NOTE: This report reflects information from activities in which I was directly involved; that were reported to the Board of Directors; or that were received from the respective functional area leader to be shared. Gwen

Actions Update:
In my initial communication to the college, I indicated that, during my four-month tenure with you, I would focus on the items listed below. Although I addressed actions related to these items in my monthly report, I thought I would capture some of the highlights of my last four months.

- Implementing the College’s Strategic Enrollment Management Plan
  - There were numerous Cabinet discussions about strategies to increase enrollment. Actions being taken to increase enrollment include: increased attention on recruiting Dual Credit; created a weekend college targeting Business Administration; created an evening program targeted to high students interested in technical programs; created a Cyber Security program.
  - Participated in the KCTCS SEM Plan Summit which provided an opportunity to hear lessons learned from a college leader who successfully implemented SEM.

- Initiating the College’s 2016-2022 Strategic Plan
  - Met with the various functional area leaders/managers to give an overview of the strategic planning process and discussed how the Strategic Plan, the SEM plan, and the Diversity Plan are inter-connected.
  - As this process aligns with the KCTCS Strategic Plan, we are on target with our strategic planning process.
  - Shared with the college and the community ECTC’s Strategic Plan in Action, which highlighted our strategic plan goals and our related accomplishments. Also, shared ECTC’s 2016-2022 Strategic Plan Goals and Priorities and a PowerPoint which summarizes the strategic plan. These items were shared with the College through the President’s Report for October.

- Working on the strategy development for the College’s new Business Plan
  - Again, this process aligns with the KCTCS business planning process and is on target. Recently, the PLT narrowed the focus of the initiatives to be addressed by the business plan.

- Reviewing our processes and procedures to increase our operating efficiencies
  - There were Cabinet discussions regarding processes and procedures; however, little follow-up action was taken to change processes or procedures. Most of my four months were spent trying to better understanding our processes. Increasing operating efficiencies is a long-term effort that will need leadership attention.

- Improving our communication to the campuses
  - Focused on improving communications to the College. The primary tool to share information is “The President’s Report to the College.” The report evolved each month.
based on suggested feedback from the campus. There is still room for improvement. For example, it’s a bit long – but everybody knows ‘educators love paper by the pound’ 😊.

- Updated both the President’s and the Board’s webpage. The President’s webpage design was created to facilitate a smooth, timely transition of content relevant to Dr. Pate. The President’s webpage also provides a link to the President’s Report, Cabinet meeting summaries and a place for comments from faculty and staff. Once Dr. Pate settles in, he may choose to adjust the site to reflect his preferences.

- Set up a Share point site for the College’s leadership to more easily share information. Please know that this concept worked better in my head than it did in reality. The site is being used, however it is only used sparingly.

**Budget and Finance:**

**Budget Status:** The KCTCS financial audit for fiscal year that ended June 30, 2016 should be delivered soon. Financial results for FY17 through October 31, 2016 indicate we have realized 51% of total projected revenues, or $23.3 million. Year-to-date expenses for the same period are $16.3 million, or 35% of total budget. Year-to-date revenues exceed expenses by $7 million through October 31, 2016. Two things skew revenues to be much higher than expenses: 1) the timing of recognizing certain revenues before fully recognizing all associated expenses; and 2) second-quarter state appropriations and a portion of spring semester tuition are reflected now.

On a different note, please be aware that soon after the spring semester begins, we will start the process of refleeting copier/printer machines with enhanced abilities. Training will be provided in order to maximize the effectiveness of this new equipment. Look for more information on this soon after you return from the upcoming institutional close.

**College Leadership/Management Information:**

**Cabinet Meetings:** Discussions included: the transition plan for Dr. Pate, including an HR on-boarding process and check list; the College’s culture and the need to start the process to rebuild trust; the Student Center and the need to re-envision that space to make it more student focused; and the need for a diversity philosophy and vision. The majority of the discussions require more in-depth discussions and direction from Dr. Pate.

