

CELEBRATING 50 YEARS

PAST IS PROLOGUE

BUILDING A BRIDGE TO THE FUTURE

From Turmoil to Triumph: How Trustees and the President Changed the College Culture

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Gateway Community
College Board Chair

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Gateway Community
College President



EASTERN
GATEWAY
COMMUNITY
COLLEGE

ACCT
LEADERSHIP
CONGRESS

#ACCT2019





- Two Campuses – Northeast Ohio
- One of 23 Ohio Two-Year Colleges
- 50 year history
- 11 member Board – ALL appointed
- Accredited by the HLC





Community College Trends

- Steady enrollment declines
- Funding challenges
- Inadequate completion rates



Eastern Gateway in 2015

- **New President**
- **Trustee vacancies (trouble meeting quorum for meetings)**
- **Enrollment uncertainty**
- **Financial instability**
- **College climate insecure**



EGCC Challenges in 2015

- Enrollment declines at campuses
- Low completion rates (persistence, success, retention)
- Financial instability
- Student Systems were outdated
- Technology poor
- Talent procurement (cabinet)
- Talent procurement (faculty)



EGCC Board Transformation

2015

- 7 Trustees (4 vacancies)
- Meetings (paper)
- 11 Goals for President
- No strategic business units
- \$13.4M in revenues

2019

- 11 Trustees (full board)
- Meetings (electronic)
- 6 Strategic Priorities (Collaborative)
- 6 strategic business units
- \$48M in revenues



EGCC Transformation

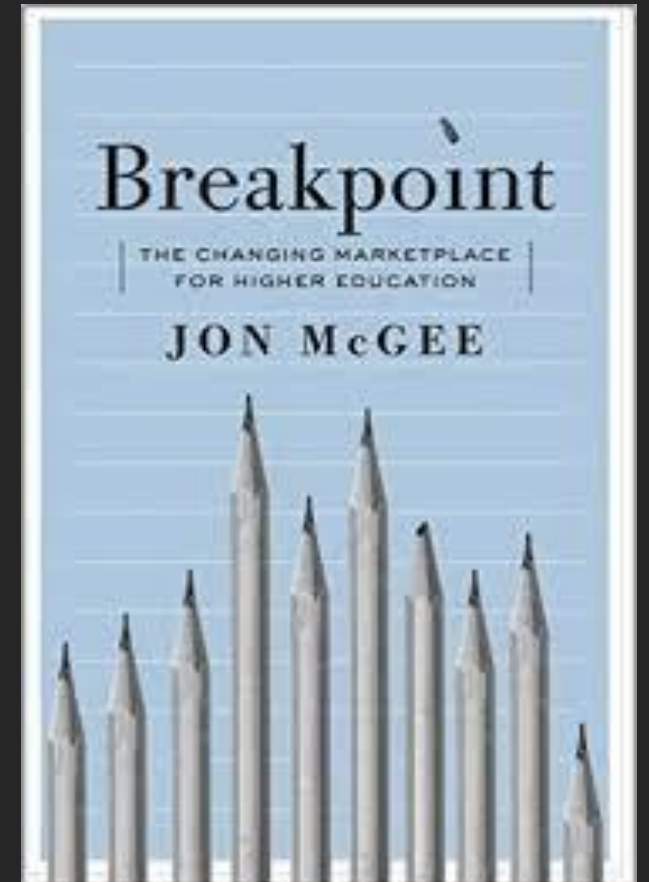
2015

- One campus with 2 centers
- Enrollment – **3,040**
 - Steubenville – 1,066
 - Centers – 1,124
 - CCP (dual enrollment) – 700
 - Online - 150

2019

- Two campuses and online
- Enrollment – **27,297**
 - Steubenville Campus– 1,003
 - Youngstown Campus – 1,007
 - CCP (dual enrollment) – 1,304
 - Online – 23,000 +

At the heart of business success is the ability to compete; the ability to compete, in turn, is dependent on the ability to differentiate from competitors. – Youngme Moon, *Different*



