The Foundation has invested in new roofing, lighting for the front and back of the church, and measures to ensure a safe environment. The North Central Area Health Education Center moved to the facility in November.
 - Tenants have vacated the Point properties on Scott Boulevard, and plans include the demolition of the vacant structures in the near future. Century Construction is working on the Marx Building so programs can move into the building this summer. EOP serves as the Foundation’s owner’s representative on the project.
 - **Capital Campaign Update**
 - The Armistead Group has been retained by the Foundation as counsel on a major gifts campaign. The campaign will last for approximately 18 months, raising support for a building fund, especially benefitting the Urban Metro Campus; a student opportunities fund for such things as developing an honors program, veteran’s assistance and student scholarships, and a teaching support fund to enhance the classroom experience.
 - **Urban Metro Campus News**
 - Renowned for repurposing churches across the nation, Partners for Sacred Places facilitated a design charrette February 13 at the Kenton County Library preceded by optional tours of the church. Over 40 people attended. The Northern Kentucky Chapter of the American Institute of Architects and architectural students from the University of Cincinnati took the ideas and developed conceptual designs for the building. **Dr. Amber Decker** is facilitating the effort.

- **Scholarships**

- Nearly \$150,000 in endowment interest and annual scholarships will soon be awarded. The Foundation also financed partial scholarships so academically qualified students can join the honor society Phi Theta Kappa. Endowment update letters were sent to all donors who have established an endowed scholarship at the college. Student Betty Cordray has been selected to receive the Outstanding Woman of Northern Kentucky Scholarship. She will be honored at the 30th anniversary of the award April 30.

- **Grant Activity**

- **Grant Awards**

- ✓ The Greater Cincinnati STEM Collaborative has awarded Gateway a \$25,000 grant for a STEM/advanced manufacturing trajectory project. The purpose of this grant is to broaden the STEM Day experience to include a STEM camp for high school girls as well as other models of delivery for STEM/advanced manufacturing career exploration. The Workforce Solutions Division plans and organizes STEM Days.
- ✓ Gateway's Student Support Services received a \$600 grant from the National Endowment for Financial Education to promote student completion of CashCourse. CashCourse is a free, customizable online tool for nonprofit universities and colleges and offers a wealth of financial education resources for schools and their students. SSS will engage an HUM 102 Values of Human Services student to help promote and evaluate student completion of CashCourse modules. The \$600 will be spent on printing for marketing and incentives for student completion of the modules.
- ✓ A \$40,000 grant has been received from Interact for Health to support Gateway's healthy initiative efforts.
- ✓ Gateway has received a \$500,000, 18-month grant from the Gateway to College National Network to support the college's dual credit efforts at Holmes High School.

- **Marketing**

- Since November, the Marketing/Public Relations Department under the leadership of **Margaret Thomson** has produced, coordinated, or completed 360 projects or requests, including an ad campaign coordinated by **Patrick Lamping** promoting the February 6 start date, a branding initiative led by **Tess Burns** for the urban spa planned for the Urban Campus, and new signage in Covington on Urban Campus locations and at each campus to promote enrollment.

- Projects included issuing 35 news releases or media advisories, which contributed to at least 416 positive media placements during the period. (Not all placements can be tracked.) To date, Gateway has earned a record 1,203 media placements since the beginning of the current fiscal year. Projects also included coordinating crisis communications aspects of the December active shooter exercise; producing ads promoting Gateway2NKU in What's Happening magazines in Boone, Kenton, and Campbell counties; supporting the Healthy Campus initiative with marketing materials; developing a training course for web content managers; developing new enrollment messages for the front page of the website; developing marketing materials to support the Home Team marketing effort at four local high schools; preparing print ads for the Business Courier, Kentucky Symphony Orchestra, and Covington Business Council; preparing and distributing Gateway's holiday card; providing graphic materials to the CVG airport for a jetway promotion; and supporting the public advocacy effort for KCTCS BuildSmart Kentucky.
- Since May 2013, grant funds have paid for Constant Contact, television commercials, advertising on TANK buses, electronic billboards, and post cards promoting the HPOG opportunities.

