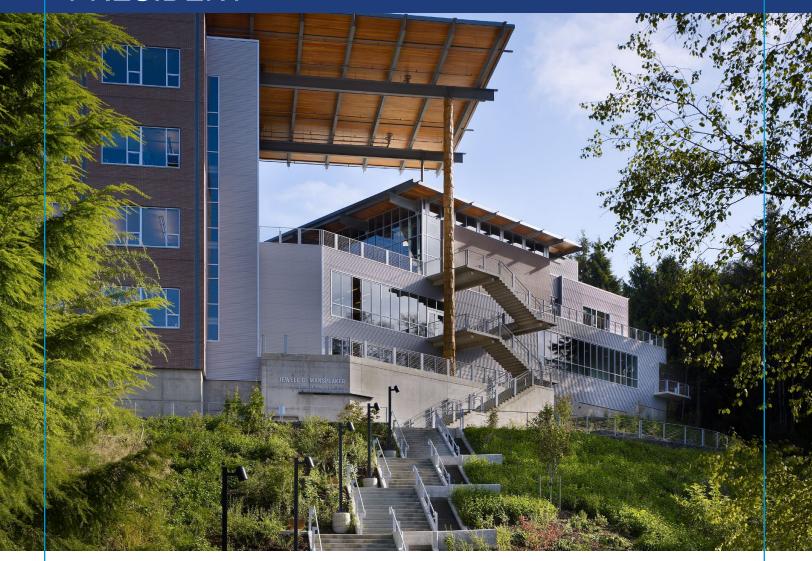
# **SEARCH PROFILE:**

# **PRESIDENT**



# GRAYS HARBOR COLLEGE

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#### ABOUT THE OPPORTUNITY

The Board of Trustees of Grays Harbor College (GHC) invites nominations and applications for the position of president. The next president will enjoy being an integral and engaged community member. As a skillful manager with outstanding financial acumen and the ability to create organizational alignment for maximum effectiveness in mission fulfillment, this new leader will be central to the daily workings of the College. Providing guidance and support to direct reports while keeping an open door and willing ear for staff interactions, the president will be visibly woven into the fabric of GHC, attending theatre, arts, and sports events.

The president will be a person who enjoys the amenities of small-town life and the vital role of being the College's ambassador who advocates for the mission of GHC. The numerous rural communities that comprise the region's population centers will be part of the president's regular itinerary. Whether as a service club lunch speaker in Ilwaco, a guest of the Quinault Indian Nation, or an educational leader at school board meetings in Aberdeen, the president will create a powerful support system to help community members access the College's transformational contribution to social mobility and economic development. For someone who *believes* in the community college, this is a place to live the mission, where one can see the visible impact of the College's work daily.

The new president will be a person who enjoys the water. The College sits in one of the most beautiful places on Earth, with a mild Pacific Northwest marine climate, and serious candidates for this position will

want to know that water is the region's predominant feature. The two-county area is 3,447 square miles, and almost 18 percent—613 square miles—is water. Notable features are harbors, lakes, streams, channels, canals, rivers, and the Pacific Ocean. Its vast woodlands include the Quinault Rain Forest, where rainfall can be measured in feet, with annual precipitation averaging 140 to 160 inches. The main campus in Aberdeen, equidistant from Seattle and Portland (about 100 miles) and 50 miles from the state capital of Olympia, has some form of precipitation about 193 days each year, accounting for 76 inches of average annual rainfall.

Grays Harbor and Pacific counties, the two counties served by the College, are a nature lover's paradise of beachcombing, camping, hunting, fishing, bird watching, bicycling, clamming, huckleberry foraging, and kayaking.

The communities are also home to many annual events celebrating the uniqueness of the area, like the chainsaw competitions at Logger's Playday, the Cranberry Festival's bog tours, and the Shorebird Festival's celebration of one of nature's incredible occurrences, the Arctic-bound spring migration of hundreds of thousands of shorebirds to Grays Harbor.

Many of the area's unique and enjoyable events are organized and orchestrated by teams of volunteers. Grays Harbor and Pacific County residents who want to make a difference in their communities do not need to look far; hundreds of local nonprofit organizations welcome new volunteers.