**ECTC’s website:** The website is expected to be a primary tool to communicate to our constituents’ information about the college. It is critical that the information is relevant, accurate, and reflective of who we are as an institution. Bernie Davenport and Mary Jo King presented the Cabinet with an update regarding a new software platform and content management system for the site. The new platform is to be installed over the holiday break or by late January– if all goes as planned. A snapshot will be taken of information on the website as of December 16th. The snapshot will then be migrated to the new system. Any corrections and updates to the system will be made using the new software.

The Cabinet was urged to revisit the decision to have volunteers serve as content editors for individual webpages. Since the website is crucial in our communications streams, this task should be included as a functional assignment as opposed to a volunteer assignment. As such Bernie was asked to develop a set of competencies for this function so that Cabinet members may identify staff with the appropriate skills.
and abilities to perform this function. Those competencies are identified in the document below.

Ctrl-click the icon below to access open the flyer in a separate SharePoint window.

Facilities update: There have been numerous Cabinet discussions regarding various areas of the College that need maintenance attention. There are over $1.2M in deferred maintenance projects. The Cabinet has been asked to rank the top 5 projects that should be considered for funding should funds become available. It is my understanding that the College will be given an opportunity to indicate a priority preference as well. More information will be forthcoming during the next few months.

Student Affairs:
Welcome New Staff: Student Affairs welcomed Jenny Fothergill to the ECTC family. Jenny is an Admissions Advisor/Recruiter. She will focus on student retention and will assist Samantha Manire with recruiting activities. Jenny has previous work experience from Madisonville Community College, Ivy Tech and University of Louisville. Welcome Jenny!

Go Barons: The ECTC Barons Basketball Team has a record of six wins and eight losses at this point in their season. They have wins over Union University JV; Lindsey Wilson University JV; Campbellsville University JV; Midway University JV and Hocking College. Most of the losses have been to NJCAA Division I teams in Illinois, Tennessee and Ohio.

Financial Aid: The Financial Aid Office staff conducted a Regent 8 training for Springfield Campus staff. Regent 8 is software dedicated to financial aid management. Once fully implemented within KCTCS the software will help standardize and centralize many aspects of financial aid processing. Benefits of Regent 8 include the ability to: manage financial aid across all enrollment models; create cost efficiencies through standardization and workforce optimization; increase effectiveness of communications to and from students; create a Student Self-Service Portal – which will allow students a one stop solution for their financial aid questions. The new software will be implemented in stages by the System Office and will enhance financial aid processing and accuracy.

Kick Start College: Student Affairs is excited to announce a new initiative targeting high school juniors and seniors who may want to earn technical training credits after school hours. This is an opportunity for students who want to “kick start” their careers by getting some of their technical classes completed while in high school. Most of our technical programs offer evening classes, so students can take classes a few nights a week.
Serving those who serve: During this holiday season, let’s not forget the brave men and women in our Military who are currently serving overseas and are away from their families and friends during this time of the year. We thank them for the unselfish sacrifice they make daily for our nation and we wish them a safe and speedy return home to their loved ones.

American Red Cross Santa’s Workshop - On December 8th, staff from the Veteran Center of Excellence (VCE) served as Elves assisting parents in selecting toys for their children at the Fort Knox Santa’s Workshop. The mission of Santa’s Workshop is to provide toys for military families who are financially challenged during the holiday season. Each child receives three brand new toys, books, a family game and stocking stuffers. In addition, the VCE collected toys for the Fort Knox families. Thank you to the faculty and staff who donated toys to the American Red Cross Santa’s Workshop.

Student Veteran of America National Conference - Student leaders from ECTCs Student Veteran Organization will attend the Student Veterans of America (SVA) National Conference in Anaheim California, from January 5-8. The SVA National Conference has been the largest annual gathering of service members, veterans, advocates, thought-leaders, stakeholders, and supporters in higher education in the world. Student veterans, higher education professionals, alumni, and advocates will have the opportunity to learn from over 1,500 of their peers. Our student leaders are excited to attend and bring back resources and ideas to ECTC and our Veteran Students.