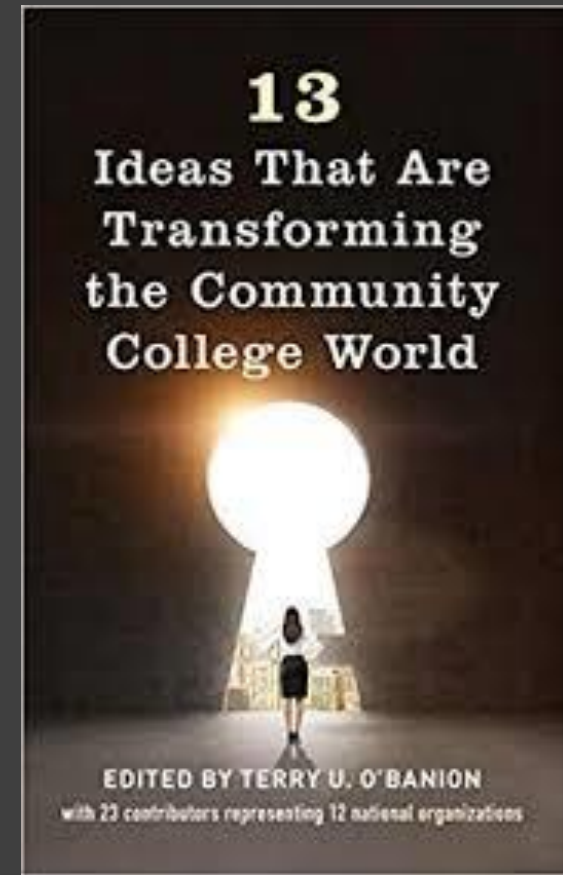
The primary purpose of the community college is to ensure that students are prepared to make a good living and live a good life.

It is an open-door institution that accepts all who can benefit from its programs and services.

It is a comprehensive institution that offers a variety of programs and opportunities to meet the needs of its diverse population.

It is grounded in its local community but serves national and global needs when opportunities arise.

It is Democracy's College, ever evolving. – Terry U. O'Banion, *The Continuing Evolution of the American Community College*







Union Partnership



- Began with Ohio's unions in 2015 as a way to increase enrollment
- AFSCME, UFCW, FOP, OCSEA, SEIU, USW...
- UnionPlus and the AFL-CIO



Free College Program Description

- **First Launched in 2015, The Free College Benefit allows union members and their families to attend EGCC without paying any out of pocket expenses for tuition, fees or e-books for certain online programs—resulting in cost savings of thousands of dollars!**
- **The benefit works as a “last-dollar scholarship”, or grant. It fills the gap between any federal, state or employer education grants received.**



Financial Transformation

2015





- State funding – \$6.4M
- Operating income - **-\$300K**
- Net position - \$16.2M

2019

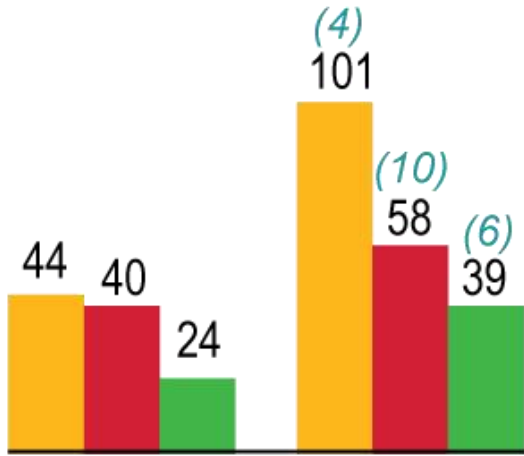
- State funding - \$11.5M
- Operating income - \$6.3M
- Net position - \$21.8M

Surplus/(Deficit)

Staffing FY16-FY20

FY16	(\$300,000)		Increased Positions Contract & Union
FY17	(\$150,000)		Increased Contract Salaries
FY18	\$0		Increased Bargaining Unit Wages
FY19	\$3,000,000		Increased Adjunct Pay
FY20	<i>p</i> \$8,000,000		

