



Northwest Commission on College and University (NWCCU)
Annual Update for WSQA
Academic Year 2019-2020
Due October 30, 2020

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Accreditation recommendations to the College and year of recommendation	Actions taken by the college to address recommendations	Improvement results
<p>Grays Harbor College (GHC) is addressing five recommendations from its 2019 Mission Fulfillment and Sustainability Evaluation. The report along with the Commendations and Recommendations that resulted can be found on the Grays Harbor Accreditation Web Page.</p>		
<p>Recommendation 1</p>		
<p><i>Develop a realistic financial forecasting plan to include evaluation of financial resources to ensure short term solvency and anticipate long-term obligations. This process should include appropriate opportunities for participation by college constituencies.</i></p>	<p>Since GHC’s comprehensive year-seven Mission Fulfillment and Sustainability Evaluation in April of 2019, a tremendous amount of planning and action has taken place directly addressing Recommendation 1. Many of the changes took place over the spring and summer of 2019. GHC hired a new Vice President of Administrative Services (VPAS), Mr. Kwabena Boakye, who is both a Certified Public Accountant and a Certified Internal Auditor.</p>	<p>GHC has implemented several practices to ensure the long term fiscal viability of the College including: constant monitoring of financial and revenue data; a commitment to a quick response to budget shortfalls; a decision to link revenue projections with enrollment; and a connection between budget management and strategic planning.</p> <p>The financial health condition of Grays Harbor College as of June 30, 2020 and projected through FY 2022 is sturdy. Following the NWCCU</p>

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	<p>Additionally, the College cut approximately \$1.3 Million from its budget in the spring of 2019 to address an identified budget deficit. GHC also implemented both a new tuition projection model and an updated Enrollment Management Plan, based on new, realistic enrollment projections. A Financial Plan with goals and actions was developed by the Vice President of Administrative Services, in consultation with the College’s Executive Team, to help address financial sustainability, accountability, and transparency.</p> <p>Since fall 2019, Grays Harbor College has continued to carefully monitor its budget and revenue collection. Tuition collection is now monitored and reported out to the College’s Executive Team as quarterly tuition collection becomes available. Course corrections are now made during the year, significantly improving the College’s ability to stay within its budget. For example, last December (2019) when Fall Quarter 2019 enrollment came in lower than anticipated based on the budget produced in spring 2019, GHC made an additional budget reduction to right-size college expenditures to match actual and expected revenues.</p> <p>Over the last twelve months, the Executive Team has had ongoing discussions with the Board of Trustees regarding financial planning</p>	<p>Peer-Evaluation Team visit in April of 2019, the College confronted the brutal facts of its worsening financial health. The College institutionalized its financial goals framework in a new Strategic Plan and managed the worsening financial health by implementing strategic budget cuts and transformational budget monitoring processes that improved the financial health condition.</p> <p>The sturdiness of the College’s financial health is evidenced by increases in the year-end cash balance; positive trend in the cash ratio; current ratio greater than 2.0; and average daily revenue surpassing projected average daily expenses by FY 2021. In addition, the financial health ratios show slight improvements for the primary ratio, net operating revenue ratio, return on net assets ratio, and the viability ratio. Additionally, the College received a clean audit opinion by the Washington State Auditor, the highest opinion without any findings or exceptions from FY 2017 through FY 2019.</p> <p>The hiring of Mr. Kwabena Boakye has given Grays Harbor College the expertise and capacity to understand and develop a plan for its long term financial stability. To achieve long-term financial stability, the College has developed a</p>

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	<p>and decision-making. The Board receives quarterly Budget Status Reports and is updated about any impacts on budget such as enrollment projections, revenue collections, and state directives. GHC's Executive Team has also worked to increase employee engagement with the budget. Starting in November 2019, Mr. Boakye has held monthly budget meetings, open to all college employees. These meetings are an opportunity for employees to find out about the current budget, hear what is known about the upcoming fiscal year's budget, ask questions, and provide feedback and suggestions. Additionally, an e-mail address (budget@ghc.edu) was set up to collect employee input.</p>	<p>strategic financial plan that incorporates budget scenario and multi-year planning.</p> <p>Note: <i>The ad-hoc report that GHC submitted to NWCCU on Recommendation 1 was accepted by the Commission and as of July 22, 2020, this recommendation has been fulfilled.</i></p>
Recommendation 2		
<p><i>Expedite the process for development and utilization of regular and documented review, with revision as necessary, of policies, particularly those related to financial planning, budget development, and oversight and management of financial resources.</i></p>	<p>Grays Harbor College has finished reviewing approximately three-quarters of its Board Policies and Administrative Procedures since 2018, and the remainder will be reviewed during the 2020-2021 Academic Year. Policies and procedures related to financial planning, budget development, and oversight and management of financial resources (Board Policy 500 series) have been reviewed and revised as needed. As policies are updated, they are reviewed, generally in two readings, by the College Council</p>	<p>Reviewing policies has proved timely for Grays Harbor College as updating internal policies and procedures now, to improve operations, helps the college to prepare for the pending migration from the existing legacy system to a new enterprise resource planning system. Specifically, the Washington State Community and Technical College system is in the process of replacing its legacy systems with a new Oracle-based enterprise system. To successfully migrate to the new system, the College is in the process of</p>

