



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

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## **EXECUTIVE SUMMARY**

During the 2014-15 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 these areas for the period June 2014 through August 2014.

### **Highlights of the report include the following:**

- Fall preliminary enrollment in terms of unduplicated headcount was 2% below the final headcount for the previous two fall terms, and 11% short of the projected goal. Dual credit and online students increased by nearly 12% and 8% respectively. Workforce credit enrollments were down, but the nature and scheduling of workforce courses is based on employer needs.
- A wide variety of recruitment initiatives have been implemented by faculty and staff aimed at the recruitment of high school students and graduates, returning students, and special populations. Special initiatives within the Advanced Manufacturing programs are aimed at women, displaced workers, incumbent workers, seniors, veterans, and high school students/recent graduates.
- Tuition for the fall term did not meet projections by \$300,000. While some other revenue sources increased compared to previous year and are ahead of projections, the president instituted a non-recurring budget reduction targeted to operating funds only as a precautionary measure.
- The report provides some details of over 25 budget highlights. The activities are very diverse and are indicative of a maturing institution. The work of faculty, staff, and students across the college reveals the commitment to students and the innovative nature of the college community.
- The affiliated North Central Area Health Education Center (AHEC) expanded its award-winning Health Career Explorer program in conjunction with St. Elizabeth Health Systems. This program exposes high school students to a variety of health careers.
- The college continues to form new partnerships to help students find jobs or advance in their careers, especially in Advanced Manufacturing. The new Kentucky Career Center near the Urban Metro Campus will be mutually beneficial to students and citizens seeking more training and education.
- The report provides an update to the customized training conducted by the Workforce Solutions division. To date, over \$1 million in training grants have been received by Gateway and partnering companies. Initiatives designed to attract and retain students in Advanced Manufacturing include women through the Raise the Floor initiative, veterans, and incumbent worker training. A work group of employers and college staff is preparing to implement in fall 2015 a new apprenticeship program using the KY FAME model.

- Numerous employees have received national, state, regional, and local recognition. The speech team won the Top Community College Speech Tournament and placed second overall.

## **PATHWAYS**

- **Enrollment**

- 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 term; 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, 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 2012 <sup>1</sup>	Fall 2013 <sup>2</sup>	Fall 2014 <sup>3</sup>	Goal 2014	Percent of Fall 2014 Goal
Headcount	4,648	4,648	4,568	5,089	89.76%
Full-Time	1,451	1,467	1,366	--	--
Part-Time	3,197	3,181	3,202	--	--
Returning Students	3,626	3,653	3,337	3,789	88.07%
New Students <sup>5</sup>	1,274	1,194	1,231	1,300	94.69%
Workforce <sup>6,7</sup>	441	416	144 (57)	--	--
Veterans <sup>7</sup>	98	197	208 (32)	227	91.63%
Firefighters	337	244	265	--	--
Gateway Regional Academy (GRA) <sup>7</sup>	168	218	244 (183)	175	139.43%
Students taking at least one online class	1,459	1,655	1,785	--	--
Student taking only online classes	578	637	770	--	--
Credit Hours (Gateway Students)	37,220.1 <sup>8</sup>	37,383.0 <sup>8</sup>	37,527.9	37,243	96.4%
Full-Time Equivalent (Gateway Students)	2,235.7	2,320.5	2,394.10	2,483	96.4%

<sup>1</sup> Fall 2012 Headcount, Full-Time students, Part-Time students, Credit Hours and Full-Time Equivalent are final CPE Official Data. All other Fall 2012 information are final Unofficial data

<sup>2</sup> Fall 2013 Headcount, Full-Time students, Part-Time students, Credit Hours and Full-Time Equivalent are final CPE Official Data. All other Fall 2013 information are final Unofficial data

<sup>3</sup> Fall 2014 information are Unofficial data and as of October 26<sup>th</sup>, 2014

<sup>4</sup> New Applicants are the number of New Students plus the number of New Credential-Seeking/Undecided students not enrolled for the specified semester

<sup>5</sup> New Students include new, first-time college students and students reenrolled at Gateway after not being enrolled one or more semesters

<sup>6</sup> Excludes participants of WINS funded opportunities

<sup>7</sup> The of New Students is provided in the parenthesis "()"

- **Recruitment Highlights**

- Health career coordinators have continued to offer classroom presentations and activities to inform and interest students in health careers in several area high schools. School visits took place at Campbell County, St. Henry, and Grant County High Schools.

