



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

**TABLE OF CONTENTS**

	<b>Page(s)</b>
<b><u>Executive Summary</u></b> _____	2-5
<b><u>Pathways</u></b>	
Enrollment _____	5-6
Matriculation Activities _____	6-7
Transition Activities _____	7-8
Student Services & Successes _____	8-9
Workforce Solutions/Customized Training _____	9-10
<b><u>Engagement</u></b>	
Retention/Persistence Activities _____	10-11
Student Activities/Clubs _____	11
Partnerships _____	12
Service Learning/Experiential Learning _____	13
Diversity/Inclusion _____	13
<b><u>Organizational Capacity</u></b>	
Sustainability Initiative _____	13
Safety & Security _____	14
Resource Development _____	14-17
Employee Professional Development & Activities _____	17-19
Honors, Recognition of Employees, Students, Programs, & Partners _____	19-21
<b><u>President’s Priorities</u></b> _____	22-25

## **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 March 2014 through June 2014.

### **Key Performance Measures - Pathways**

#### **⇒ Enrollment**

- Total headcount enrollment for summer 2014 is down 3.68% as of June 2, but new student enrollment for the summer (as of the same date) increased 17.44%.
- Total headcount enrollment for fall 2014 as of June 2 is up 16.20% compared to the same date last year. Most fall enrollment will occur between now and August.

#### **⇒ Matriculation**

- Sixteen ongoing initiatives *were* conducted to promote matriculation by high school students, veterans, and non-traditional students, including 10 Gateway Regional Academy (GRA) events, three outbound telephone/email campaigns, two direct mail efforts, two job fairs, and special events aimed at Veterans. Thirty new scholarships were established for GRA students and new high school graduates. Numerous activities have been initiated to improve spring to fall retention of students and are noted in the full report.

#### **⇒ Completion and Transfer**

- Gateway conferred 1,682 credentials upon 911 graduates who completed their programs of study during 2013-2014.
- Three new articulation agreements have been established to enable transfer by Gateway graduates to Bismarck State College, Cincinnati College of Mortuary Science, and Sullivan College of Technology and Design to pursue bachelor's degrees.
- New pathways in Advanced Manufacturing have been established with NKU to permit transfer into the Engineering Technology program.
- The Raise the Floor advanced manufacturing pathway for women graduated its first class of nine Certified Production Technicians.

### **Licensure Rates**

- Licensure rates for nursing graduates will be determined after the fall graduation.

## **↑Businesses Served**

- The Workforce Solutions staff has procured a total of \$2,009,643 in KY WINS funding for the 2013-14 academic year, an increase over the prior year and more than any other KCTCS college. There are 32 companies being served with the KCTCS funding that enables companies to train workers to enhance competitive positions.
- Five new career pathways were created through the IMPACT grant and will provide pipeline opportunities for employers and students in logistics and advanced manufacturing.
- There are 80 manufacturing apprentices registered for fall semester with another 35 to be registered before August.

## **↑Employment**

- Employment data for recent graduates will not be available until the end of the year when KCTCS completes its analysis using Kentucky Employment Data. Gateway VETS placed 40 veterans with local employers. Nine paramedic graduates have been placed with local agencies.
- 100% of this year's cosmetology graduates have been hired by local salons and spas.

## **KEY PERFORMANCE MEASURES - ENGAGEMENT**

### **⇒Retention/Persistence**

- The S.M.A.R.T. Plan, the college's SACS Quality Enhancement Plan (QEP), formally launched in March with Professional Advisor appointments for students and orientation sessions. The rollout began with the Protective and Professional Services division; Business, Design, and Technology Division; and Undecided Students. A total of 87 students have been served, and overall feedback from students, staff, and faculty has been very positive.

## **↑Development Education Success**

- Gateway has adopted a One-Up Model to enable students who score slightly below minimum levels on the COMPASS test to take concurrent developmental and introductory credit-bearing courses to shorten the amount of time students spend in purely developmental education courses. Gateway continues to have very high retention rates for reading and English developmental students.

## **↑Partnership Development**

- Sixteen new partnerships were developed with employers and education partners to provide new career pathways to students, new services to employers, or new learning opportunities with education partners.

- The Workforce Solutions Division conducted the third annual Manufacturing Awards Breakfast and recognized six employer partners for outstanding collaboration with Gateway.

## **KEY PERFORMANCE MEASURES – ORGANIZATIONAL CAPACITY**

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

- The Business Plan for Gateway’s Emerge Spa and Salon has been completed. The Abode building design has been completed and construction is underway. The naming process for the building was completed in mid-May along with a branding contest. The salon is expected to open in January 2015.
- RiverBlast sponsors have committed \$32,500 to the Foundation’s annual fund-raising event.
- \$240,000 in funds from the IMPACT grant was used to purchase new high-tech equipment for the Computerized Manufacturing and Machining Program and the Welding Technology Program.
- Following much advocacy, the BuildSmart Initiative was passed by the legislature, enabling the college to use bonding to build the Urban Metro Campus with a three-to-one match. The college must raise \$3.5 million in new dollars to receive matching monies, achieving a total of \$15 million for the new campus.
- The college’s revenues and expenses are in line with the annual budget. A few categories are falling short with others compensating for those. Overall, the college will not spend into the fund balance by the amount originally budgeted. Revenues and expenses are on pace to being very close to balancing.