Total Positions



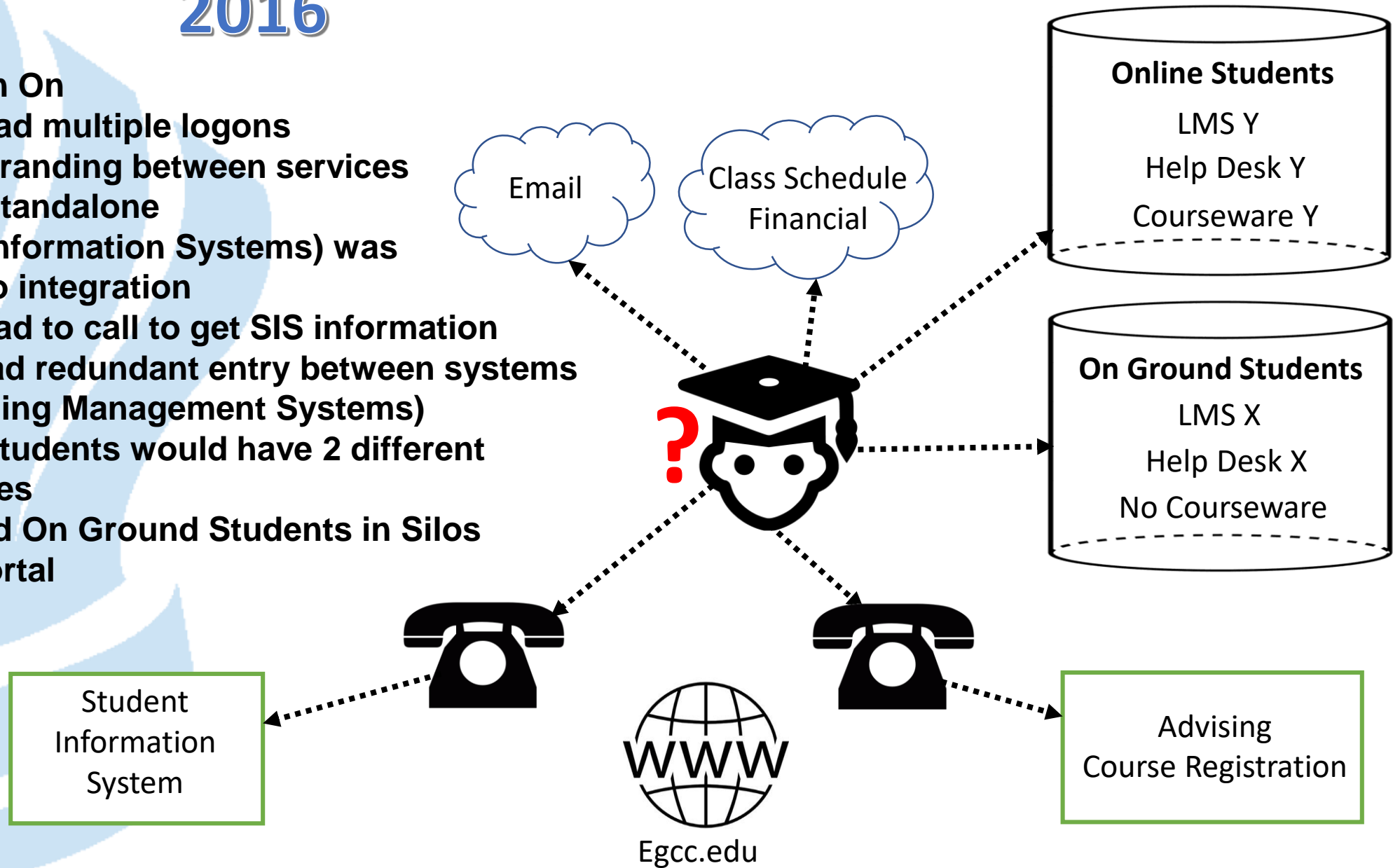
Year	FT Employees	FT Faculty	FT Support Staff
2015	44	40	24
2019	101	58	39