- Criminal Justice faculty attended a recruitment event at Pendleton County and Holy Cross High Schools.
- **Clare Hartman**, professional advisor for the Business, Design, and Technology Division, will be introducing the S.M.A.R.T. Plan to prospective students at Campbell County High School on November 25.
- Gateway staff participated in the College Application Day at Simon Kenton High School on November 11.
- Presentations were made to senior class members promoting Gateway at Dixie, Dayton, Holmes, Conner, and Scarlet Oaks High Schools.
- Dual Credit visits were made to local high schools and Area Technology Centers.
- On October 11, the Center for Academic Success and the Retention Team hosted Tacos with Tutors, a mid-term study “blitz” that took place at the Center for Technology, Innovation, and Enterprise. More than 120 people attended this first-ever event. Those attending included 92 students, 14 tutors, six faculty, and eight staff volunteers. Students received tutoring, enjoyed free tacos generously donated by the Newport Chipotle, and a healthy Mio water bar, as well as chair massages from Gateway’s Massage Therapy students. Students also had the opportunity to enroll in spring classes, network with faculty, and receive study tips from the Center for Academic Success. The event brought current Edgewood and Boone students to the Urban Campus, and attracted new students to Gateway. The Center for Academic Success and the Retention Team plans to hold this event each semester.
- Orientation began for new spring semester students with the first event on October 31. There were 33 students enrolled, which is typical for this time of year. Online orientation (for SMART Cohort I programs) continues to be a popular option for students as an alternative to in-person orientation.
- Ready to Work students from around the state have the opportunity to participate in an Education IDA Account Program. To date, 10 students have opted to participate which means all slots are now full. These students will receive individual financial coaching while learning to manage a savings account. The IDA program is a partnership with the Kentucky Coalition Against Domestic Violence (KCADV, formerly known as KDVA), KCTCS, and Gateway. The IDA offers a 4:1 match for savings.
- The Kentucky Coalition Against Domestic Violence has also been successful in securing a grant from the Kellogg Foundation to support IDA funds for two additional Work and Learn students. These students will also receive financial coaching, credit report analysis, and financial literacy counseling. To date, one slot has been awarded, and the second participant will be selected in December.
- **Caitlin Fugate**, Student Affairs Assistant II, **Sherry Tillinghast**, Career Services Specialist, and **Lisa Mohr**, associate dean for Student Development, hosted tables at Gateway’s Urban, Edgewood, and Boone campuses October 20 – 23 to engage students in utilizing Career Services and connecting them with employers who call the Career Services offices. Students learned about many opportunities, including our

newly upgraded online job bank called Career Services Online (CSO). Students registered with Career Services automatically have a job alert created that will send an email or text to their cell when a job posts that interests them. Sherry Tillinghast is holding additional events in cooperation with faculty to reach many more students. To date, 10 events on four campuses reached over 200 students. In addition, **Tara Sorrell** from the IMPACT grant and **Brittany Corde** from the Raise the Floor grant attended to share information about manufacturing programs available at Gateway.

## **ENGAGEMENT**

### **Program & Service Highlights**

- Two-hundred students are now enrolled in the Gateway2NKU pathway program.
- Criminal Justice faculty are working to increase the number of internships. For the fall semester, commitments have been received from the Commonwealth Attorney's Office, Florence Police Department, Grant County Detention Center, Kenton County Detention Center, and Kenton County Sherriff's Office to partner with Gateway's CJ program to provide internship opportunities for some students.
- To provide a contextualized learning opportunity, students enrolled in Introduction to Criminal Justice this semester could also enroll in an English 101 class linked to the criminal justice course.
- The total Adult Education enrollment in Boone, Grant, Kenton, and Owen counties is 568 students (388 of these are in ABE/GED, and 180 are enrolled in ESL in Boone and Kenton counties).
- Students enrolled in the Criminal Law class this semester are required to complete a service learning project as part of the class.
- Kenton Adult Education has a basic skills instructor team-teaching in the Auto Tech program this semester as part of the Accelerated Opportunities grant. Twelve students are receiving technical and basic skills instruction concurrently.
- Cosmetology services have generated over \$1,700 in retail sales since August 2014. In addition, Cosmetology had 100% career placement from the spring 2014 graduates.
- The nursing and allied health division began the fall semester with over 300 students in the following programs: Paramedic, Nursing, Massage Therapy, Personal Trainer, Health Information Technology, Human Services, Medical Assistant, Medical Information Technology, and Pharmacy Technician.
- The Criminal Justice Program partnered with Northern Kentucky Hates Heroin and Gateway's counseling department to host "Dark Truths". The event, open to the public, featured guest speakers who provided information, inspiration, and action steps to help in the fight against heroin.

- Gateway is hosting write-ins for National Novel Writing Month the first three Thursdays of November from 3 p.m. - 7 p.m. in the Center for Technology, Innovation, and Enterprise in Covington.
- A pathway to NKU in health sciences has been established. More students are becoming interested in furthering their degrees once they have secured employment. Since completing an AAS in Medical Assisting, many previous students have returned to school for Nursing, Radiology Technology, and Healthcare Administration. Graduates communicate that they feel prepared and confident when pursuing a higher level degree.
- Faculty members in business, Spanish, and History will meet with faculty members in those disciplines from NKU to develop three additional pathways for the Gateway2NKU pathway program.
- New CDL Program – the hiring of a part-time CDL Program Coordinator; the program was licensed by the Kentucky Commission of Proprietary Education on July 23, 2014. Gateway has entered into a partnership with Lake Cumberland CDL Training School.
- The Nursing and Allied Health division is utilizing faculty and staff to provide one-on-one mock interview opportunities to medical assisting students. Feedback from student and faculty/staff volunteers is exceptional. Since summer 2014, over 30 students have participated, and over 20 volunteers have conducted the interviews.
- The E.A.S.Y. (Early Access Skill for You) Initiative is being piloted on all Gateway campuses as a library-based program to increase student technology and information competencies. Gateway developed this computer-based, on-line, e-source, which is funded through the Health Profession Opportunity (HPOG) Grant. An evaluation process for the E.A.S.Y. initiative will continue through spring 2015, with formal launching of the program scheduled for fall 2015.
- **Sarah Young**, Community Resource Success Coach/Student Resources, has utilized outside agencies for the Referrals for Overcoming Obstacles to Success (R.O.O.T.S.), “We’ve Got Your Resources Wednesdays”. Specific community agencies will have a student resources table offering their services. The name of the service agency is not disclosed to reduce the stigma students may feel when utilizing a community agency.
- On October 29 and 30, Homeland Security presented a two-day workshop using classroom and simulation free of charge. They presented to Gateway paramedic students and outside EMS providers regarding how to handle chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE).
- **Sarah Young**, Community Resource Success Coach/Student Resources, is leading the R.O.O.T.S. Peer Resource Coach mentoring project. Four Peer Resource Coaches to work under her supervision. These Peer Resource Coaches reach out to specific students who have identified potential barriers on their Non-Academic Needs Assessment administered at the beginning of the semester. Thus far, the Peer Resource Coaches have provided weekly outreach to 174 students. Peer Resource Coaches act