- **Employee Professional Development**

- **Employee Development**

- In January, Gateway faculty in the Bringing Theory to Practice learning community participated in their first seminar related to the connection between the historical purposes of higher education and civic engagement. Faculty participants will design a community-based learning experience to be implemented in fall 2014.
- Tier 1 served as the host for the January meeting of Gateway LEAD VIII class members. Guest speakers included Kristine Frech from Vision 2015, Adam Caswell from the Northern Kentucky Chamber, and **Dr. Angie Taylor**, who facilitated a discussion regarding the Strength Finder 2.0. The class will be participating in a Vision to Action session with Dr. Hughes in March.
- **Fares da Silva** (AHSS) and **Deb Castiglione** (e-learning) were accepted to present "Online Teaching Strategies" at the KCTCS "Changing Classroom Cultures" conference in February.
- **Tess Burns** presented professional development training to employees about Facebook, Twitter, flyer creation, social media, and marketing plan development. She continues to chair the QEP Technology team and works with a sub team to complete SMART plan templates. In addition, Tess also joined the City of Covington Rebranding team.

- **Phyllis Yeager**, director of Human Resources, is serving on the Leadership Northern Kentucky 2014 Class Steering Committee and co-chaired Education Day on November 14. The day addressed making *an Impact on 21st Century Career Readiness and the Region's Economic Vitality*. The morning session at NKU was led by President Mearns, and the afternoon session was held at Gateway and was led by **Dr. Hughes**. The day included tours and a guest speaker, John Holifield, who talked about *Impacting the Region Through Inclusive Competitiveness and 21c STEM Education, A First Steps Dialogue*.
 - A college-wide symposium was held December 18, with a half day of professional development that included an active shooter simulation and debrief coordinated by the Gateway Safety Committee.
 - A First Year Employee Experience session was held February 14 and introduced new employees to employees and services at the Urban Center and Covington Campus. The day included presentations from programs at both locations and campus tours. There were 16 employees in attendance and seven graduates from the FYEE program. The next session will be held April 25.
- **Center for Professional Development**
 - The Center for Professional Excellence Lunch n' Learn sessions continue and have received positive feedback through the electronic evaluation conducted after each session. The following sessions have occurred and/or scheduled:
 - ✓ January 15 – Managing Difficult Employees (Supervisory) – presented by St. Elizabeth EAP
 - ✓ January 30 – Effective Customer Communication Skills – presented by Phil Accardi, Gateway Workforce Solutions
 - ✓ February 14 – Basic Conversational Spanish – presented by Keith Lanser, Experiential Learning Facilitator (IPTEC grant)
 - ✓ February 26 - Getting Fiscally Fit – presented by Lori Jansson
 - ✓ February 28 – Green Dot Overview – presented by Stacey Walden
 - ✓ March 14 – Customer Service...You Make the Difference - presented by Phil Accardi, Workforce Solutions
 - ✓ March 30 – Advanced Outlook and Lync Techniques - presented by Melissa Sears, Director of IT
 - SMART Journey training for the Protective and Professional Services, Business, Design, and Technology divisions, and Undecided Students concluded in February. SMART Journey training started in January for the next group of programs: the Division of Arts, Humanities, & Social Science and the Science, Technology, and Math divisions.

- **Gateway “Healthy Place to Work and Learn” Campaign/Initiative**

- The “Healthy Place to Work and Learn” initiative began in January. The initiative is intended to promote healthy lifestyles for the entire college community, including students, employees, and visitors. The Healthy Place to Work and Learn concept has been developed by a team of employees and reviewed and discussed by representatives from all affected constituencies.
- The initiative includes a tobacco-free campus policy that prohibits the use of all tobacco products, including cigarettes, cigars, pipes, chewing tobacco, snuff, and electronic cigarettes on any campus property (inside and outside). The policy went into effect 1/1/2014 and applies to all properties owned, leased, operated, or controlled by Gateway in all locations, including Covington, Edgewood, Florence and Grant County. The policy applies to employees, students, and visitors to Gateway property and includes all Gateway buildings, sidewalks, parking lots, and vehicles parked on Gateway property. This policy enhances the substance abuse policies already in effect that ban the use of alcohol or drugs on campus.