### **↑Employee and Organizational Development**

- Gateway’s 10 LEAD VIII class members completed the year-long program and graduated May 2.
- Thirteen employees participated, or have been selected to participate, in external development programs.
- On January 1, the college launched the Healthy Place to Work and Learn initiative that includes a tobacco-free policy and received a grant for \$40,500 to support implementation.
- Thirty-two employees received national, state or local recognition, and the college’s fundraising program is one of six two-year college programs in the nation that have won the overall improvement award from CASE (Council for the Advancement and Support of Education).

### **↑Quality Assurance**

- The Center for eLearning is piloting an accelerated course development process, eDDI, eLearning Design & Development Institute. A total of 11 full and part-time

faculty is working with instructional designers to design and develop 11 new courses for online delivery this fall or next spring.

**Presidents Leadership Team Report**  
**June 12, 2014**

**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 March 2014 through June 2014.

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

• **Enrollment – Summer 2014 (Preliminary Highlights)**

- Enrollment at Gateway and across KCTCS continues to be flat or in decline compared to summer 2013. While summer headcount is down slightly as of June 2, the number of new students increased. There is evidence across KCTCS that indicates the change in summer financial aid eligibility for returning students has negatively impacted enrollment at Gateway and other KCTCS colleges. Applications received have increased:

	Summer 2014	Summer 2013	%
<b>Headcount (HC)</b>	1,674	1,738	-3.68
<b>Full-Time (HC)</b>	811	816	-0.61
<b>Part-Time (HC)</b>	863	922	-6.39
<b>Returning Students (HC)</b>	1,445	1,543	-6.35
<b>New Students (HC)</b>	229	195	+17.44
<b>Full-time Equivalent (FTE)</b>	508.67	535.90	-5.08

- Visiting/Non-credential students for Summer 2014:
  - There are 182 visiting/non-credential students enrolled this summer. Students enrolled into 585 Gateway credit hours, with the majority of hours via online classes; 140 additional online hours were enrolled into courses from other KCTCS schools as we did not offer those courses.

• **Enrollment – Fall 2014 (Preliminary Highlights)**

- Most enrollment for the fall semester will occur between now and August. As shown below, the highlights through June 2 show an encouraging increase

compared to the same period a year ago. Online, veterans, and high school students in dual credit programs show an increase to date:

	Fall 2014	Fall 2013	%
<b>Headcount (HC)</b>	2,051	1,765	+16.20
<b>Full-Time (HC)</b>	833	689	+20.90
<b>Part-Time (HC)</b>	1,218	1,076	+13.20
<b>Returning Students (HC)</b>	1,940	1,656	+17.15
<b>New Students (HC)</b>	111	109	+1.83
<b>Workforce FTE</b>	3.40	0	
<b>Veterans FTE</b>	95.73	67.13	+42.60
<b>Gateway Regional Academy FTE</b>	16.40	7.33	+123.74
<b>Online FTE</b>	150.67	74.47	+102.33

- **Matriculation Activities**

- **Recruitment – New Students**

- This spring, the Gateway Regional Academy (GRA) presented at 10 evening events and multiple daytime school sessions to recruit and promote the dual credit program to area high school students and parents. The college has established scholarships (10 per semester) that can be used for high school students enrolled in the GRA program to assist with covering book charges.
    - The college established an incoming freshmen scholarship (20 for the year) to assist 2014 graduating students enrolling in fall classes.
    - A job fair was held June 5 at Gateway’s Boone Campus. The fair was focused on recruiting veterans into our various manufacturing programs.
    - Recruitment of Veterans include the following activities:
      - ✓ June 27 is designated as Gateway VETS Night at the Ball Park at Florence Freedom. Various advertising (signage/announcements) will bring light to the Gateway VETS program.
      - ✓ The Gateway VETS program has a presence at the Kentucky Career Center on Wednesday’s of each week, as well as visits to local Guard/Reserve Units on weekends to recruit current military members to use their Tuition Assistance.
      - ✓ Volunteer Rick Bickers has been placed with Gateway VETS from the Human Services program. He makes phone calls to veterans, helps with veteran outreach, and helps Gateway VETS serve veterans more effectively.
    - **Regina Borders** assisted in coordinating as well as presenting at an *Explore Your Future Fair* that was held at Gateway’s Boone Campus. The fair, which served more than 30 local students, was focused on local middle and high school students that were hearing impaired. Due to the event’s success, representatives from other community resources have asked to hold similar events (for students with disabilities and those serving such populations) in upcoming months.

- Work and 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 are from the River Cities. Over 400 program flyers have been distributed to local community partners and income-based housing facilities.
- **Recruitment - Traditional-Aged Students**
  - Gateway continues to work with Holmes Chapman Career and Technical students as well as all area high schools students interested in attending the Nurse Aide Program while still attending high school.
  - Ready to Work is currently engaged with the teen parent group at Lloyd High School. The goal is to show the group how they and their children can be supported while achieving academic goals and developing good employment skills. In the spring semester, five seniors from Lloyd’s teen parent group attended a STEM day event in collaboration with the Ready to Work program.
  - Pendleton County high school recruitment for the fall has surpassed 110 students, a significant increase over the previous fall.
- **Recruitment - Returning Students**
  - Various activities are being used to increase the retention of students from the previous academic year based on the Enrollment Management Team’s comprehensive plan for recruitment. These include outbound calling to students not preregistered, email, and regular mail contacts with students who were enrolled in the 2013-14 year and did not graduate, and students with 15, 30, or 35 hours of credits earned who have not preregistered.
  - Other program efforts are being used selectively. One example is the Student Support Services (SSS) staff conducted an outbound telephone and email campaign to contact potential students that were not enrolled in either summer or fall term classes. Of 23 unenrolled students contacted, three enrolled in summer term classes, seven enrolled in fall term classes, and one planned to enroll in fall term classes before the end of June.
- **Transition Activities To:**
  - **Senior Colleges/Universities**
    - 144 students have enrolled in the Gateway2NKU transfer program since it launched in January. The program is proving to be a recruiting tool for students who desire to obtain a bachelor’s degree at an economical price. The Health Information Technology program is currently developing a pathway to NKU in Healthcare Informatics
    - An articulation agreement between the college and Bismarck (ND) State College (BSC) will enable students earning an AAS in Energy Technologies degree at Gateway to transfer into BSC’s Bachelor of Applied Science