as peer connectors that assist students with the various resources both on and off campus.

- On Friday, November 14, Gateway and Mount Saint Joseph University signed a new articulation agreement that will enable students to transfer smoothly from GCTC to MSJU.

### **Student Successes**

- Seven students from previous classes are now working as Licensed Massage Therapists in Gateway's Massage Center. These LMT's serve clients from within Gateway as well as from the general public when student therapists are not available.
- During the 2013-14 school year, 30 Medical Assistants graduated and successfully obtained their RMA. Seventy-seven percent have obtained employment to date. For fall 2014, we are scheduled to have 17 graduates; four students have already secured employment, and three others have been on job interviews over the past week.
- Nursing and Allied Health continues to maintain a 100% pass rate on the Registered Medical Assistant national certification exam and Registered Phlebotomy Technician exam.
- The North Central Area Health Education Center's Health Career Explorer program began again in October, with groups of high school students going to St. Elizabeth Edgewood, St. Elizabeth Florence, and St. Elizabeth Ft. Thomas. Each group has approximately 25 students who meet one evening each month to examine different health career clusters, visit hospital departments, and participate in hands-on activities designed to give them a feel for a health career. Meetings conclude in March 2015.

### **Student Activities/Clubs Highlights**

- Student Services hosted a Financial Aid workshop on October 14, with 16 students in attendance. Coordinator of Financial Aid, **Will Bradley**, conducted the workshop about how students can keep their financial aid in good standing, how to avoid SAP appeals, and how to avoid running out of aid due to maximum time frame limits.
- This year, Gateway's Retention Team will host the first semi-annual De-Stress from Test Week from November 17 – 21. The event offers a wide array of engagement activities for all students and employees.
- Gateway's Student Government Association (SGA) is hosting a food drive during the month of November. All proceeds will go to Be Concerned in Covington.
- The Collegiate Entrepreneurship Organization hosted an information session that included guest entrepreneurial speakers and networking. The event engaged entrepreneurial students and offered opportunities for them to learn more about starting their own businesses, including the resources needed to succeed.

- Phi Theta Kappa partnered with NKU's Relay for Life's Team on October 17. Thirteen students attended the event, along with Gateway's Massage Therapy department, which donated massages to walkers and participants. Overall, PTK raised \$580 for Relay for Life and the American Cancer Society.
- Registration for the Ready to Work/Work and Learn Holiday Wish List is now complete. There are 97 children on the list for this year's event. The wish list will be distributed to all faculty and staff on November 10.
- The Student Nurse Organization has been active since returning to campus in August with fundraisers to support the Northern Kentucky Women's Crisis Center, as well as sponsoring the Hoxworth Blood van at the Edgewood Campus on October 28.
- Students provided chair massages to those who donated canned goods at the Healing Hands for Hunger event at the Edgewood Senior Center.
- Senior nursing students provided a Community Health Fair for the River City communities at Gateway's Two Rivers Building. Nursing students arranged for five other Gateway disciplines to participate, as well as 10 community health partners. Students were in charge of marketing the fair and raising money to cover associated supplies for the fair.
- Medical Assisting students assisted the North Central Area Health Education Center with a mini health fair on November 15 for the Centro de Amistad community.
- Students in all nursing and allied health programs that conduct clinical activities have received and reviewed educational materials and/or received training on exposure control specifically related to Ebola.

### **Partnership Highlights**

- **Sarah Young**, Community Resource Success Coach/Student Resources, was recently announced as the Safety Net Works Support committee chair and has been named as a member on the Safety Net Alliance's Executive Committee. In this role, Sarah will report the current practices of the SNA Work Supports Committee and collaborate with other Executive Committee members on other best practices for the Safety Net Alliance.
- Career Services was part of a college-wide team at Gateway that collaborated with the Kentucky Career Center to host a Tuition Assistance Fair on campus on October 30. Over 89 people attended the fair at the Boone Campus. Plans are underway to hold an additional job fair in the future.
- Eagle Manufacturing is continuing its partnership with Gateway to enhance the skill set of employees in both leadership and technical areas. Training topics include Lean Six Sigma, Print Reading and Statistical Process Control, Geometric Dimensioning and Tolerancing, as well as how to utilize the software platform of Mini-Tab that is used to support Lean Six Sigma and SPC projects. Workforce Solutions trainer, Mike Koch, has also been facilitating Eagle's internal leadership development program for future and

emerging leaders. This training has been coordinated in cooperation with Eagle's headquarters in Canada in order for Workforce Solutions to provide the training for the Florence, Ky., plant and other sites in the continental United States. The current project provides training for 216 employees.