Mind/Body Focus in the New Year - The Veteran Center of Excellence will be focusing on Mind & Body programs for the New Year. They will offer Yoga and Art Therapy programming that will be open to active duty military, veterans, and dependents. For more information, please contact the Veteran Center at 270-706-8736.

Academic Affairs:

Accreditation News: ECTC now has the authorization to offer the Information Security track within the Computer and Information Technologies AAS degree. Because computer-related information security has rapidly become a major part of business and industry, employers are seeking employees with the knowledge and skill sets taught and developed through this track. Popular employment sites like Monster.com and Careerbuilder.com reveal that over 2,500 information security jobs are routinely posted for hire. The Occupational Outlook Handbook (Bureau of Labor Statistics), estimates an 18% growth rate for Information Security Analyst positions from the present through year 2024.

Women in Science: Sandra Cameron coordinated the ECTC Women in Science program, which brought ninety-six female high school students and five faculty members from Elizabethtown Independent Schools to the campus. The ECTC Women in Science program is part of the National Girls Collaborative
Project which works with organizations to encourage girls to pursue careers in science, technology, engineering, and mathematics. The students toured the college, visited with faculty from the STEM disciplines, and were encouraged to consider ECTC as their college of first choice. Ms. Andrea Kimberlin, an IT professional and national advocate for Women in STEM (and was Miss Kentucky in 2012), provided the keynote address.

**Web Development:** As part of fulfilling student and public information needs identified in the ECTC SEM Plan, the Provost’s Office, in partnership with the Web Development Office, is working to develop an ECTC knowledgebase focused on providing a web-based and user-friendly tool to provide accurate and timely information about the College to current and potential students, and the public. The knowledgebase will be completed during Spring 2017, and launched in Summer 2017.

**Julie:** In the upcoming months, you may hear “Ask Julie”. “Julie” is the new KCTCS persona that guides voice and tone as we communicate with students and prospective students, whether it’s on the web, written hard copy letters, social media, email, etc. We want to be approachable, conversational, empathetic, knowledgeable and authentic. More about Julie is addressed in the “PLT Selected Highlights” section. The flier below provides an overview of “Julie”.

**Please Ctrl-click below to access information regarding Julie.**

![Julie Flier](image)

**Extended Campuses Update:**

**Fort Knox Campus:** (for more information on items shared here, please contact Fort Knox Campus Director, Sarah Edwards).

**Enrollment and Recruitment Activities:** The Fort Knox campus is continuing to receive new applications every week for admissions from active duty military stationed at Fort Knox as well as many other areas of the world. The staff at the Fort Knox campus will enroll and advise these students into ECTC’s programs, whether online or in the classroom. A new unit has begun its move to Fort Knox, coming from Fayetteville, NC. They are expected to be here by summer. This will add approximately 500 soldiers and about 1,000 family members to the Fort Knox community.

**Increasing Educational Opportunities:** ECTC’s Fort Knox staff met with the Engineering and Electronics AAS program coordinator Sandra Cameron, the Fort Knox Army Continuing Education System’s (ACES) Education Services Officer (ESO), Dr. Jacqueline Jenkins, Dr. Tiffany Evans, and Michael McFadden, a LG&E/KU representative, to discuss bringing the AAS program to Fort Knox beginning fall of 2017. The outcome of this meeting was constructive. Mr. McFadden was optimistic about internship opportunities for soldiers entering the program. In addition, the ESO was excited about the program working as a Career Skills program for the military. Career Skills allows soldiers who are
within 180 days of leaving the military release time from work to learn an employable skill that can give them job placement upon separation from service. The next step is to submit a substantive change to SACSCOC for approval of Fort Knox to offer this program.