Legend:
■ FT Employees
■ FT Faculty
■ FT Support Staff

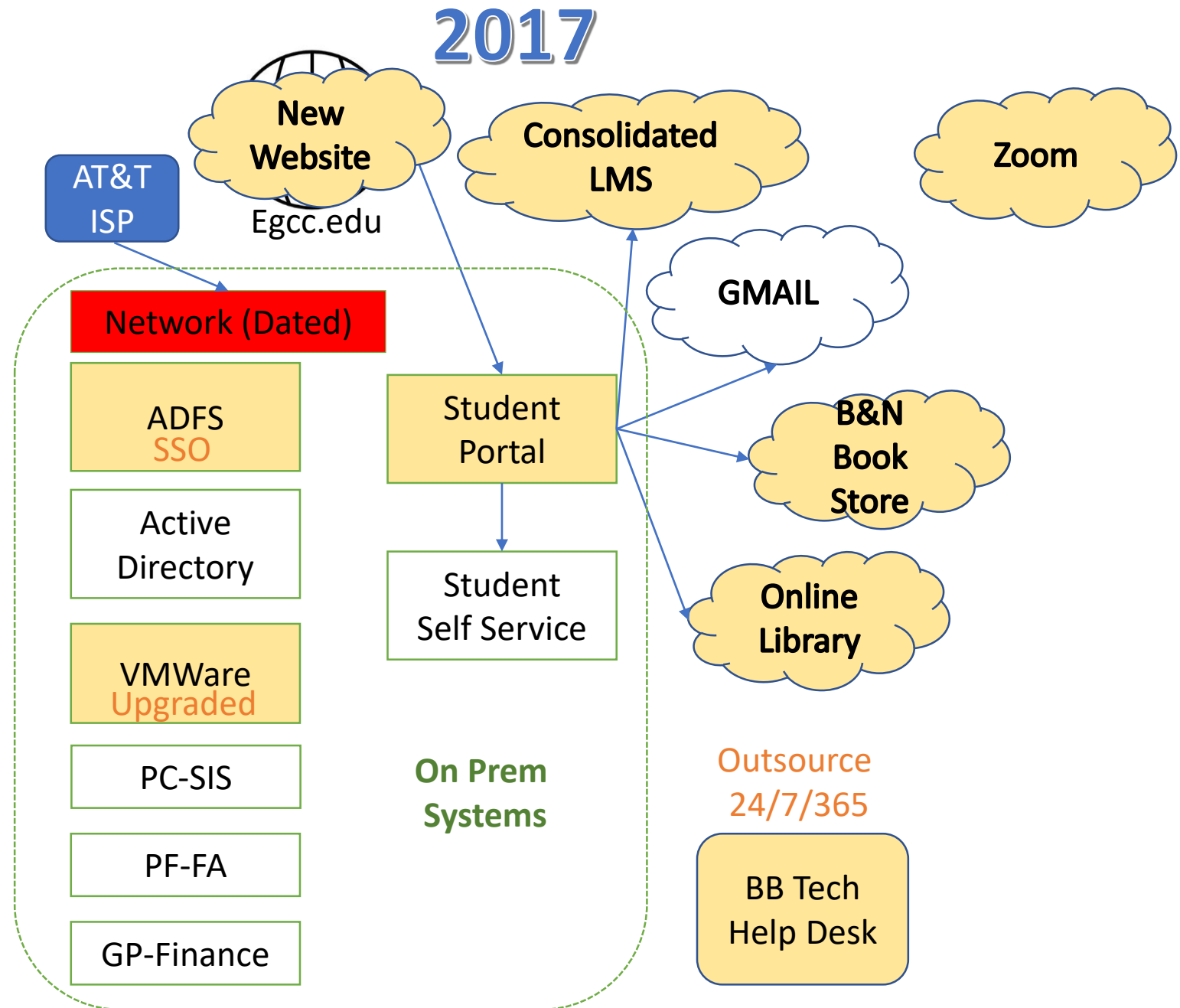
2017-2019 Cleaned up and reduced textbook costs and fees
 2017-2019 Continuous technology investments and enhancements