- Workforce Solutions partnered with the Kentucky Career Center to offer an opportunity for students, dislocated workers, and prospective students to meet employers who offer tuition assistance programs. Sponsored by Fives Manufacturing, a four-hour job fair event took place on October 30, with 32 companies in attendance. Eighty-nine people attended, including 46 students, 14 veterans, and 11 potential new students who self-identified their interest in Gateway. The Kentucky Career Center's job fair committee was critical to the success of this event as well as several dedicated and eager Gateway employees. The team plans to offer a Tuition Assistance Job Fair twice per year, one in the spring and one in the fall.
- North Central Area Health Education Career staff coordinated two continuing education teleconferences for area dentists and dental hygienists at the Edgewood campus. The University of Kentucky's College of Dentistry offered the programs via teleconferencing, necessitating local facilitators and record keepers. The programs were: "Management of Medical Emergencies in the Dental Office" and "Simplifying Treatment Planning for Dental Implants." Twenty local practitioners attended the program.
- The Paramedic program has established partnerships with fire/EMS agencies such as Covington, Florence, Hebron, Rural Metro, Pendleton, Dry Ridge, Erlanger, Colerain Township, as well as with St. Elizabeth Medical Center, Harrison Memorial, and Carrollton Memorial Hospital.
- Students in Nursing have partnered with Catholic Charities to provide health teaching via a collaborative health project to mental health consumers in the Latonia community.
- Massage Therapy students participated in Oktoberfest (chair massage in downtown Covington), a career and health fair at Thomas More College (providing chair massage), a Senior Health Fair at the Campbell County YMCA (chair massage), AMTA Massage Therapy Awareness Week (chair massage at the Edgewood Senior Center), and the NKU Relay for Life.

### **Workforce Solutions/Customized Training Highlights**

- **Ressie Hall**, manager of Business Operations, reported that the Workforce Solutions staff has procured a total of \$1,038,554 in KCTCS-TRAINS (formerly KY WINS) funding for the 2014-15 academic year. Sixteen companies are being served with the KCTCS Trains funding.
- **Brenda Campbell** reported that continuing education classes continue to be offered throughout the fall semester in HVAC, Plumbing, Electricity, and Microsoft Suite. In the past three months, 180 technical professionals have taken continuing education classes through Gateway. There were also several Toyota Vehicle Systems Overview classes offered for Toyota employees from the Toyota North American facility in Erlanger. Another 125 participants will be served through November and December. New

continuing education course offerings are being prepared for submission to the states of Ohio and Kentucky to be considered for approval for 2015.

- The partnership with Stephen Tucker and Janice Urbanik of Partners for a Competitive Workforce (PCW) continues. Raise the Floor is working with PCW and Design Impact to identify program designs that address the STEM education gap for both parents and their children. Stephen Tucker and PCW are also providing funding for 10 women in the February Raise the Floor class, as well as for 10 additional women for later in the spring 2015 semester.
- Zumbiel has partnered with Gateway to provide training in leadership, general workforce skills, and technical skills for maintenance personnel. The project focuses on industrial maintenance skills to increase the skill set for maintenance personnel so they will be able to troubleshoot both mechanical and electrical issues with process equipment. In addition, Workforce Solutions is providing customer service training for Zumbiel's customer service department to develop and foster the best possible relationships with their customer base. Key personnel all participated in Lean Six Sigma training.
- **Christy Dover**, manager, Workforce Learning Systems, reported that Gateway will deliver manager and supervisor training for Mubea's employees on a cyclical rotation comprised of 32 hours of training every quarter through 2017. In addition, as a result of the three-year partnership with Staples North American Call Center, the first graduates of the Business Foundations Certificate program will receive their credentials in December. Gateway developed the Business Foundations Certificate program in response to industry need for a credential that demonstrates basic comprehension in areas of business functions essential to organizational success in the modern quality culture. Lastly, Gateway is delivering training to Taylor and Francis' Florence, Kentucky location in Coaching, Communication, Teamwork, Communication Effectively through Email, Teamwork and Synergy, and Empowerment and Motivation and Presentation Skills. Employees receiving training include warehouse managers, customer service managers, customer service representatives, and sales personnel.
- **Barry Wilhite**, liaison for Workforce Solutions, reported there were 14 new hires participating in the Mazak Boot Camp for Welders. The boot camp consists of two blueprint reading classes, one fundamentals of machining class, and three welding lecture classes, which also includes five welding labs that focus on MIG and stick welding. The classes rotate on an eight to 12-week basis. Workforce Solutions trainers are also providing a Machinists Boot Camp for Mazak. Five employees will earn the Exploratory Machining I credential and the Machine Tool Operator I credential for the fall semester upon successful completion of the two classes they are currently taking.
- The Raise the Floor initiative, under the leadership of **Carissa Schutzman**, continues to promote advanced manufacturing careers to women and high school girls. The next class will begin in February 2015 in the Manufacturing Skill Standards Council (MSSC) Certified Production Technician (CPT) course. The founding women, along with many other women who are involved in the Raise the Floor program, are continuing their work on the four pillars of the program: awareness, support, training, and futurists. Lauren Sugarmen from Wider Opportunities for Women (WOW) will visit Gateway on November

20-21 to conduct a site visit for the WOW grant and to provide training for recruitment of women into nontraditional careers like advanced manufacturing.