#### LAND ACKNOWLEDGMENT

Grays Harbor College is located on the ancestral lands of the Chehalis, Chinook, Quinault, and Shoalwater Bay Peoples. With this awareness, we honor the ancestors and pay respect to elders past and present of these nations and all Native Peoples of this land who have occupied these lands since time immemorial. The College expresses its deepest respect for and gratitude towards these original and current caretakers of the region and to our

Native students, staff, and faculty past and present as well as support and respect their presence and valuable contributions into the future. As an academic community, we acknowledge our responsibility to establish and maintain relationships with these nations and Native peoples, in support of their sovereignty and the inclusion of their voices in the teaching and learning process.

#### ABOUT GRAYS HARBOR COLLEGE

Grays Harbor College is a public, comprehensive community college that offers certificates, associate degrees, and three Bachelor of Applied Science Degrees. The College is one of 34 community and technical colleges in Washington state. Among the oldest community colleges in Washington and the only college in the region, Grays Harbor College will mark its 92nd year in September 2022.

The College is an essential and highly regarded regional resource for economic and social health and vitality, offering students critical pathways leading to a middle-class life. The GHC service area includes Grays Harbor and Pacific Counties in southwestern Washington. GHC serves a primarily rural population of just under 100,000. Forty-seven percent of the student body is flagged as economically disadvantaged, with 39 percent receiving Pell

grants. In addition, about 41 percent of students are members of underserved groups.

The decline in the timber and fishing industries and the pandemic have adversely affected the region's economy. The College has supported the communities' recovery with workforce training, transfer degree pathways, and basic education for adults.

Grays Harbor College opened for students in 1930. The College was originally private until it came under the public control of the Aberdeen School District, which stabilized its finances. In 1955, the school district purchased the current 40-acre site that overlooked the harbor and began construction, finished in 1958, of classroom spaces, science laboratories, a library, a gymnasium, administrative offices, and the student service facility (HUB). In



## ABOUT GRAYS HARBOR COLLEGE (CONT.)

1967, GHC became independent of the local school district when the state formed a system of two-year colleges with the passage of the Community College Act of 1967.

The unique student headcount in Fall 2021 was 2,664. Of those students, 1,741 were partially funded with state support; 404 high school students were part of Washington's Running Start, a dual-enrollment program; 475 were inmates at the Stafford Creek Corrections Center; 44 were engaged in Commercial Driver's License training. Women account for 62 percent of enrollments.

A majority of students (52 percent) are enrolled full-time. Only 18 percent were enrolled in hybrid or face-to-face classes in Fall 2021. Fifty-four percent enrolled in transfer degree programs; 31 percent studied in the College's many workforce preparation programs. The remaining 15 percent of students pursued

developmental or basic skills education.

In 2021, the College recognized 520 completions, which included GED (35), certificates (130), various associate degrees (324), and Bachelor of Applied Science degrees (31).

The College is a critical partner in developing and sustaining talent for regional business, industry, and education sectors. GHC programs are well connected to employers, and the College is recognized as a leading job training resource for the region's diverse industries. GHC plays a vital role in building the area's workforce by connecting employers with students and customizing training services to meet employment needs. As an institution of higher learning with deep roots in the community, GHC has a unique ability to combine academic learning with real-world experience to prepare tomorrow's innovative workforce.

#### **GOVERNANCE AND ACCREDITATION**

Legal power and responsibility for the operation of Grays Harbor College rest with the Board of Trustees, which establishes and reviews college policies while overseeing the general management of funds and properties. The board is comprised of five trustees appointed by the Governor of Washington and confirmed by the Senate.

#### **VISION**

Grays Harbor College inspires our students and enriches our community by providing positive growth through learning.

#### **MISSION**

Grays Harbor College provides meaningful and engaging learning opportunities and support services to enhance our students' knowledge, skills, and abilities and support our community's cultural and economic needs.

#### **GHC TESTIMONIALS**

**Student/Alumni – Taylor Zepp,** GHC Graduate and Owner of Zepp Construction: "I had great support as a student, and I was presented with several career opportunities before graduation. In the end, I decided to hang my own shingle. The GHC Carpentry program helped me to reach my long-standing goal. Zepp Construction is now a reality!"