program in Energy Management. BSC offers the only Bachelor of Applied Science Energy Management program in the nation. The program is entirely online and focuses on issues managers and supervisors are faced with in the energy industry. This degree will benefit traditional students in the Energy Technologies program and incumbent workers in the energy field.

- **Careers**

- **Lisa Mohr**, associate dean for Student Development, reported that Career Services works to connect area employers with students, graduates, and alumni via our online job bank, College Central Network (CCN). Since July 1, 2013, 152 employers have posted 432 jobs, with a total of 878 views by students to posted jobs in CCN. A total of 98 résumé reviews were completed by Career Services over the past year (July 1 – June 30).

- **Student Services and Student Successes**

- **Career Services & Counseling**

- **Lisa Mohr**, associate dean for Student Development, reported during the 2013-14 school year, there were 335 new users who utilized Focus2, our free online career assessment tool. There have been a total of 2,334 users since Career Services started using Focus2 in 2010. Career Counseling is provided by Abby Thompson, our NKU Counseling intern, Counseling Department, or from Lisa Mohr, Career Services. Ms. Thompson and Ms. Mohr assist students with career choice/major selection (whether they are considering Gateway), are current students who are undecided, or they are changing majors.
- A Career Services Collaborative has been established at the college to provide career services to students, including résumé writing, interview skills, and how to present themselves professionally.
- **Tiffany Minard**, coordinator of Counseling and Intervention Services, reported the department received 157 student referrals for the spring semester 2014. Overall, 55 students received clinical counseling, and 102 students received case management services. The department conducted 183 individual student services.
- The partnership with Northern Kentucky University (NKU) in providing counseling interns has continued. Ms. Minard continued to supervise student interns from NKU. This collaborative learning opportunity has become a benefit for NKU and Gateway students. Due to this partnership, Gateway students were able to receive free clinical counseling services at Gateway. The NKU clinical counselor provided 110 services during the fall semester. In addition, the clinical counselor provided 78 services during the spring semester. Overall, 188 clinical services were provided during the 2013-14 academic year.

- The Work and Learn program served 56 Adult Basic Education/ GED students during the 2013-14. Twenty-four of these students have participated in work study. Thirty-two percent of the 24 work-study participants have passed the GED



test, while 40 percent have transitioned into Gateway and the Ready to Work program. The number for transition students tends to be higher because it also includes students who already possess a GED or high school diploma, but need remediation before taking the COMPASS test.

- The Ready to Work Program served 120 students in the spring semester, 100 of whom participate in work study employment on and off campus. Fourteen students earned credentials in the spring semester, and seven of these students will be transferring to four-year universities in the fall.
- Two students from last year's Massage Therapy class are beginning to work as independent contractors in the Gateway Massage Center.
- Nine of the students in the 2012-2013 Paramedic Program have been certified and have jobs with fire and EMS agencies.
- Gateway's Cosmetology Department, under the direction of **Sarah Laws**, is anticipated to exceed revenue goals by nearly 27 percent, or \$4000, by June 30. Revenue between January and April totaled \$11,091.23 and is expected to total \$19,000 by June 30. One hundred percent of the 2014 Cosmetology graduates have been hired by premier salons and spas in northern Kentucky.
- The new Health Information Technology program (HIT) enrollment for spring 2014 included 10 first-year students and 10 second-year students. Sixteen new students declared HIT as their major in fall 2013 and will start actual HIT course work in fall 2014.

- **Workforce Solutions/Customized Training**

- The Workforce Solutions staff has procured a total of \$2,009,643 in KY WINS funding for the 2013-14 academic year, an increase over the prior year and more than any other KCTCS college. There are 32 companies being served with the KCTCS funding that enables companies to train workers to enhance competitive positions.
- There are 80 manufacturing apprentices registered for fall semester with another 35 to be registered before August.
- Fifteen open enrollment classes are being offered through Workforce Solutions for the fall semester. Topics include Project Management Professional, Certified Production Technician, Certified Logistics Associate, and various technical classes such as welding.
- The Logistics Employer Focus Group was formed in February to identify workforce pipeline and industry needs. Through monthly meetings, a comprehensive Career Pathway Model was developed along with three new certificate programs and one new associate degree track; curriculum approval process will begin with cycle A in August. This project is a part of the IMPACT Manufacturing Department of Labor grant. As a second component of the grant, DHL completed its second Manufacturing Skill Standards Council Certified Logistics Associates (CLA) training in late April. DHL offered these courses for its employees as a pilot program to field test the training program.