- Rhonda Whitaker from Duke Energy, and Stephen Tucker from Partners for a Competitive Workforce are providing eight scholarships for a Certified Production Technician class for high school juniors and seniors. Each of these scholarships is worth \$2,250. Gateway's Manufacturing Recruitment Committee, composed of education administrators from area schools and representatives from manufacturing companies, assisted in defining the criteria for applicants. The Certified Production Technician credential consists of: six hours of college credit, a nationally, industry- recognized credential, and a credential that signifies a student is career ready. The Manufacturing Recruitment Committee is facilitated by **Carissa Schutzman**.
- Gateway has 11 advanced manufacturing companies with 101 apprentices. **Michelle Flick**, coordinator of Workforce Transitions, serves as the academic advisor for all 101 apprentices using a case management model with a holistic approach to support the apprentices with their academic and nonacademic needs. The anticipated earned credentials for the apprentices and the Raise the Floor students in December 2014 include 122 manufacturing certificates, two manufacturing diplomas, and two AAS degrees.
- On October 22, 2014, **Michelle Flick** and **Carissa Schutzman** conducted an all-day professional development training for 21 teachers, counselors, and administrators. Educators started the day with a tour of ZF Steering and then came to Gateway to learn about advanced manufacturing programs and careers. Attendees also toured the manufacturing labs and learned about hands-on activities that promote STEM careers, especially those connected to manufacturing.
- **Tara Sorrell**, Recruitment, Retention and Placement coordinator for the US Department of Labor IMPACT manufacturing grant, recently created a new retention system for IMPACT students. The 70 students served by Ms. Sorrell, along with another 40 veterans served by **Daniel Ridley** and **Chris Courtney**, will be tracked for spring registration and offered various support services to help with their matriculation to spring manufacturing classes.
- The Workforce Solutions division staff hosted the Kentucky Association of Manufacturers – Military to Manufacturing – Get Skills to Work event on October 16 for local manufacturing employers. The event was well attended and new Veterans Affairs Commissioner, Heather French Henry, provided opening remarks.
- Gateway is working with a group of local manufacturing partners and Tri-ED to develop and implement the Kentucky Federation for Advanced Manufacturing Education (KY FAME) sponsorship of the Advanced Manufacturing Tract of the Industrial Maintenance Technology AAS program. Although discussions are in the early stages, Gateway expects to begin offering the new program in the fall 2015.

## **ORGANIZATIONAL CAPACITY:**

### **Acquisition and Use of Resources**

- The quarterly Statement of Current Funds, Revenues and Expenditures was shared with the Finance Committee. The report and accompanying narrative (copy provided to the board with the agenda) were reviewed by the committee. As highlighted in the narrative, the only required budget adjustment at this time is a reduction of \$300,000 fall tuition; a corresponding decrease in budgeted expenditures will occur consistent with the plans submitted by the President's Cabinet.
- All other categories are currently projected to meet budget.
- The Finance Committee also reviewed the six-year capital plan as submitted by the administration. A Board resolution has been prepared for adoption consistent with the committee's discussion.

### **Sustainability Initiative**

- The Sustainability Team continues to focus on generating the skills, values, and behaviors that will prepare students and employees to participate in a thriving green and sustainable economy. The team, co-chaired by faculty member, **Justin Ervin**, and staff member, **Linda Parr Wright**, met with Gateway leadership to discuss achievements and goals. Highlights include:
  - An articulation agreement with Bismarck State College for Gateway students who hold an AAS degree in Energy Technologies to obtain a BAS degree.
  - A partnership with the Association of Energy Engineers to conduct Certified Energy Manager training.
  - Justin, Linda and **Mike Baker** attended "The Campus as a Living Laboratory: Using the Built Environment to Revitalize College Education" workshop to help colleges build successful living laboratory initiatives. The American Association of Community Colleges' SEED Center, KCTCS, University of Kentucky, and Ameresco sponsored the workshop.
  - Outreach efforts that include community and student gardening.

### **Safety & Security**

- **Melissa Sears**, director of Information Technology, worked extensively with KCTCS on network configuration changes to improve the SNAP emergency notification process to classroom student and instructor computers. As a result of her efforts, notification increased from 35% to over 95%. This work positively affected notification at other KCTCS colleges. Testing this fall on the SNAP system, phone backup system and 911 has shown the best results to date.
- National "Safe Place" training was conducted for front-line staff and security officers so that they can properly respond if a child seeks assistance. Signage was posted at each

campus.

- Communication and appropriate reporting continue to be a high priority. Gateway works closely with, and has been commended by, KCTCS for having one of the best overall safety programs in the system.