**Student – Shelly Hoffman,** BAS student and GHC Student Body President: "I have, through the process of being in College, felt personal empowerment that I've never felt before. My confidence has quadrupled from what I imagined it could be."

#### **COLLEGE PRIORITIES**

- Enrich student learning
- Promote student, faculty, and staff success
- Foster a diverse, equitable, and inclusive learning environment
- Ensure effective, efficient, and sustainable use of college resources
- Strengthen enrollment, partnerships, and pathways to student achievement

#### **COLLEGE PLANNING**

In 2019, GHC's board of trustees adopted a sevenyear Strategic Plan based on the Vision, Mission, and five College Priorities. Scorecards for each of the College's five priorities are measured annually with performance data gathered on a shortlist of overall Objectives and Metrics. For example, Priority 3 is "Foster a Diverse, Equitable, and Inclusive Learning Environment." Objective 1 for this Priority is "Maximize student potential by closing achievement and performance gaps," which includes three performance indicators. The first, "Close equity gaps in GPA, Course Completion, and Student Progress Measures," is linked with three quantitative scoring measures, the first of which is "Historically Underserved Students of Color average GPA in college-level courses is 2.94 or better." The College measures its outcome data on critical success factors while using results for iterative planning and continuous improvement efforts. See the most recent Scorecards here.

The College has continued work on its Guided Pathways implementation, designed to improve the support to students from first contact through completion of their goals. Employees are involved in improving diversity, equity, and inclusion, which have been enhanced by funding from the legislature to support these efforts. Strategic enrollment planning is ongoing to address a 25 percent drop in enrollment in the past three years.

A full explanation of the College's planning cycle is described in the most recent accreditation (February 2022) available <a href="https://example.com/here/">here</a>.



## **DIVERSITY AND EQUITY CENTER (DEC)**

Grays Harbor College values and respects the diversity of people, ideas, cultures, and the environment. The mission of the DEC is "to educate and advocate for awareness, understanding, and acceptance of fair treatment for all people, ideas, and cultures."

The DEC has four goals.

- To provide opportunities to learn and engage in conversations regarding diversity, inclusion, power, privilege, inequity, and social justice.
- To educate and bring awareness to all identities, such as but not limited to race, ethnicity, sexual orientation, religion, socioeconomic class, age, gender, and disability.
- To celebrate differences.
- To create a campus culture accepting of all people, ideas, and cultures.

The Associated Students of Grays Harbor College (ASGHC) hosts a monthly Diversity Lecture Series that brings speakers and planned events about diversity, social justice, and identity to the College.

#### **GHC TESTIMONIALS**

Student – Mara Harwood, Transfer Student: "The last two years at GHC have shaped countless years of my future, giving me the confidence to succeed anywhere. Moving out of state, going to a large university, and transitioning to independence were all very scary steps for me. College is a time of challenge and self-discovery; at GHC, this journey is safe, supportive, and close to home. GHC is just as real as any university—but unlike a large school, you'll never feel lost."

**Student/Alumni – Megumi Hager**, Welding Student: "This is probably the most expansive welding program there is. The naval shipyard sent a couple of guys here, and they said that this program is the best they've seen in the country. If someone wants to learn how to weld, I definitely say come to GHC."

Faculty – Jesse Kangas-Hanes, Automotive Technology: "My favorite part of working at GHC is the support and concern from my counterparts and the administration. Being able to walk out of my office and around a lake is definitely a benefit as well."

#### THINGS TO KNOW ABOUT GHC

- Easy access to the "Great Outdoors" through the area's state and national parks
- Plenty of opportunities for outdoor recreation (hiking, fishing, and more in town, and winter sports enthusiasts enjoy a quick trip to nearby mountains)
- A vibrant community where it is easy to get involved and make a difference
- Unique annual events, like Pirate Daze, the Razor Clam Festival, Cranberry Festival, Logger's Play Day
- An hour's drive to the state capitol in Olympia; 2 hours to Seattle; 2.5 to Portland
- A growing business community and active ports
- The Kurt Cobain Memorial Park celebrating the birthplace of grunge music
- The Grays Harbor National Wildlife Refuge with a wetlands boardwalk between the woods and the marsh
- The Aberdeen Arts Center with galleries of fine art, steampunk, and wooden sculptures
- Two TRiO programs: Student Support Services (SSS) and STEM programs
- A \$1.1 M TRiO Educational Opportunity Center five-year grant award in 2021

Faculty – Dr. Jenel Cope, History and Political Science: "GHC's small size means that I get to teach lots of different classes and often have the same students in my classes multiple times. I love getting to know them, love seeing their progress, and really appreciate how much I learn from them. Plus, I love rain, trees, and the ocean – so the setting doesn't hurt a bit."