- Mubea has completed Lean Six Sigma Yellow Belt training for 20 employees and has a second session scheduled for July. Staples NAD Customer Service is the pilot site for the Business Foundations Certificate Program. Toyota (TEMA) has secured Gateway as its preferred training provider for the Toyota Human Resource Model (THRM) program. A minimum of 34 sessions will be held.
- Eagle Manufacturing completed Lean Six Sigma Yellow Belt training and will be moving to Green Belt training in the fall. SD1 NKY Sanitation District has implemented technical training matriculating over 30 employees to manufacturing certificate completion. Zumbiel has offered training to 145 employees in Achieve Global topics such as Principles and Qualities of Genuine Leadership, Hallmarks of Supervisory Success and Realizing Talents in Others.
- The Workforce Solutions Division participated in a training seminar led by Bob LePage of Springfield Technical College in MA and learned new methods for skill gap analysis. This new methodology is being field tested with Kellogg's in conjunction with its DACUM and Work Keys Job.
- Gateway's new Raise the Floor program is designed to matriculate women into the manufacturing industry. Nine women are completing their first semester of studies and will receive the Certified Production Technician certificate, which qualifies them for entry level manufacturing jobs. These women will matriculate into further studies or obtain employment over the summer months.

**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 was launched on March 1. Professional Advisor individual appointments with students and the SMART Orientation sessions began with the Protective and Professional Services division, Business, Design, and Technology Division, and Undecided Students. This is a major college-wide effort to increase retention and produce more graduates in all areas of the college's academic program. It is a five-year project.
- Retaining students with academic developmental/remedial needs has been an issue for all of the 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 which will shorten the amount of time students spend in purely developmental education courses.

- The following summer engagement activities are occurring:
  - The college’s Retention Team is working on planning and implementing a summer re-engagement activity, Summerfest 2014, on Friday, June 27. The event will be used to engage students during the summer months and promote enrolling for fall semester. In addition, KNECT messaging will be conducted during the summer term to remind students of start dates and to remind them to register for fall semester.
  - Starfish Student Success software will be fully launched in August. Training for staff, faculty, and students will be held this summer and fall. This is a major KCTCS initiative aimed at improving advising and providing intrusive advising for students.
  - Orientation is taking a different approach over the summer. Rather than one to two weekly small orientations, there will be large scale events twice per month.
  - Ready to Work students around the state have been given the opportunity to participate in an Individual Development Account (IDA) program. To date, five students have opted to participate. These students will receive individual financial coaching while learning to manage a savings account. The IDA program is a partnership with the Kentucky Domestic Violence Association, KCTCS, and Gateway and offers a 4:1 match for savings.

- **Student Activities/Clubs**

- Under the supervision of **Mike Riley**, instructor, Business Administration Systems, a team of students participated 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.
- Leadership workshops are offered throughout the semester to students involved with student organizations, or those that showed an interest in being involved at the college. During the leadership workshops, there is time to network with other colleagues and learn about leadership opportunities at the college and in the community, as well as, learn the importance of being a leader through demonstrations, guest speakers, and videos.
- The Work and Learn/Ready to Work programs, in collaboration with Student Support Services, Human Services Program, Benefits Access for College Completion (BACC), and Counseling Departments have opened a clothing closet, appropriately named *Room for Success*. The initiative helps provide business casual and business professional clothing to students who need the extra assistance for work, internships/co-ops, interviews, and special occasions. A donation drive at Gateway was held the week of April 28.

- **Partnerships**

- Gateway was awarded a contract with the Gateway to College National Network to plan and implement a partnership program with Covington Schools. The partnership will result in piloting a model designed to promote high school students' earning significant college credit as they earn their high school credential. Gateway will also utilize this opportunity to create a pipeline of high school students who matriculate to the college. The contract is for \$280,000 over 18 months, and includes a funding plan to ensure sustainability that could be replicable to other high schools. At this time, the Gateway to College Program Manager has been hired, and the college is in the process of hiring the Resource Specialist. Both will work directly with the Covington students for the coming academic year.
- Gateway's Massage Therapy program has developed partnerships with Coldwell Banker, Remke Foods, Tristate Running Company, Cincinnati Ballet, and C-Forward to provide massages to their employees as part of their training.
- *Education at Work* held three employer information sessions May 8 at the Edgewood Campus. Twenty-five students attended. *Education at Work* is a non-profit organization based in Norwood, Ohio, that has partnered with area colleges to hire college students to work part-time in a contact center environment to solve business challenges for partner businesses like Macy's or AT&T. Students receive an hourly wage, plus they are eligible for tuition assistance after six months, based on job and academic performance. *Education at Work* is committed to reducing the student loan debt in America. Currently, they are hoping to grow to 500 employees by the end of the year with hopes to be nationwide with over 100,000 employees. Dave Dougherty is the founder and CEO of *Education at Work* and brings his experience from being the former CEO of Convergys.
- The Medical Assisting and Phlebotomy programs are developing new partnerships with healthcare facilities in Ohio and Indiana and may be the first to have out-of-state clinical sites.
- The Paramedic program has developed partnerships with fire/EMS agencies in Covington, Florence, Hebron, Rural Metro, Pendleton, Dry Ridge, and Erlanger.
- The Workforce Solutions Division hosted the 2014 Workforce Solutions Awards Breakfast on June 5, and the following company partnerships were recognized:
  - **Mazak** – Outstanding Use of KY WINS Funding to Invest in Employee Development
  - **Staples** – Initiating and Promoting a Gateway CTC Certificate Program as Part of Their Employee Development Program
  - **Citi** – Long-term Investment in Employee Training Through KY WINS Funding
  - **DHL** – Creatively Investing in Employee Hiring, Retention, and Promotion
  - **FIVES** – Initiating and Successfully Implementing an Apprenticeship Program in partnership with Gateway
  - **Partners for a Competitive Workforce** – Premier Workforce Partner