- **Tobacco-Free Communications Implementation**

- ✓ Reminder e-mail was sent on December 2 with an update of the Healthy Place to Work and Learn initiative and a reminder of the Tobacco-Free policy that goes into effect January 1,.
- ✓ Tobacco-Free signage was installed on all entrance doors; signage communicating the January 1 effective date will remain in place until additional permanent signage is ordered and installed.
- ✓ Tobacco-Free signage for the parking lot entrances was installed, and all smoking receptacles were removed from the campus entrances.
- ✓ Letters of notification were sent to business partners near campus sites communicating the college’s health initiative and tobacco-free campus.
- ✓ An application was submitted for the Interact for Health grant to implement a tobacco-free policy on all Gateway Campuses. Gateway was notified of being approved for the grant in the amount of \$40,500. The grant money will be used to develop the infrastructure for the tobacco-free campus policy; including signage, education, and cessation activities.
- ✓ The college participated in the Get Heart Smart Program; providing blood pressure screenings for employees and students at all campus locations.

- **New Employees**

- **Brandon Releford** began January 6 as Gateway’s new Career & Placement Specialist (HPOG grant).
- **Tara Sorrell** began March 10 as Career Mapping Retention and Placement Specialist.

- **Monika Royal** began March 3 as Training and Career Strategist (IPTEC grant).
- **David Emery** began March 3 as Coordinator of Work Experience (TAACCCT grant).
- **Melodie Ellis** has been hired for the Nursing Instructor/Clinical Coordinator position, effective December 2.
- **Chelsea Law** joined Gateway December 2 as the new Instructor for Developmental Math.
- **Sister Margaret Stallmeyer** has been hired as Assistant to the President/Interim Campus Director for the Urban Metro Campus, effective December 2.
- **Erika Keller** has joined Gateway as the new Retention and Academic Support Specialist, effective November 18.
- **Karen Bieger** was hired April 1 as the new Instructional Designer/Developer.
- **Reassignments/Retirements**
 - **Karen Mann** has transitioned to a Professional Advisor position focusing on the undecided student population. She will be located at the Boone Campus.
 - **Chris Rickels** has transitioned to a full-time Academic Advisor assigned to the Advising Center in Edgewood. This position is funded by HPOG and advises Allied Health students that are Pre-HPOG since the students assigned to him require developmental education, effective February 3.
 - **Loretta Buchanan** has transitioned to a full-time position as Business Affairs Assistant III, effective January 6.
 - **Reva Herald** has transitioned to a full-time position as Instructor-Nurse Aide/KNAT Program Coordinator, effective January 16.
- **Honors, Recognitions of Employees, Students, Programs, and Partners**
 - **National Recognitions**
 - A 10-year partnership between Gateway Community and Technical College and Citi received the prestigious national Bellwether Award for Workforce Development from the Community College Futures Assembly and the University of Florida. **Dr. Ed Hughes, Dr. Angie Taylor**, Ms. Julanne Yauch of Citi, and Mr. Greg Morton of Citi were present to receive the award.

- **Regional/State Recognitions/Presentations**

- **Regina Borders** presented at the KADE (Kentucky Association for Developmental Education) conference in November 2013. Her presentation focused on how to modify assignments and tests for college students, with special emphasis on how to modify assignments for students with Spectrum Disorders. Ms. Borders also shared this information at the Academic Leadership Team conference in December 2013.
- On January 8, **Dr. Angie Taylor**, vice president for Workforce Solutions, and **Carissa Schutzman**, dean of Workforce Solutions, travelled to Frankfort at the invitation of the Kentucky Association of Manufacturers. They presented information regarding Gateway and the Raise the Floor program to KAM President, Greg Higdon, as well as others from the Commonwealth who are working to improve the economic opportunities for women around the state.
- Four students in the Visual Communication Arts program received eight ADDYS in competition sponsored by the American Advertising Federation, Cincinnati Chapter.
- Gateway's Business Office was recognized recently at a Business Officer's meeting at KCTCS. The college's Business Office won an award for exemplary budget management at Gateway. Congratulations are extended to **Mr. Mike Baker** and **Mr. Jamie Younger**.

- **Local Recognitions**

- **Laura Kroeger** was honored at the January 16 Northern Kentucky Women's Initiative Annual Breakfast for her two years of service as the Initiative's Chair. She was recently appointed to another term on the Covington Business Council Foundation Board/Urban Partnership.
- **Doug Penix**, director of Learning Environments, has been selected to the KCTCS President's Leadership Seminar for 2014.
- **Dr. Amber Decker** earned the Project Management Professional Certification.
- **Rock Neelly**, assistant professor, was appointed to the Steely Library Board.

- **New Programs**

- **Courtney Burch** has accepted the part-time position as director of the Gateway Honors Program. She will identify faculty to teach in the program, courses for inclusion in the program, and marketing materials for high school and current Gateway students.