## Resource Development

### Capital Campaign Update

- The nine-member Campaign Council met on October 8. The group provides counsel and insight to Campaign leadership. Each member is fully engaged, volunteering to open doors and will conduct 27 different visits to prospective donors. Bank of Kentucky, President/CEO Bob Zapp, is Campaign Chair; Lee Flischel is Co-Chair.
- While advance gifts are being sought, two campaign divisions will soon launch. The church division focuses on raising funds exclusively for the development of the Kaleidoscope Center for Urban Outreach. The lead gift division seeks to engage more Cincinnati donors through awareness sessions and solicit Northern Kentuckians who can make impactful gifts, but not in the advance gift range.
- Proposals have been prepared for four companies since the last board report.
- The Foundation sponsored a successful groundbreaking for the Professional Services Building and dedication of the Center for Technology, Innovation and Enterprise on October 7. The back-to-back events attracted 150 community leaders.

### Grants and Contract Activity

- The Greater Cincinnati STEM Collaborative awarded Gateway a \$25,000 grant for a STEM/advanced manufacturing trajectory project. The grant will 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. Currently, 13 STEM Days are planned for 2014-15 (13 schools and seven companies will participate). Four STEM Days have been completed with 95 students. **Carissa Schutzman** serves as a member of the STEM Collaborative and prepared the grant application for the funding.
- Council for Postsecondary Education (CPE) Developmental Education Redesign: Gateway was awarded two contracts from CPE to continue its developmental education redesign work. The college is recognized as a leader in the state and was awarded funds for professional development and to support a collegial coaching model. **Dr. Kerri McKenna** is providing leadership for the initiative.
- First in the World: Gateway was one of 24 institutions of higher education nationwide selected to receive the very first round of grant awards as part of the Department of Education's First in the World Program. The First in the World Grant Competition was created to seek out proposals for unique and innovative strategies that would help increase national postsecondary graduation rates. Through its Flexible Learning and Exploration space (FLEXspace) project, Gateway will address the specific challenges

that community colleges face related to access, engagement, and completion of underprepared, underrepresented, and low-income students.

- OVW: Gateway was awarded a second round of Office of Violence Against Women Grant funding which will further support the campus' work to reduce sexual assault, domestic violence, and stalking for three more years. In addition to other successes, this funding has allowed Gateway to provide on-campus support for victims and establish a successful model of the Green Dot Bystander Training at community colleges that has the potential to be replicated state-wide.

### Marketing and Public Relations Highlights

- Marketing and Public Relations completed 30 projects in support of the following programs or services: Massage Therapy, non-traditional student recruiting, transfer promotion, veterans, student engagement, safety & security, admissions, SACS accreditation, advanced manufacturing, professional development, Nursing, Automotive Technology, Resource Development, the College Entrepreneurship Organization, the Retention Team and the Grants Department.
- Issued nine news releases that contributed to 110 news stories that appeared in print, online, or on television. This included significant coverage of the Urban Metro Campus expansion, the First in the World grant, and the advanced manufacturing report.
- Developed and implemented a television advertising campaign now running on WKRC, The CW, and Star 64. The campaign involves 56 spots running in 12 weeks between now and the end of March timed to coincide with key enrollment periods for the January semester, summer school, and the fall 2015 semester.
- Developed an online advertising campaign to begin appearing at Cincinnati.com (most visited local site) that will run through January. It will include 90,000 video impressions, 200,000 mobile app impressions on Ad Network, and 40,000 mobile app impressions on Cincinnati.com. (National and local data show that TV and online advertising are the most used venues for college advertising to non-traditional adult students.)

### Employee Professional Development & Activities

- Gateway faculty and staff selected for the LEAD IX class include: **Mary Pat Behler, Sherry Blum-Pretty, Courtney Burch, Michelle Flick, Caitlin Fugate, Tyneah Harris, Amy Hatfield, Colleen Heneghan, Kylie Keene, Daniel Ridley, Brad Persinger, and Calvin Robinson.** The LEAD IX class recently attended a retreat at Bracken Ridge studying team building, asset mapping and career development topics.
- On October 22, **Tiffany Minard**, coordinator of Counseling and Intervention Services, conducted an employee training on how to refer at-risk students to support services and advocate for their success. Participants learned about the following:
  - Better access services on campus for their students.
  - Developing the practical language and approach necessary to refer a student successfully.