Staff/Alumni – Lindsey Phernetton, Associate Director of Financial Aid: "People here showed me they cared and wanted me to be here and that I belonged. They showed me that I can do it. They didn't do it for me. They showed me the route and said, 'you can do this,' and cheered me on. Because I got that, I think it gave me the drive to continue to give that to others."



## THE STUDENT EXPERIENCE

The College offers coursework in 45 certificate and degree programs in the three modalities that the pandemic has standardized - face-to-face in a classroom, hybrid (blend between online and inperson), and 100 percent online, providing maximum flexibility in how students wish to learn. The advantages of many community colleges are the small class size and the low student-to-faculty ratio that facilitates improved learning through increased engagement and faculty accessibility. The College has 107 faculty members, 58 full-time and 49 part-time, and a student-to-faculty ratio of 17:1.

The benefits of completing a transfer degree for GHC students are numerous. With tuition costs averaging 50 to 70 percent lower than public and private colleges and universities, supportive faculty and staff guide students with pathway counseling and advising to earn the proper credits to enter a university as a junior. Students can pursue a four-year degree by taking their first two years at GHC at a much lower cost. A full-time student enrolled in 15 quarter hours in 2021-2022 pays \$4667 per year for tuition and fees. High school Running Start students attend for free. Transfer students seamlessly transfer those credits through the College's direct transfer agreement with all the state universities and The Evergreen State College.

Most students are enrolled in credit programs leading to an associate degree that transfers to four-year universities for baccalaureate completion. However, GHC also has substantial opportunities for students preparing for careers that do not require four-year degrees. For example, the College offers 11 Associate in Applied Science degrees in career training, including accounting, criminal justice, forestry technician, chemical dependency, and Associate of Technology degrees in Automotive, Carpentry, Diesel, or Welding. Many of these disciplines also offer Certificates of Completion in numerous areas.

The College has recently added bachelor's degrees (Bachelor of Applied Sciences degrees -BAS) to

its portfolio in organizational management, Forest Resources Management, and Teacher Education. BAS courses and degrees are designed for practical market-driven careers where the requirements for the job have advanced beyond the associate's level.

Every professional-technical program has an advisory committee composed of industry representatives who engage with program faculty to provide current industry knowledge, work with student interns, and contribute to curriculum development, fundraising, and other forms of program support.

Relevant student services are integral to greater levels of student success. Along with services such as Registration, Advising, and Counseling, GHC offers academic support through its Learning Center, Writing Center, Library, computer labs, a food pantry, veteran services, disability support services, and a technology Help Desk staffed by Student Assistant Team (STAT) members.

Fall-to-winter cohort retention is 85 percent (across all demographic groups); fall-to-fall retention is 56 percent. Progress and completion rates can be explored <a href="https://example.com/here/here/">here</a>.

Student life is full of opportunities to learn outside the classroom and make friends through shared interests. Several clubs have persisted through the pandemic-Gender & Sexuality Alliance, HopeSquad, Natural Resources Club, Phi Theta Kappa Honors Society, and the Student Nurses Association, among them—and students are encouraged to start new clubs. In addition, many students attend one or more of the four men's and six women's sports team competitions. The team mascot, Chokers, is a nod to the area's long history with the timber industry, whose many occupations include that of a choker, or choke setter, who is a logger tasked with attaching cables to logs for retrieval by a machine called a skidder.

GHC makes Student Rights Information comprehensively available <u>here</u>.



#### **FACILITIES**

In addition to the main campus in Aberdeen, the College also has campus locations in Raymond and Ilwaco and educational sites at the Stafford Creek Correction Center in Aberdeen and the Satsop Business Park in Elma.

The legislature requires a prioritized capital request for new projects, renovations, and maintenance. Therefore, the state budget for capital projects is a system request coordinated through the State Board for Community and Technical Colleges for all 34 colleges. Criteria used to rank capital requests are based on system goals agreed upon by the system's presidents and chancellors. Additionally, each College receives an annual allocation for minor repairs and renovation.