- The US Department of Labor IMPACT grant has been launched. The Workforce Solutions staff led a pilot study of the Certified Logistics Associate (CLA) training at DHL during the fall semester. The CLA training is endorsed by the National Association of Manufacturing and is a part of the Manufacturing Skills Standards Council training program. Due to the pilot study's success, DHL will offer a second training class this spring. A study team from the NKY Workforce Investment Board and Workforce Solutions staff members is determining the implementation of the CLA at the Kentucky Career Centers – Northern Kentucky. The CLA credential would be extremely valuable to dislocated workers, as local logistic companies plan to use this credential as a pre-hire screening tool. The IMPACT grant is coordinated by **Dr. Yvonne Meichtry**, and **Dr. Angie Taylor** serves as project administrator.

- The new course and three new advanced manufacturing certificates proposed by **Carissa Schutzman**, dean of Workforce Solutions, and **Dee Wright**, division chair, were approved by the KCTCS curriculum review committee in December. The Business Foundations certificate proposed by **Christi Dover**, Workforce Development liaison, also was approved. The new manufacturing course is 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.

- Gateway is exploring the addition of two new options under the Business Administration degree, Finance and Business Informatics, for fall 2014.

- **Carissa Schutzman**, dean of Workforce Solutions, and school district superintendents/administrators (Randy Poe, Ron Livingood, Kathy Burkhardt, Chad Molley, Teri Brown, Francis O'Hara, and Lenny Whalen) met with Kentucky Department of Education Associate Commissioner, Dr. Dale Winkler, in January to learn more about having Gateway manufacturing credentials approved for career-ready accountability. Dr. Winkler indicated that the three new manufacturing certificates will qualify as career-ready, and he explained the process for other certificates to be approved.

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).
- Participated in the Dean’s List Social and student engagement fair.
- 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.
- Attended student celebrations at each campus observing SACS reaffirmation.

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. Preliminary capacity estimates for academic programs are complete as are the determination of growth areas. The focus is on how to allocate and reallocate resources in the next two to three 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. Completed conceptual design of church properties with Partners for Sacred Places.
- Monitored the interior renovation of Marx Building. Selected the furniture vendor for the building.
- 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.

- Completed the bid process for the Abode Building that will house the Cosmetology and Massage Therapy programs.
- Completed the bid process for the Bookstore facility at 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 participated in KCTCS day in Frankfort. Met with state representatives and senators.
- 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 progress with the Campaign for Gateway.

Fully Implement Distance Learning Initiative and report same to board

- Continued to meet with **Dr. Patricia Goodman** twice per month to monitor the IPTEC grant activities and distance learning initiative.
- Met twice a month with President's Cabinet to review enrollment and revenue metrics including the targeted areas for growth.

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.)
- 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, Northern Kentucky Chamber of Commerce Board and Executive Committee, and Tri-Ed Board of Directors.

Other Activities

- Met monthly with **Michael Lee**, director of Inclusion and Cultural Initiatives, to monitor the Diversity Plan and Super Sunday activities.
- 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. Laura 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.
- Continued to monitor weekly the revenue projections.
- Coordinated the first 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.
- Along with a group of faculty and staff, hosted U.S. Senator Mitch McConnell at the Urban Campus and presented an overview of the Urban Metro Campus project.

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 five "dialog" sessions during the spring 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.

Complete college business plan

- Will finalize the Recruitment Component of the Business Plan with a goal of completing the Business Plan and the overall plan by May 1.

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

- Will monitor the final plans for the opening of the Marx Building and work with the Foundation to secure funding to pay for the renovation.
- Will initiate and monitor the process for the Bookstore and Abode buildings.
- Will secure a new site for Transportation Technologies.
- Will finalize 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, demolition of former Point properties now owned by the Gateway Foundation).
- Will continue to meet with legislators regarding the KCTCS BuildSmart initiative.
- 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 nine lead gift level proposals to qualified prospective donors. Fundraising will continue to 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 Metro Campus and finalize a proposal by May 1.
- Will assist in the implementation of the transition from the Amsterdam Road Campus to the Urban Metro Campus.

New Board Orientation

- Will assist KCTCS President Michael B. McCall in the new Board orientation once the Governor appoints the new Gateway Board members.

Budget Development

- Will finalize the 2014-15 budget plan.