- **Service Learning/Experiential Learning**

- Students in the Massage Therapy program perform chair massages in the community with events scheduled or completed at Coldwell Banker and New Perceptions occasions.
- The Medical Assisting Program Coordinator met with a St. Elizabeth Physician's Training and Development representative to develop a better relationship to cultivate student and industry needs during externships.
- Three students who were enrolled in Human Services have been approved to serve in the Kentucky Service Corps (KSC). Kentucky Service Corps AmeriCorps members are current college students who will apply academic knowledge to provide needed services through placements at non-profits, local or regional government agencies, or educational settings.
- The Associate Degree Nursing program incorporated service/experiential learning into a nursing class for the first time. During the semester, students planned, arranged, and provided health fairs at the Welcome House of Northern Kentucky, (an adult health fair that focused on nutrition education, prevention of STDs, and breast self-exam), and a pediatric health fair (dental health and hand washing).
- Fifty-seven students participated in the CashCourse event sponsored by Student Support Services. CashCourse aims to improve student financial knowledge and decrease their dependence on loans to reduce Gateway's loan default rate.

- **Diversity/Inclusion**

- **Regina Borders**, director of Disability Services, joined forces with Wendy Schindler, director of Orientation, to lead Gateway's Gay Straight Alliance Student Group (GSAG).
- **Michael Lee**, director of Inclusion, will return to New Mexico at the end of June and has proposed a team approach to Inclusion. He has produced a series of activities over the past two years that will form the basis of the team's work.

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

- **Sustainability Initiative**

- The Gateway Sustainability Team continued to focus on changes in curricula, workforce development, community collaboration/campus operations, and increase the involvement of students and employees. The goal is to generate 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 **Justin Ervin** and **Linda Wright**, has requested additional support from Gateway leadership to increase effectiveness for the coming academic year.

## Safety & Security

- The Behavioral Intervention Team (BIT) was developed to assist the college in identifying, investigating, assessing, and monitoring behaviors of students who may be of possible high-risk/pose a threat to the college community. The team is designed to maintain a healthy environment at the college by addressing threats; providing support and resources to students; and providing consultations and recommendations to employees dealing with threatening or disruptive students. Team training will be held Thursday, July 17, in Louisville with the Association for Student Conduct Administrators on Behavioral Intervention Team training.
- **Melissa Sears**, director of Information Technology, worked extensively with KCTCS on network configuration changes to improve the SNAP emergency notification process to classrooms, students, and instructor computers. As a result of her efforts, the successful notification rate increased from 35 percent to over 95 percent. This work positively impacted notification at other KCTCS colleges.
- **Tim Chesser**, director of Security and Security, has been actively involved in developing a partnership with police and first responders for the Urban Metro Campus expansion to maintain a safe environment.
- “*Safe Place*” training was conducted and signage put in place, and regular drills were successfully conducted at each campus. A subcommittee is planning employee and student training for the next academic year.

## • Resource Development

- **Foundation Report**
  - The Foundation has approved the following individuals as new Board members: Shelley Frommeyer, Waddell & Reed; Mary Ann Pietromonaco, Morgan Stanley; and Attorney Mike Sutton.
  - The Foundation-owned former Point Property on Scott Street is set to be demolished within the next 60 days.
  - A special Foundation Board meeting was held in March to receive the report from Partners for Sacred Places. The nationally known non-profit assists communities with repurposing former places of worship. Partners recruited local architects to donate their time to measure and examine the structure of the Foundation-owned Kaleidoscope Center for Urban Outreach, formerly the Immanuel United Methodist Church in Covington. The architects took ideas from a community-wide charrette session facilitated by Partners to create a plan for re-use. The sanctuary can seat hundreds for performing arts, weddings, or conferences. The commercial grade kitchen can be used by event caterers and non-profits. The parish house and church building have many small offices perfect for non-profits.
  - The Foundation presented full tuition grants for employees to attend Leadership Northern Kentucky, Soar (for women rising in their careers) and WILD (Women in Leadership Development in higher education).