- Communicating to students about academic supports and accommodations.
  - Demonstrating practical mentoring and advocacy skills.
  - Feeling part of the larger university system and not separated and lonely.
- A First-Year Experience session was held on October 24 introducing new employees to the employees and services at the Boone Campus and Edgewood Campus. The day included presentations from programs at both locations and campus tours. There were a total of 14 first-year employees in attendance and 10 graduates from the FYEE program at the conclusion of this session. The next session will be held on February 13, 2015.
  - Open Enrollment sessions for employee benefits were held throughout the month of October at each college campus to assist Gateway employees with online enrollment. The sessions were facilitated/assisted by Human Resource staff **Amy Hatfield**, **Connie Wiedeman**, and **Phyllis Yeager**. Human Resource reports that enrollment was 100% complete on October 30.
  - The second college-wide symposium of 2014-15 was held on October 15 with the theme of “Moving Forward”. Special guest attendee, KCTCS system president, **Dr. Michael B. McCall**, joined faculty and staff to reflect on his 15 years as founding president of KCTCS. **Dr. Hughes** provided an overview of the college’s journey and the challenges ahead. The symposium was planned by the Center for Professional Excellence, Human Resources, and external committee members representing student development, administrative staff, and academics.
  - The Center for Professional Excellence Lunch n’ Learn Starfish sessions scheduled for September – November 2014 include:
    - September 15 – Starfish – Getting Started & Completing your Progress Survey
    - October 14 – Starfish: How to Raise and Clear Flags & Make Referrals
    - October 30 – E.A.S.Y Resource
    - November 14 – Starfish – Beyond the Basics; updates, kudos and concerns
    - November 19 – Using Icebreakers & Introduction Activities
  - Additional training sessions included:
    - September 24 – Download Digital Content like a Pro
    - October 3 – Active Learning Training for Faculty
    - October 14 – How To Recognize & Manage Student Mental Health
    - October 22 – How To Refer At-Risk Students To Support Services & Advocate For Their Success
    - November 3 – Stress Management
    - November 7 & 21 – Microsoft Outlook 2013 enhancements and new features
    - November 10, 11, & 13 – A.L.I.C.E. (alert, lockdown, inform, counter, evacuate) Safety Training

#### Gateway “Healthy Place to Work and Learn” Update

- Cooper Clayton Cessation classes conducted by St. Elizabeth EAP are being held on Gateway’s campuses. Two employees have enrolled and will successfully complete the

class on November 26. This evidence-based strategy, along with the ongoing support of a group format, assists individuals to become tobacco-free.

- The Great American Smokeout challenges people to stop using tobacco and helps people know about the many tools they can use to quit and stay quit. On November 20, Gateway will participate in this event at each campus and include a wellness fair providing resources and information for employees and students to take an important step towards a healthier life.

### New Employees

- **Justin Bertsch** – Educational Technologist
- **Andy Crawford** – Automotive Tech Instructor
- **Adam Fugate** – Maintenance Technician
- **John Parran** – Workforce Development Liaison
- **Zana Smith** – Director of Financial Aid

### Honors, Recognitions of Employees, Students, Programs, and Partners

- National Recognitions
  - **Dr. Angie Taylor** has been notified by CLASP (Center for Law and Social Policy) that Gateway was selected to participate in Phase II of the Alliance for Quality Career Pathways project to implement the new Shared Vision, Strong Systems Framework Version 1.0. Dr. Taylor participated in training for Phase II in Pittsburgh and will help launch training for the NKY team on November 5. Alliance team members include: Barbara Stewart, executive director of the Northern Kentucky Workforce Investment Board; Polly Page, executive director of the NKY Education Council; Jason Ashbrook, director of the KY Career Centers in Northern Kentucky; Laura Lyons, president of A-Tech; **Peg Russell**, regional director of Adult Education; **Dr. Amber Decker**, director of Grants and Contracts; Debbie Simpson, past board chair – Northern Kentucky Chamber of Commerce; Janice Urbanik, executive director, Partners for a Competitive Workforce; and **Carissa Schutzman**, dean of Workforce Solutions and Innovation.
- Regional/State Recognitions/Presentations
  - **Chris Rickels**, academic advisor, was recently elected Treasurer of the Kentucky Academic Advising Association (KACADA).
  - The Gateway office of Administrative and Business Services (ABS) earned the KCTCS Budget Management award for the second year.
- Local Recognitions

- **Dr. Angie Taylor**, vice president for Business Solutions and Innovations, and Dave Schroeder, director of Kenton County Libraries, serve as co-chairs of the Action Team IV – Access and Life Long Learning, Northern Kentucky Education Council. They are leading a group of 20 innovative thinkers in the study of poverty in Northern Kentucky and ways we can educate leaders concerning poverty and the implications on matriculation to post-secondary education.
- **Christi Dover** reported that the Gateway Citi partnership was celebrated as part of the Citi Florence 25<sup>th</sup> anniversary event attended by community leaders and Citi executives. The next decade of partnership will include expanded services to employees of the call center and continued training including college certificate coursework, coaching for managers, and Career Discovery.
- **Dr. Anthony and Gerry Zembrodt**, along with **Will Ziegler** of the R.C. Durr Foundation, were Gateway's honorees at the annual KCTCS President's Gala and Benefactor of the Year Awards held November 1 at the Lexington Center. The Zembrodts' donated \$100,000 toward the development of the Urban Campus. The gift is eligible to be matched through the BuildSmart Program. The R.C. Durr Foundation donated over \$400,000 toward the development of the Kaleidoscope Center in Covington for Urban Outreach.
- **Carissa Schutzman**, dean of Workforce Solutions, presented "Women into Advanced Manufacturing: Raise the Floor" in October at the National Conference on Workforce Education (NCWE) in Pittsburgh, Pennsylvania. Also in October, Raise the Floor coordinator, Brittany Corde, and President of ATech Training, Inc., Laura Lyons, presented the Raise the Floor program at the Kentucky Association of Manufacturers Workforce for Women Conference in Lexington, Kentucky.
- The Assessment Center staff, under the direction of manager, **Katie Carter**, has achieved a perfect score on the Prometric audit held on October 2, 2014. Further, they have tested 80 individuals for the Law School Ethics Exam. During the fall semester, they have tested 50 individuals for the Medical College Admissions Test. Lastly, they have received approval to provide GED testing at the Boone and Kenton County jails beginning in 2015. The GED testing will occur twice per month. These satellite testing centers will allow the Assessment Center staff to expand their services and increase the number of individuals gaining the GED.
- Due to the strength of our existing security program, Gateway has been selected by KCTCS to participate in an Emergency Operations Plan pilot project. This will allow us to build upon our current plans and conduct targeted training for employees who would be called upon to act during a crisis.
- Student, Brian Wardia, is the first recipient of the VonLehman Scholarship. It was presented to his family at a November 5 breakfast for the manufacturing community, co-sponsored by VonLehman and the Gateway Foundation.
- **Phyllis Yeager** attended the annual meeting of the Kenton County Alliance on October 3 on behalf of the Gateway Healthy Place to Work and Learn committee to accept a certificate of recognition for Gateway's initiative in becoming a Tobacco Free