Grays Harbor College has successfully added capital resources over the past few years. The two newest buildings have responded to current needs, including upgraded labs and program spaces for instruction, a Culinary Arts Center, and expanded student services and activities space.

In 2015, the 70,000-square-foot Schermer Instruction Building was finished. The Silver LEED facility was engineered to reflect its surrounding environment, a showcase for sustainability.

In 2023, the College anticipates opening a new Student Services Instructional Building, a town-gown connecting point between the College and the community. With approximately 70,000 square feet, the new facility will bring the student services departments together in one location and offer amenities such as a coffee bar, dining area, and conference center that will seat 550 people.

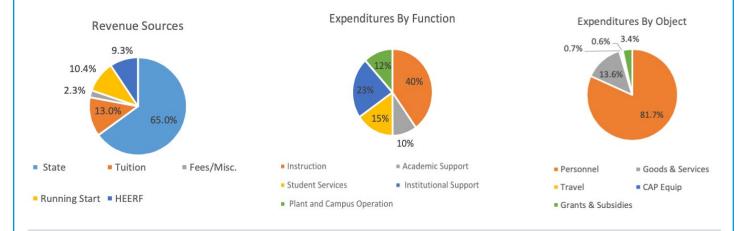
The quality of the College's available space and maintenance level is routinely analyzed through an impartial process by a qualified staff engineer from Washington's State Board of Community and Technical Colleges. The last analysis of GHC's infrastructure was completed in 2017. Overall, GHC's facilities are adequate and improving.

The College completed a new Facilities Master Plan in 2018 and has undertaken a sustained effort to modernize its infrastructure to better support student learning in the increasingly technology-dependent modern era. As a result, several facilities have been remodeled, and campus infrastructure—water pipes, power, phone, and the IT Data Center—has been upgraded.

#### **BUDGET**

#### **OPERATIONS**

Grays Harbor College has multiple revenue sources. Its annual budget is based on state allocations for a student enrollment target and specific programs, plus revenues from tuition, fees, contracts (e.g., dual-enrollment and corrections facilities), and grants. The total operating budget for 2021-2022 is \$19.4 million, including the Higher Education Emergency Relief Fund (HEERF) of \$1.8 million.



#### **CAPITAL**

Using a competitive process that involves all 34 community and technical colleges, the State Board for Community and Technical Colleges (SBCTC) prepares a ranked request for new buildings, replacements, and renovations for the state's legislature. The SBCTC also sends each College an annual allocation for ongoing maintenance and minor renovations.

#### **AUXILIARY**

The College operates three additional auxiliary services. The bookstore, food service, and the Bishop Center for the Performing Arts are self-supporting functions with annual goals for revenues to exceed operating expenses.

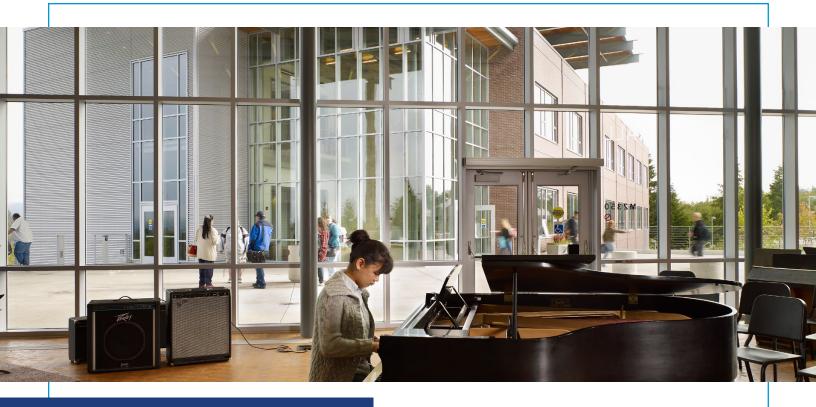
The College's Financial Statements can be found here.

#### GRAYS HARBOR COLLEGE FOUNDATION

In 1963, the Grays Harbor College Foundation (GHCF) was established as a nonprofit Washington Corporation, making it one of the oldest community college foundations in Washington State. The Foundation's board has over 20 civic-minded leaders from Grays Harbor and Pacific Counties who invest their time and energy to support the College and its students.