- St. Elizabeth Healthcare is the \$15,000 sponsor for the annual RiverBlast fundraiser. The \$5,000 corporate sponsors so far are Bilz Insurance, CVG, and Emerson Power Transmission. Toyota is the \$2,500 invitation sponsor.
- **Capital Campaign Update**
  - Bob Zapp, president of Bank of Kentucky, is chair of the major gifts campaign. Lee Flischel serves as the campaign COO. The following individuals have agreed to serve on the Campaign Advisory Council: Mer Grayson, Johnna Reeder, Bob Sathe, Chuck Scheper, Alice Sparks, and Paul Verst. Several other individuals will join the council. **Laura Kroeger** is Campaign Director; **Dr. Amber Decker** is Campaign Manager; Joe April of the Armistead Group is the campaign consultant.
- **Urban Metro Campus News**
  - **Laura Kroeger, Toni Bloom, and Tess Burns** are working on external relations plans for the community to embrace the expansion of the Urban Metro Campus. Local restaurants have been asked to provide discounts as a way to welcome the faculty, staff, and students to downtown Covington.
  - Following much advocacy, the BuildSmart Initiative was passed by the legislature, enabling the college to use bonding to build the Urban Metro campus with a three-to-one match. The college must raise \$3.5 million in new dollars to receive matching monies, achieving a total of \$15 million for the new campus.
- **Scholarships**
  - Over \$1,900 has been raised for the George Hammond Memorial Scholarship in Automotive Technology. The family will select one or two students for fall 2014 semester scholarships.
  - Park National Bank sponsored the \$500 Gateway Kentucky Veterans Scholarship.
- **Grants and Contract Activity**
  - Gateway has been awarded \$7,500 from the Kentucky Council on Postsecondary Education (CPE) for Developmental Education Redesign to fund professional development and a collegial coaching model to support a co-requisite developmental education model that places students in Gateway courses as the default. This model automatically puts students into credit-bearing courses in alignment with their academic program of study and is shown to result in better retention and completion rates.
  - Gateway was awarded a grant in the amount of \$40,500 from Interact for Health – Tobacco Free Environment to implement the tobacco-free policy on all Gateway campuses. The grant monies will be used to develop the infrastructure; including signage, education, and cessation activities.



- IMPACT DOL Grant Update:
  - ✓ There are five career pathway maps in the career areas targeted by IMPACT. Three are newly developed and one was revised through collaboration with industry partners. The new career pathway maps are in the fields of Computerized Manufacturing and Machining, HVAC, and Logistics. The current Advanced Manufacturing pathway was revised and the Energy Utility and Tele-Communications pathway needed no revisions at this time. These pathways are an invaluable advising tool for helping students to make career choices. Each pathway provides job titles, education levels needed for jobs, and salary ranges for the different levels of jobs.
  - ✓ Equipment purchased for the Computerized Manufacturing and Machining (CMM) program, totaling over \$185,000, includes four ProtoTRAK DMPSX2P Multi Axis Milling Centers, a ProtoTRAK SLX2P Multi Axis Turning Center, and a ProtoTRAK EMX Retro Fit. A Virtual Reality Arc Welding Trainer, valued at \$65,000, was purchased for the welding program. This equipment will enhance course instruction through the use of state-of-the-art industry equipment and increasing the amount of hands-on learning by students. Employers recommended the use of this equipment to help ensure that graduates enter the workforce with the necessary skills.
  
- **Marketing and Public Relations**
  - The Associate Degree Nursing Program faculty and staff have increased efforts to market the program. Follow-up calls are being made with students who have expressed interest. Applications to the program for the spring 2014 showed an increase of 40 percent.
  - In the 2013-2014 academic year, the Marketing/Public Relations Department, under the leadership of **Margaret Thomson**, fulfilled more than 400 client requests, not including major projects generated within the department. In addition, the department issued 112 news releases or media advisories, which contributed to a record 1, 747 mentions in the news media through June 6. The total was the highest number of media mentions in KCTCS to date.
  - Paid advertising supplemented earned media as a means of marketing the college. The primary marketing strategy emphasizes recruiting, and the college conducted recruitment blitzes in the summer/fall for fall 2013 enrollment, in the winter to support spring 2014 enrollment, and is currently conducting online and print advertising to support summer 2014 enrollment and the Health Professions Opportunity Grant. This spring, the department coordinated a direct mail campaign to ACT test-takers and sports marketing through signage at high schools and game presence.
  - The department manages the college website. This spring, Web Services and Social Media Manager, **Tess Burns**, fulfilled 57 requests for web updates, posted 26 web news items, and posted 63 items to social media. Tess is conducting content manager training for various departments, enabling them to perform their own updates. Tess led an internal team, supported by external

- focus groups, in a successful branding project to name the Gateway spa that will open in downtown Covington in January 2015.
- College publications are a key marketing tool, second only in user surveys to the website. This spring, Public Relations Coordinator, **Patrick Lamping**, completed more than 30 marketing-related print projects, including Urban Campus signage and materials. He also supported fund-raising through the completion of the Citi solicitation booklet and campaign materials for the Foundation, as well as coordinating revenue-generating print projects for Ashland and Owensboro community and technical colleges.
  - The entire department contributed writing, design, and marketing skills to the advocacy effort in support of the KCTCS BuildSmart program, as well as the Healthy Campus initiative. The department also produced a “Happy” video for graduation, an event chaired for the first time by Patrick Lamping.

- **Employee Professional Development**

- **Employee Development**

- Gateway’s LEAD VIII class members graduated May 2. Gateway employees who successfully completed the year-long program included: **Fares DaSilva, Judie Hontas, Rich Gallagher, Caprise Johnson, Keith Lanser, Juliana McGuinn, Stacey Siekman-Hall, Kristen Smitherman, Matthew Strother, and Natasha Vallette.**
- **Steve Popple**, knowledge analyst, was awarded a 2014 Data and Decisions Academy Presidential Scholarship from the Association for Institutional Research (AIR). Steve will participate in two Academy courses between June and September 2014: *Foundational Statistics for Decision Support and Longitudinal Tracking for Institutional Research.*
- **Kristen Smitherman**, project manager in the Department of Grants at the college, will represent the college in Leadership Northern Kentucky in 2014-15.
- On June 2, Gateway’s Center for eLearning began piloting a month-long, accelerated course development process, **eDDI**, eLearning Design & Development Institute. The process involves 11 full and part-time faculty working with instructional designers to design and develop 11 courses to be added to the online delivery schedule for either fall or next spring.