Other News: Fort Knox is in the process of interviewing for the position of Student Support Assistant III. This person will assist with running the many military portals crucial to our ability to offer classes for active duty military and their spouses. The Student Support Assistant will also help with recruiting and other functions to support the operations of ECTC Fort Knox.

Leitchfield Campus Outreach/Retention Efforts: (for more information on the items shared here, please contact the Leitchfield Campus Director, Darrin Powell).

Outreach: Faculty and staff participated in a college fair at Grayson County High School showcasing the college offerings; assisted Grayson County High School in testing over 70 students to see if they could achieve benchmark scores before graduating; and implemented new testing procedures for administering the TABE test for our reading and language placement policy.

Retention: Faculty and staff been very busy with advising both returning and new students for the spring semester. This will continue until the 16th of December and resume in January.

Springfield Campus: (for more information on the items shared here, please contact the Springfield Campus Administrative Coordinator Dr. David Donathan).

Outreach and recruitment: The faculty and staff hosted Washington County Teen Leadership campus orientation; continued school visits with Campbellsville High School, Green County High School and the Green County Area Technical Center; participated in community/school events such as Marion County Head Start’s “Hot Topics”, Marion County High School’s Truth and Consequences and Washington County High School’s Literacy Night.

Retention: Partnered with Financial Aid staff to host campus visits for students with financial aid counselors, transfer specialists and employment recruiters. The Work-Study Workshop provided students the opportunity to meet with the Work-Study Coordinator who explained the federal program, and provided details on the available jobs.

Selected KCTCS/PLT Highlights (from the November 2016 PLT meeting):

FLSA Update: The PLT received an update on the Fair Labor Standards Act (FLSA) regulations. The expected FLSA changes (i.e., exempt vs. non-exempt status; minimum compensation threshold for exempt positions) resulted in minimal impact for ECTC. Given the challenge to the federal legislation, the decision to move forward was put on hold until further notice.

Compensation and Classification Philosophy and Guiding Principles: The PLT reviewed the proposed KCTCS Compensation and Classification Philosophy and Guiding Principles Resolution that were presented to the Board of Regents for adoption in December. The Hanna Group is the consulting company that conducted the initial compensation and classification study and worked with staff to develop the proposed philosophy with guiding principles. The Board’s action will enable a more consistent approach to KCTCS’ employee compensation and classification system. As this initiative is driven by the System Office, the next steps in the process will be identified by the System Office. More information will be forthcoming.
It’s On Us Campaign Status Report: The PLT was encouraged to remind students to take part in the training and consider other ways to share safety and student rights’ training with students in the future. The student portal will be kept open until the end of the fall 2016 term. ECTC’s student completion rate is extremely low (about 26). This training is critical for the students, and such we must do a better job in encouraging students to participate.

Communications Plan Update: The PLT reviewed a video about the “Julie Persona” training and were given a checklist to support the Julie Persona. The Julie Persona was created in order to better communicate with current and prospective students. It is the “voice” that KCTCS employees should use in student-focused communications, to be more relatable to students. Video available here: https://www.youtube.com/watch?v=WNEI8uTgqg.

As we train faculty and staff to communicate this way, we will need to review our communications for “Julie” qualities. Faculty and staff may seek “Julie” assistance from ECTC’s marketing as well from a trained group of marketers at KCTCS. Faculty and staff can send communications to askjulie@kctcs.edu to receive impartial and well-trained counsel on how to “Julify” communications. Training will also be provided locally in the next few months to encourage people to be more like “Julie.”

Selected KCTCS/Chancellor’s Office Updates: Below is the December Chancellor’s Office Update. The Update is a summary of the items shared with the Faculty Senate Council at its December meeting. The report was recently shared with the Presidents and Chief Academic Officers in an effort to increase communications regarding system-wide initiatives. Should you have questions, or need additional information, please contact either Dr. Evans, the Provost, or Ms. Jacqueline Hawkins, who represented ECTC at the Faculty Senate Council meeting.

Please Ctrl-click below to access the update.