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	<p>and then recommended (or not) to the Board of Trustees which also has two readings before it considers approval. Administrative procedures generally get two readings by the College Council and are recommended (or not) to the President for approval. Going forward, in order to ensure a regular review of all college policies, the college will have a policy review schedule.</p> <p>One example of a procedure that has changed as a part of recent updates is AP 503.01. This procedure documents principles providing a framework and ideals for budget prioritization and resource allocation at the College. The procedure, deliberately states that <i>“the overarching principle of this procedure is to align the operating budget to the College’s strategic priorities”</i>. It also documents processes, actions or steps to be taken to develop, prepare and approve the operating budget.</p>	<p>identifying and mapping all current business processes associated with the legacy system that will transition to the new enterprise system. The exercise of identifying and mapping these business processes provides the college an excellent opportunity to evaluate key operational functions and develop new policies or update existing policies to address operational risks.</p> <p>GHC is using the review process as an opportunity to improve work flow and implement processes that make sense in the current environment. AP 503.01 is expected to be a major step forward in the budget process. The Prior budget process did not contain a budget workshop to train budget managers, did not enlist a budget committee to provide audience for budget managers, and did not have an overarching principle to deliberately align the operating budget to the College’s strategic priorities.</p>
Recommendation 3		
<p><i>Integrate the multiple planning processes to facilitate prioritization of resource allocation and the use of institutional capacity.</i></p>	<p>GHC’s 2019-2026 Strategic Plan consists of five priorities with multiple objectives and indicators of success. The priorities serve as a foundation for decision-making across the college, including decisions related to budget. As part of this, one of GHC’s Strategic Priorities is directly tied to monitoring and improving Grays Harbor College’s financial solvency. Additionally, the</p>	<p>In 2019-2020, GHC integrated its strategic, enrollment, and budget planning processes so that enrollment estimates are the primary driver for revenue projections. In 2019-2020, this information allowed the College to make mid-year course corrections to align actual and anticipated revenues with expenditures prior to the end of the fiscal year.</p>

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	Strategic Planning Committee has, as part of their 2020-21 Strategic Action Plan, committed to improving documentation of the ties between planning and budget.	"Support the GHC Strategic Priorities" was one of three guiding principles used by GHC's executive team during the FY 2021 Budget planning process.
Recommendation 4		
<p><i>Fully implement student learning outcomes assessment across all degrees and programs, including the general education program, and use the assessment results to inform planning and improvement.</i></p>	<p>During the 2019-2020 Academic Year, Grays Harbor College's Outcomes Assessment Committee has been working to revise the framework and infrastructure for Student Learning Outcomes Assessment at Grays Harbor College. A schedule was created for program-level outcomes assessment. Guided Pathways was introduced at All College Day. And, rubrics that assess the College's Desired Student Abilities are under development.</p> <p>Program-level data for program review was developed in 2019-2020 and distributed to faculty for review. This data includes completion rates by course and mode of learning. Additionally, it includes completion rate and grade distribution by gender and race/ethnicity.</p> <p>Also, as part of GHC's Strategic Planning implementation process, data dashboards were developed to review student course completion, goal completion, and post-college follow-up. A Graduate Follow-Up Survey was implemented to track student outcomes post-college.</p>	<p>Program-level data was distributed last spring to faculty for their review and analysis. This data will also support the Instructional Unit's future planning efforts during the 2020-2021 Academic Year.</p> <p>Strategic Priority Workgroups are using the student success, completion and follow-up data to plan interventions for the 2012-21 Academic year.</p>

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Recommendation 5		
<p><i>Engage in systematic, participatory, self-reflective assessment of its accomplishments, and documents and evaluates its planning processes to ensure institutional effectiveness.</i></p>	<p>Over the last 18 months, Grays Harbor College has updated its Mission, Vision and Strategic Plan through an inclusive process that engaged employees, students, community leaders, and the Board of Trustees in identifying and adopting a direction for Grays Harbor over the next seven years. The 2019-2026 Strategic Plan has 5 priorities. Each priority has clear objectives and indicators that define the work of the priority and identify the thresholds for success. Ultimately this data will be rolled up into Mission Fulfillment. This is a dynamic planning process is data-informed and results-driven.</p>	<p>The Strategic Priorities, set to be implemented using Annual Strategic Action Plans during the 2020-2021 Academic Year, are already informing GHC’s thinking about student retention and success, diversity and equity, and financial management. Development of the indicators and data dashboards to support those indicators has given college employees a lot of newly updated data to work with to track student success and achievement. For example, most of the indicator dashboards include an equity index which has allowed workgroups to identify opportunities to support historically underrepresented students in areas such as degree/certificate completion, job attainment and transfer. Intervention strategies are being developed this fall with the goal of impacting the indicators of the Strategic Priorities.</p>

2019-2020 Accreditation Activity:

New Programs Approved:

- 4/14/20 - Associate of Applied Science (AAS) Degree in Hospitality and Ecotourism

Programs Discontinued:

- None

Commission Actions:

- 7/12/2019 – 2019 Mission Fulfillment and Sustainability Evaluation – Accreditation Reaffirmed
- 2/5/2020 – 2019 Financial Resource Review Report – Report Accepted
- 7/22/2020 – Recommendation 1: Spring 2019 Mission Fulfillment and Sustainability – Recommendation Fulfilled