- **Center for Professional Development**

- The Center for Professional Excellence Lunch n’ Learn sessions will continue with new dates scheduled to begin in August. All Gateway employees are invited to attend the sessions.
- The year-end Performance Planning Evaluation (PPE) process was completed with supervisors and their direct reports. All evaluations were submitted to Human Resources by May 30. The year-end evaluation process is the final phase of the PPE that focuses on the outcomes achieved, learning, and measurable assessment of the goals established. In addition, the supervisor

- discussed and documented employee performance for the past year and performance improvement and/or goals were set for the upcoming year.
- The year-end College-Wide Symposium was held on April 25 with the theme of, “Securing a Bright Future – Transition and Progression of the Gateway Urban Metro Campus”. All symposia are planned and implemented in coordination with the Center for Professional Excellence, Human Resources, and college committee members representing student development and academics.
- **Gateway “Healthy Place to Work and Learn” Campaign/Initiative**
    - The “Healthy Place to Work and Learn” initiative was implemented in January 2014. 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 has been 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 January 1, 2014 and applies to all properties owned, leased, operated, or controlled by Gateway in all locations, including Covington, Edgewood, Florence, and Grant County, and applies to employees, students, and visitors to Gateway property including 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.
  - **New Employees**
    - **David Schaefer** has accepted the Electrical Technology position. He will begin effective August 1.
    - **Zachery Caccia** has accepted the Welding Instructor position. He will begin effective August 1.
  - **Reassignments/Retirements**
    - **Karen Mann**, Gateway advisor, transitioned to a Professional Advisor position focusing on the undecided student population. Karen’s office is located at the Boone Campus.
    - **Chris Rickels**, part-time Pre-Nursing student advisor assigned to the Nursing Department, transitioned to full-time Academic Advisor and will be located at Edgewood. This position is funded by the Health Professional Occupations Grant (HPOG) and advises Allied Health students that are Pre-HPOG since the students assigned to him require developmental education.
    - **Marinell Brown**, associate provost, has announced she will retire, effective June 30. Ms. Brown has more than 36 years in serving students at both the

former Northern Kentucky Technical College, as well as Gateway. Our best wishes are extended to Marinell in her retirement.

- **Dick Reed**, associate professor of electricity, will retire effective June 30 after 12 years of service. We wish him the best for his future endeavors.
- **Mike Loman**, welding instructor with 27 years of service at the former Northern Kentucky Technical College as well as Gateway, will retire effective June 30. Mike built the Welding Technology program at the college; the training he provided to hundreds of students solidified the welding profession in Northern Kentucky. We extend our best wishes to Mike for the future.
- **Phil Accardi**, director of the Workforce Development Center, retired in May after 13 years of exemplary service to the college and the region's employers.

- **Honors, Recognitions of Employees, Students, Programs, and Partners**

- **National Recognitions**

- **Wendy Schindler**, coordinator of Orientation, presented at the Region 3 NACADA (National Academic Advising Association) conference in Morgantown, W.Va. Her presentation, "Disney Magic: Transforming the Student Experience with World-Class Customer Service," received the highest-rated feedback at the conference and was selected as "Best of Region." Because of the high ratings from her peers, Ms. Schindler's topic was automatically accepted to present at the NACADA national conference in Minneapolis, Minn., this fall.
- In addition, Schindler submitted a separate proposal to the NACADA national conference committee and was accepted to present: "Allyhood in Action: Using Maslow's Hierarchy of Needs to Assess Campus Inclusivity of LGBTQ Students, Staff, and Faculty."
- Besides her two presentations, Schindler will take over as the Chair of the LGBTQ Advising and Advocacy commission at the NACADA national conference. She will serve in this elected office for two years.
- Finally, Schindler has been appointed as Conference Chair for the 2015 NACADA Region 3 conference and will be bringing it to NKY. She hopes to work with the Gateway community to show off all that the college has done in the Northern Kentucky area.

- **Regional/State Recognitions/Presentations**

- Gateway students, **Renee Kesterson-Klein** and **Daniela Miron**, were chosen as this year's representatives to the KCTCS All-Academic Team and were honored at a luncheon on May 20 at the KCTCS New Horizon's Conference held in Owensboro, Kentucky.
- **Dr. Angie Taylor**, vice president of Business Solution and Innovations, and **Carissa Schutzman**, dean of Workforce Solutions, participated in the AACC Conference in Washington, DC. In addition, **Dr. Taylor** and **Dr. Hughes** presented a session concerning the Bellwether Award granted by the Futures

Assembly in January. The award was received in recognition of the Citi-Gateway Economic Development Partnership.