2016

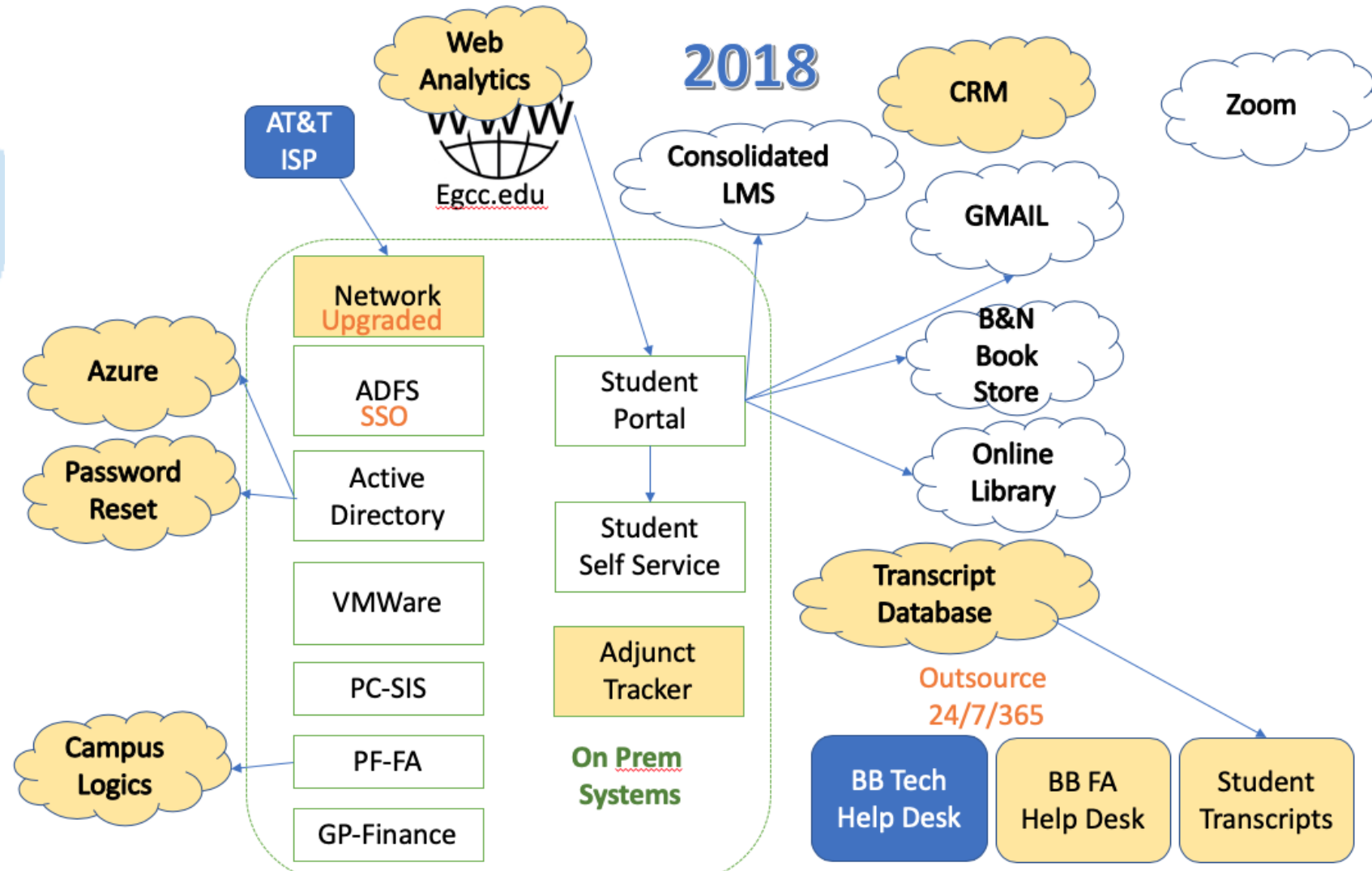
- **No Single Sign On**
 - Student had multiple logons
- **Inconsistent branding between services**
- **Website was standalone**
- **SIS (Student Information Systems) was standalone, no integration**
 - Student had to call to get SIS information
 - Faculty had redundant entry between systems
- **2 LMSs (Learning Management Systems)**
 - Blended students would have 2 different experiences
 - Online and On Ground Students in Silos
- **No Student Portal**