In 2020-2021, GHCF received nearly one million dollars in cash, pledges, and in-kind gifts from the community's generous donors. The Foundation then awarded \$548,000 in scholarship support to students and provided \$236,000 in college program support.





#### LEADERSHIP AGENDA

The president works closely with the Board of Trustees and the College's faculty and staff to fulfill the College's mission of ensuring that Grays Harbor College "inspires our students and enriches our community by providing positive growth through learning."

The president will assume office at a unique inflection point in history occasioned by the generational challenges of a pandemic and an era of declining enrollments. The president will be an individual committed to the College's mission who will deploy the institutional assets of people, programs, and infrastructure to meet the community's needs for economic development and social mobility through high-quality education and training.

As the voice for higher education in the region, the president will develop relationships and community networks that will help leverage talents and resources to empower students. The president will be a valued community leader who recognizes and pursues meaningful collaborations with business, industry, and government leaders; school districts; the Port; hospitals; governmental, nonprofit, and service organizations; foundations; and churches - all working for the betterment of the community.

The president will respect and draw on the knowledge of academic administration, faculty, and staff to shape strategic directions and academic programming. The president will be a sound financial manager able to pursue new sources of revenue, streamline administrative processes, and manage personnel. The president will have strong communication skills, listen actively, and use dialogue to generate shared direction.

The President of Grays Harbor College will:

# EMPHASIZE A CULTURE OF SERVICE AND ACCOUNTABILITY

Empowering students to fulfill their academic and professional passions in a welcoming, supportive, and caring environment is central to Grays Harbor College's mission. Therefore, the president will place students at the forefront of all decisions by emphasizing, modeling, and enacting a high standard of service as the College's guiding light. The beacon of excellence will spotlight work crucial to attaining the College's mission by answering the question: "What barriers to student success exist in the College's culture, processes, or personnel, and how can these be addressed to improve student access, enrollment, retention, persistence, and completion?"

### LEADERSHIP AGENDA (CONT.)

# USE AND ENABLE ADAPTIVE LEADERSHIP TO CREATE SYSTEMS THAT ARE RESPONSIVE TO CURRENT CONDITIONS

The evolving post-pandemic environment, the enrollment cliff with plummeting budgets, the prospect of burdensome college loan debt, the erosion of the belief that a college degree is a worthwhile goal, and the supplanting of traditional degrees with micro-credentialing all demand new approaches. In this rapid and radical transformational period. higher education requires leadership to engage college stakeholders in adapting and flourishing through change. The president will focus on financial stability and accountability. At the same time, the president will promote innovation through analysis. experimentation, and calculated risk-taking to develop new educational responses through a continuous and ongoing cycle of planning, assessment, and improvement.

# DEVELOP STRATEGIC CAPACITY ACROSS THE INSTITUTION WITH DISTRIBUTED LEADERSHIP

An institutional culture that values service and continuous improvement demands strategic thinking and action throughout the institution. Therefore, the president will encourage decision-making at the lowest appropriate level to foster innovation, fueled by quick and relevant decisions, through shared leadership and accountability across the College.

# EXPAND THE ECOSYSTEM OF DYNAMIC COMMUNITY PARTNERSHIPS

To respond to emergent needs that arise out of the complexity of various individual, business, and social agency needs and priorities in the two counties, the president will create a partnering strategy that convenes relevant actors with shared rights and ownership to solve problems and create mutually beneficial opportunities collaboratively and quickly.

#### CREATE A COMPELLING VISION FOR THE FUTURE AND A SUBSEQUENT STRATEGIC ENROLLMENT PLAN

The president will lead the collaborative development and implementation of an innovative strategic enrollment and retention plan with a single-minded focus on student achievement and success grounded in the community's needs. Concentrating on continuous improvement for the disruptive post-Covid new normal, the president will guide the development and revision of innovations in modality, delivery, and duration of courses and programs, focusing on market demands, equity gaps, community engagement, and improved access.