campus.

- Gateway's Speech Team competed in a recent University of Kentucky speech tournament. As a whole, the team won Top Community College at the tournament and placed 2nd overall in Small School Sweepstakes in Individual Events. There were seven schools in the small school division, which not only included other community colleges along with four-year institutions such as Barry College and Tennessee Tech University.
- Sixteen individuals have obtained their GED since July 1, 2014; 75 additional students have passed at least one section of the new GED and continue to prepare for their remaining exams.

## **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 during the first two weeks of the semester while classes were underway to engage employees and students in informal settings.
- Delivered nine employee recognition certificates for employees celebrating employment milestones (5, 10, and 15, 20 years as well as retirements).

### **Complete college business plan**

- Staff continues to work with KCTCS personnel on a business plan model for other colleges. The focus remains on intermediate range funding to address the changing financial model in higher education 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 the Foundation and Major Gifts Campaign leadership to strategize on the Campaign to include the BuildSmart matching goal of \$3.75 by December 2015.
- 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. Efforts to repair the Electric Alley between the Center of Technology, Innovation and Enterprise and the Two Rivers Building is a priority. Conducted the grand opening of the Center for Technology, Innovation and Enterprise and the groundbreaking for the Professional Services Center. Continued meeting with leadership-level donors with emphasis on the Urban Campus as part of the major gifts campaign:
  - Met with three foundations and follow-up meetings with Catalytic Fund Director and Foundation Development Committee on funding alternatives for campus and sale of Amsterdam Road Campus.
  - Met with Foundation Chair and a fundraising consultant on progress with the Campaign for Gateway on a monthly basis.

### **Continued implementation of the Center for Advanced Manufacturing Plan**

- Released the Report to the Community on the Manufacturing sector on November 1. Several groups have discussed the report and offered to assist the college in its efforts to recruit more students into programs.
- Met with representatives from companies and Tri-ED to develop and deliver a fast track apprenticeship program called KY-FAME.
- Met 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, Northern Kentucky Chamber of Commerce Board, President of Cincinnati USA Regional Chamber, President of REDI Cincinnati, and Tri-Ed Board of Directors.

## **Other Activities**

- Continued to monitor weekly the revenue against projections. Initiated a targeted, non-recurring budget reduction of operating budgets due to fall tuition shortage from projections. The net effect is a 1.5% reduction overall.
- 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 2014-15 year.

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

### **Provide leadership to establish a positive working relationship with the Board of Directors.**

- In concert with the Board, arrange for a facilitated board retreat before the end of the calendar year.
- Will conduct workshops designed to provide information about the college especially the new Board members, beginning in January.
- Will work with the elected officers to facilitate the Board work as outlined in the statute creating the Boards of Directors.

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

- Will continue to meet with students in at least seven “dialog” sessions during the fall term.
- Will continue to meet with student leaders twice per year.
- Will continue to personally deliver employee recognitions for service awards.
- Will establish through the Center for Professional Development a process for mini-grants to employees for professional development.

### **Complete college business plan as a model for KCTCS**

- Will continue monitoring the work with KCTCS on the business plan or framework model and share it with the Board once it is finalized.

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

- Will finalize the implementation of Phase 2 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 leadership-level donors with emphasis on the Urban Campus as part of the major gifts campaign. Fundraising will continue to be a major focus of the President's time in the next six to nine months.
- Will continue discussions with Catalytic Fund Director and other experts on funding alternatives for the Urban Metro Campus.
- Will monitor and lead the implementation of the transition from the Amsterdam Road Campus to the Urban Metro Campus including the relocation of the transportation division so that the Amsterdam Road and Park Hills Campus can be sold as planned.

### **New Board Orientation**

- Will assist the Board of Directors with the establishment and implementation of committees, communication protocols, and other matters including a Board retreat.

### **Budget Development**

- Will implement the 2014-15 budget authorized by the KCYCS Board of Regents and begin the process for budget preparation for the 2015-16 year according to the timeframe established by KCTCS.

### **Other Activities**

- Will assist KCTCS with the transition process for Dr. Jay Box, the new system president, during the 2015 spring term.
- Will initiate a search process for the college's Provost position, as well as the Vice President for Resource Development.