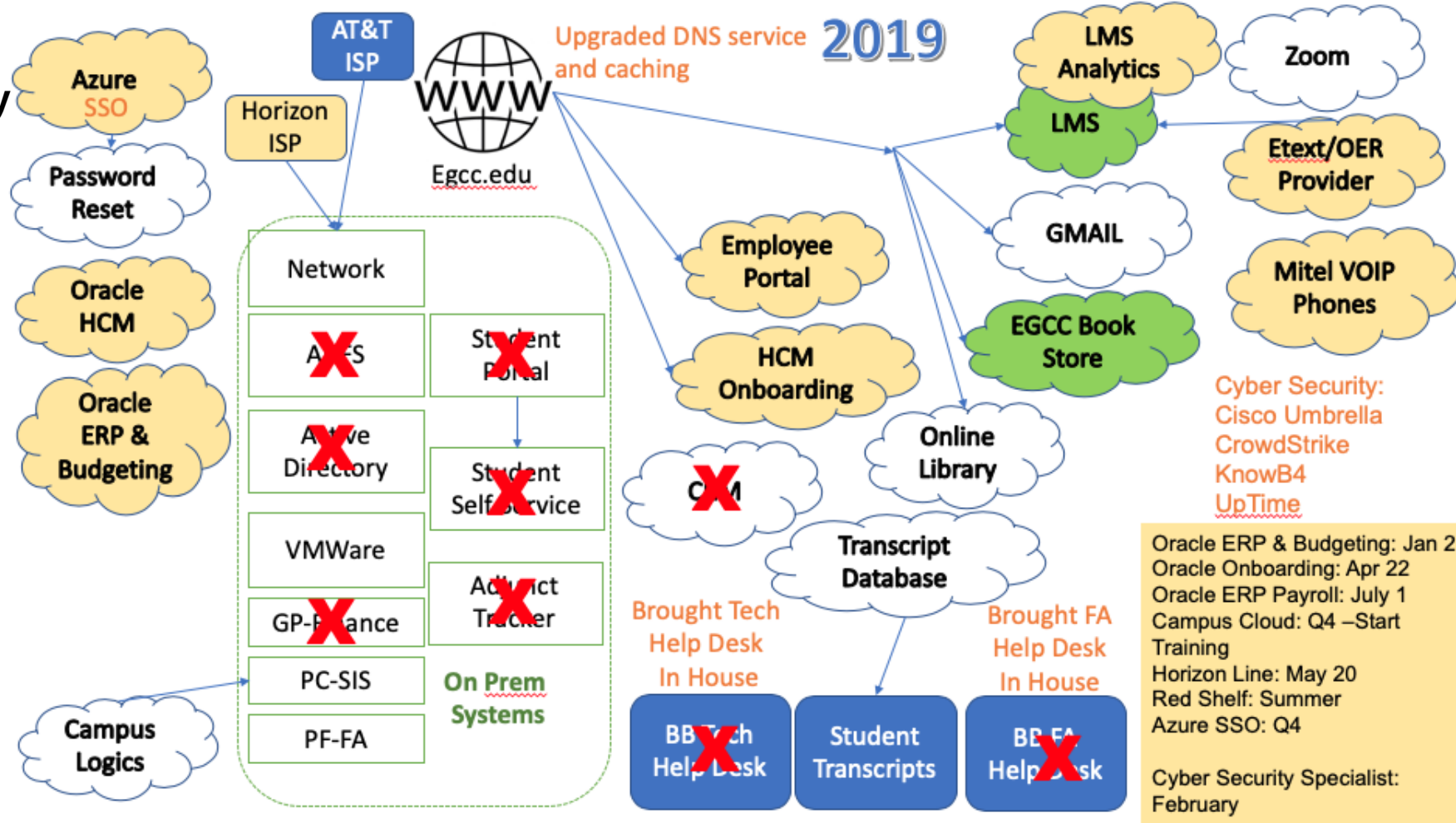
- **New CIO (Chief Information Officer)**
- **Added Single Sign On for Students and Staff**
- **Rebranded all services for consistency**
- **Added a Student Portal**
 - **Single point of access to all services for students**
- **SIS (Student Information Systems) integration with Student Portal**
- **Consolidated to 1 Learning Management System (LMS)**
- **Added bookstore and library online services**