# FOSTER A CAMPUS COMMUNITY OF DIVERSITY, EQUITY, AND INCLUSION

The president will be an individual with a demonstrated commitment to Diversity, Equity, and Inclusion and will be engaged in the analysis of quantitative and qualitative data to understand stakeholder experience and will oversee improvement efforts with agreed-upon performance indicators and metrics.



#### LEADERSHIP TRAITS AND ABILITIES

- An effective communicator, listener, and advocate with strong interpersonal skills and a commitment to developing a cohesive college community and to sharing and eliciting information, ideas, and policy with students, staff, and communities;
- A knowledgeable, skillful, and innovative leader who will collaboratively manage a complex set of institutional challenges and issues during economically stressful periods, making difficult decisions focused on moving the College forward productively and sustainably that continues to promote student success;
- An affable person who fosters a culture of optimism, collaboration, and success while implementing change strategies;
- A president dedicated to valuing and advocating for increased student and employee diversity, innovation and professional development, employee engagement, and input;
- A leader who has demonstrated community engagement and commitment to the comprehensive mission of the community college, especially in a rural setting.

#### **QUALIFICATIONS**

- A Doctorate (or terminal) degree preferred, with a master's degree required, from an accredited institution
- Progressively higher level of demonstrated educational leadership
- A minimum of five years at a senior level of administration, preferably in an education setting
- Substantial experience and involvement in economic and related program development.





#### APPLICATION AND NOMINATING PROCEDURE

Grays Harbor College is being assisted in this search by Academic Search. Nominations, applications, and inquiries may be sent in complete confidence to <a href="mailto:GHCPresident@academicsearch.org">GHCPresident@academicsearch.org</a>. Initial screening of applications will begin immediately. The position is open until filled, and applications received by <a href="Movember 29th">November 29th</a> can be assured of best consideration.

Application materials should include:

- A concise cover letter (no more than four pages) that addresses the expectations discussed in the Leadership Agenda above with specific actions and accomplishments;
- A succinct two-page resume;
- A list of at least five professional references with contact information, including telephone and email, and a note indicating the candidate's working relationship with each. References will not be contacted without the explicit permission of the candidate.

Nominators and prospective candidates also may arrange a confidential conversation about this opportunity with Dr. Richard Cummins, Senior Consultant, <a href="mailto:rich.cummins@academicsearch.org">rich.cummins@academicsearch.org</a> or Ms. Jean Floten, Senior Consultant, <a href="mailto:jean.floten@academicsearch.org">jean.floten@academicsearch.org</a>.

Grays Harbor College does not discriminate on the basis of race, color, national origin, age, perceived or actual physical or mental disability, pregnancy, genetic information, sex, sexual orientation, gender identity, marital status, creed, religion, honorably discharged veteran or military status, or use of a trained guide dog or service animal, as required by Title VI of the Civil Rights Act of 1964, Title VII of the Civil Rights Act of 1964, Title IX of the Educational Amendments of 1972, Sections 504 and 508 of the Rehabilitation Act of 1973, the Americans with Disabilities Act and ADA Amendment Act, the Age Discrimination Act of 1975, the Violence Against Women Reauthorization Act and Washington State's Law Against Discrimination, Chapter 49.60 RCW and their implementing regulations. The following persons have been designated to handle inquiries regarding the non-discrimination policies:

Title II/Section 504 Coordinator - Darin Jones, Chief Executive of Human Resources

Grays Harbor College 1620 Edward P. Smith Drive Aberdeen, WA 98520 360-538-4234

Title IX Coordinator – Kari Collen, Dean of Student Access and Success Grays Harbor College 1620 Edward P. Smith Drive Aberdeen, WA 98520 360-538-4121

For further information on notice of non-discrimination, visit https://ocrcas.ed.gov/contact-ocr for the address and phone number of the office that serves your area, or call 1-800-421-3481.

# ABOUT ACADEMIC SEARCH

Academic Search is assisting Grays Harbor College in this work. For more than four decades, Academic Search has offered executive search services to higher education institutions, associations, and related organizations. Academic Search was founded by higher education leaders on the principle that we provide the most value to partner institutions by combining best practices with our deep knowledge and experience. Our mission today is to enhance institutional capacity by providing outstanding executive recruitment services, executive coaching, and transition support, in partnership with our parent organization, the American Academic Leadership Institute. For more information, visit www.academicsearch.org.



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