- The Gateway office of Administrative and Business Services earned the KCTCS Budget Management award for the second year.
- A student pay-for-print program was successfully implemented to reduce wasteful printing/paper use, toner, and printer costs. Students are allotted 100 free prints per semester. They may purchase additional prints online with a credit card or with cash in the business office. This initiative earned Gateway the Best Practices Award at the KCTCS Business Affairs Team meeting.
- **Dr. Angie Taylor** and **Carissa Schutzman** presented at the TA3 – Trans-Atlantic Technology and Training Alliance conference held in Indianapolis June 2. Dr. Taylor’s panel presentation focused on Gateway’s efforts to prepare special populations such as dislocated workers, veterans, high school students, women, and senior citizens for manufacturing careers. Ms. Schutzman’s presentation focused on creative and new entry points to STEM careers for underserved populations.
- Gateway hosted the Kentucky Council on Education Abroad (KCEA) conference April 16. KCEA brings together two and four-year institutions for the purpose of sharing best practices on study abroad programs and how institutions can partner. The conference was attended by approximately 100 individuals.
- The KCTCS 2014 New Horizons Conference was held in Owensboro, Kentucky from May 19 – 20. Dr. Michael B. McCall, president, KCTCS, personally awarded Gateway’s award recipients during the awards ceremony:
  - o **Nancy Ritzenthaler**, assistant professor, Nursing – Faculty Award
  - o **Phyllis Yeager**, director, Human Resources – Administrative Staff Award
  - o **Connie Wiedeman**, assistant, Human Resources – Support Staff Award
- o **Local Recognitions**
  - o Phyllis Yeager, director of Human Resources, has been appointed to serve on the Leadership Northern Kentucky 2015 Class Steering Committee and selected to chair Education Day.
  - The Center for Innovation announced the Spirit of Innovation winners at the college-wide symposium held on April 17. The following faculty and staff members were recognized:
    - ✓ **A tie for first place:** Health Fair at the Welcome House: Name of Innovation Lead Persons: **Diana Loh**, Julie Walter (Welcome House) and **Keith Lanser**; Name of Innovation Collaborators: **Nancy Ritzenthaler**, **Anne Auberger**, and Myshamil Walker. Gateway2NKU: Name of Innovation Lead Person: **Mike Rosenberg**; Name of Innovation Collaborators: **Dr. Teri VonHandorf**, **Ingrid Washington**, **Andre Washington**, **Mallis Graves**, and **Marinell Brown**.
    - Second Place:** King Joe’s Science Page: Name of Innovation Lead Person: **Joe Shearer** with collaborators **Lance Nelson** and **Diane Fritz**.

**Third Place:** Abode Building Naming Project: Name of Innovation Lead Person – **Tess Burns** with collaborators: **Toni Bloom, Keith Lanser, Sarah Laws, Lance Nelson, Mike Riley, Margaret Thomson, and Dr. Laura Urban.**

- ✓ Gateway's 2014 Commencement was held on May 15 at the Northern Kentucky Convention Center. The following award winners were recognized:
  - ❖ Student Choice Awards were presented to: **Colleen Kane**, Staff Award; **Gwen White**, Faculty Award; and, **Larry Neuspickle**, Adjunct Faculty Award.
  - ❖ Dr. Hughes presented this year's President's Award to graduating student, **Renee Kesterson-Klein.**

- **New Programs**

- Human Services (HS) has two new certificates: Substance Abuse Recovery Coach and Aging Services, with an enrollment of 140 students.
- Finance and Business Informatics were added the Business Administration degree for fall 2014.

## **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 were underway to engage employees and students in informal settings.
- Delivered six employee recognition certificates for employees celebrating employment milestones (5, 10, 15, 20 years and retirements).
- Participated in the annual Night of Excellence, KCTCS New Horizon Employee Recognitions and commencement.

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

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

### **Complete college business plan**

- Met with executive leadership team to finalize three-year enrollment plan as basis of business plan. Preliminary capacity estimates for academic programs are complete as are the determination of growth areas. Final plan template is complete and is being reviewed by KCTCS as a possible model for other colleges. 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, Board, and various committees numerous times to plan for uses of the properties owned by the Foundation (Church, Point properties, and the Marx Building). 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.
- Began renovations for the Abode Building that will house the Cosmetology and Massage Therapy programs.
- Began renovations for the Bookstore facility at the Urban Campus.
- Met with key legislators, state, and local officials regarding commitments and support for the Urban Campus and funding for higher education in general. Participated in the legislative efforts to improve the postsecondary education state budget including BuildSmart. Created and distributed electronic legislative updates to stakeholders during the General Assembly session.



- Continued meeting with leadership-level donors with emphasis on the Urban Campus as part of the major gifts campaign:
  - Met with two foundations 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 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.

### **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 monthly 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 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, 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 conduct a follow-up analysis of the Super Sunday activities.
- Met with Pendleton County community leaders to review the progress of the initiative and to establish clear enrollment and financing goals for the project to be sustained. Approved the expenditure of funds to continue the coordinator/recruitment position for 2014-15 with additional funding from the local community as a match.
- Continued to monitor weekly the revenue against projections.
- Coordinated the second 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 2014-15 year.

**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 seven “dialog” sessions during the fall term.
- Will continue to meet with student leaders twice a 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.

**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.

**Complete college business plan**

- Will finalize the Business Plan and present it to the college and the Board of Directors.

**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 renovations monthly 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 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 building 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 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.

### **New Board Orientation**

- Will assist KCTCS President Michael B. McCall in the new Board orientation in August 2014.
- Will assist the Board of Directors with the establishment and implementation of committees, communication protocols, and other matters.

### **Budget Development**

- Will present to Board of Directors the 2014-15 budget recommendations.
- Will implement the 2014-15 budget authorized by the KCTCS Board of Regents.

### **Other Activities**

- Will assist KCTCS with the transition process to a new system president during the fall term.
- Will provide the leadership to open the college with the formal college-wide symposium in August.
- Will initiate a search process for the Provost position with a January 1, 2015 projected start date.