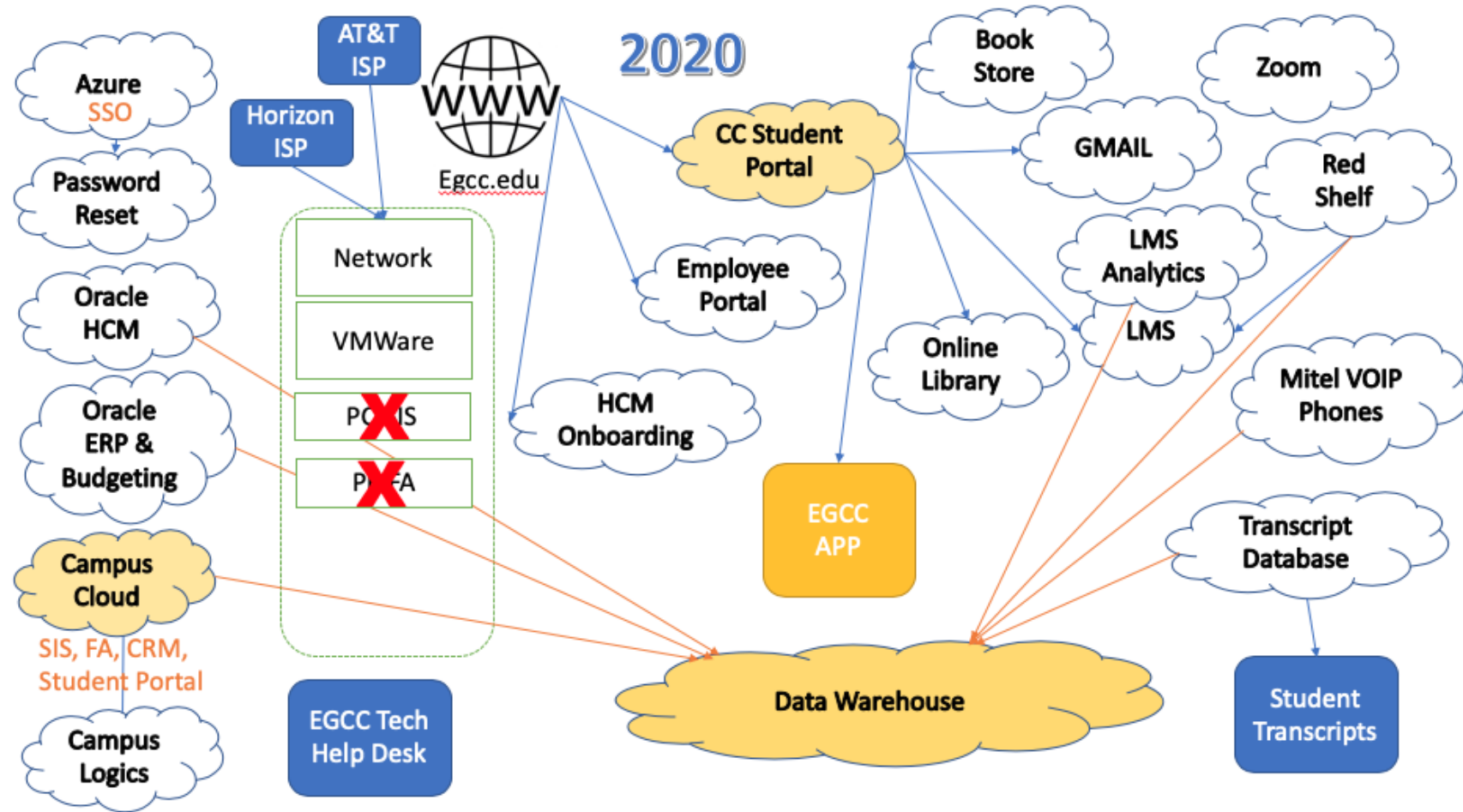
- Upgraded Network for increased security
- Added a Customer Relationship Management (CRM) system for Enrollment Specialists
- Added cloud-based database for hiring adjuncts
- Added cloud-based Financial Aid system for students
- Added cloud-based transcript upload system for students
- Started implementation of Oracle Human Capital Management (HCM) and Enterprise Resource Planning (ERP) systems.



- Brought several Cybersecurity systems online
- Oracle CRM and ERP went Live
- Launched an Employee Portal
- Added integration with an eText and Open Educational Resource (OER) to the LMS
- Went live with a cloud-based phone system (VOIP) to handle increased call volume
- Started implementation of a new Student Information System (SIS)



- Launch new Student Information System (SIS)
- Launch new Student Portal to integrate with SIS
- Creation of EGCC App for mobile devices
- Setup a cloud-based data warehouse for ease of reporting across cloud-based systems.





Online Collaboration Benefit & Impact to the College

- Increased number of jobs and pay
- Transformed technology infrastructure
- Created financial stability

A stylized blue flame graphic with white outlines, positioned on the left side of the slide. It has a thick base and several upward-curving tongues of flame.

Online Collaboration Benefit & Impact for Students

- **Improved curriculum**
- **Enhanced student systems**
- **Reduced textbook costs**
- **Better experience**