

REGULAR MEETING  
GRAYS HARBOR COLLEGE BOARD OF TRUSTEES

February 15, 2022

**Study Session – 1:00 p.m.**

**Enrollment**

**Board meeting – 2:30 p.m.**

<https://ghc.zoom.us/j/84944203782>

AGENDA

- I. Call to Order/Roll Call
- II. Agenda Adoption
- III. Public Comments
- IV. Celebration
- V. Action Items
  - 1) Approval of January 18, 2022 Board Meeting Minutes
  - 2) Operational Policy 656, Telework and Flexible Work Hours (2<sup>nd</sup> reading & approval)
- VI. Information
- VII. Standing Reports
  - 1) Student Government Report (Ms. Shelly Hoffman)
  - 2) Classified Staff Report (Ms. Cara Beth Stevenson)
  - 3) Exempt Staff Report (Ms. Lori Christmas)
  - 4) Faculty Report (Mr. Shiloh Winsor)
  - 5) Administrative Services Update (Mr. Kwabena Boakye)
  - 6) Instruction Update (Ms. Nicole Lacroix)
  - 7) Student Services Update (Mr. Cal Erwin-Svoboda)
  - 8) President's Update (Dr. Ed Brewster)
  - 9) Board Report
    - a. Foundation Meeting Report
    - b. Other Items of Interest
- VIII. Executive Session

Under RCW 4230.110, an executive session may be held for the purpose of receiving and evaluating complaints against or reviewing the qualifications of an applicant for public employment or reviewing the performance of a public employee; consultation with legal counsel regarding agency enforcement actions, or actual or potential agency litigation; considering the sale or acquisition of real estate; and/or reviewing professional negotiations.
- IX. Action items as a Result of the Executive Session
- X. Good of the Order
- XI. Adjournment

*REGULAR MEETING*  
**GRAYS HARBOR COLLEGE BOARD OF TRUSTEES**

January 18, 2022  
Board Meeting – 1:00 p.m.

Members Present: Dr. Paula Akerlund, Ms. Astrid Aveledo, Mr. Art Blauvelt, Dr. Harry Carthum,  
Mr. Jim Sayce

Members Absent: None

Others who participated in the Study Session or Board meeting:

Ms. Kristy Anderson, Mr. Kwabena Boakye, Dr. Ed Brewster,  
Ms. Linda Sullivan-Colglazier, Mr. Derek Edens, Mr. Matt Edwards,  
Ms. Shelly Hoffman, Ms. Margo Hood, Ms. Penny James, Mr. Darin Jones,  
Mr. Keith Penner, Ms. Susan Schreiner, Ms. Cara Beth Stevenson,  
Mr. Cal Erwin-Svoboda, Mr. Shiloh Winsor, Ms. Sydney Yager, Ms. Sandy Zelasko

**I. Call to Order/Roll Call**

Roll was called and all members were present.

**II. Agenda Adoption**

Dr. Akerlund requested adding an agenda item to the Board report regarding local art being considered for the new Student Services/Instruction Building. It was moved and seconded to adopt the agenda with the addition of considering local artists in the new SSIB. Motion carried.

**III. Public Comments**

None

**IV. Celebration**

Ms. Margo Hood, Assistant to the Vice President of Student Services, announced that she downloaded Seahawks player, Tyler Lockett's twitter page. He said he had partnered with Safeway to award a \$16,000.00 grant to an organization that is helping to fight hunger. Ms. Hood said she applied for the grant and her application was chosen to receive the funds for the college's Food Pantry.

**V. Action Items**

- 1) Approval of December 21, 2021 Board meeting minutes  
It was moved and seconded to approve the December 21, 2021 Board meeting minutes.  
Motion carried.
- 2) Operational Policy 656, Telework and Flexible work Hours (first reading)  
Mr. Jones reported that OP 656 was developed to address telework employment at GHC for all non-faculty employees. The policy was reviewed three times with the College Council over several months. A corresponding Administrative Procedure has been adopted by College Council. Administrative Procedures are approved by the president and do not need Board approval. The policy will be brought to the February, 2022 Board meeting for adoption.

## VI. Information

1. Accreditation Mid-Cycle Report – Ms. Anderson reported that GHC is in the third-year of its seven year cycle of accreditation. A mid-cycle report is due on February 15 and a peer evaluation team will be visiting us on April 14, 15, 2022. Backup materials for today's meeting included the mid-cycle accreditation report. The report was sent to the college community on January 7, 2022 for feedback and review. The report includes the following areas:
  - a. Assessment of Institutional Effectiveness
  - b. Student Achievement
  - c. Programmatic Assessment
  - d. Moving Forward

The report also shows how the college is addressing each of the NWCCU's recommendations from the year-seven comprehensive evaluation in 2019. Ms. Anderson reviewed highlights of the report.

Ms. Avelado asked for an explanation of the chart in the report that showed that the target of the equity index of first-time HU-SoC students who complete 45 college-level credits within the first year is at or above 0.86.

Mr. Edwards responded that an Equity Index is a way to measure an equity gap. Essentially, an Equity Index is a ratio that compares the percentage of a target group in the successful population to the percentage of the target group in the total population. For example, comparing the percentage of Historically Underserved Students of Color in the total population with the percentage of HUSOC in the population of students earning a degree or certificate.

If the percentages are approximately equal, then the ratio (Equity Index) will be close to 1, indicating parity. However, if the percentage of HUSOC in the successful population is lower than in the total population (for example, 20% of students earning a degree are HUSOC compared to 30% in the total population) then the ratio will be lower than one, indicating that HUSOC are underrepresented in the successful population, and that there is an equity gap that needs to be addressed. Likewise, if the ratio is over 1, then the group is overrepresented in the successful population.

In the chart the red dashed line indicates the equity index for GHC's selected in-state peer colleges, while the black dotted line represents the equity index for all colleges in the WA SBCTC System. As Ms. Avelado observed, the equity index value for GHC's HUSOC students has improved over time for this metric, but still indicates an equity gap. Additionally, GHC's value is on par with, or slightly ahead of, the equity index for the College's in-state peers and the WA SBCTC system.

Mr. Sayce said because of wage growth, many high school graduates are choosing to go into the work force rather than enroll in college. Dr. Brewster said our greatest loss of new students are under age 19.

3) Quarterly Budget Report

Mr. Boakye reported that our current budget process requires submission of quarterly reports to the Board and the college community. Mr. Boakye reviewed the FY22 Quarter 2 Budget Report that was included in backup materials received prior to the meeting. The report included the following:

- Quarter 2 Actual Revenue Tracking
- Quarter 2 Actual Expenses Tracking
- Quarter 2 Budget Status
- Revised Budget Process (contained in Administrative Procedure 503.01).

Mr. Boakye said even though enrollment is declining, the budget looks better than last year because we are receiving CARES funding.

VII. Standing Reports

1) Student Government Report

Ms. Hoffman stated her term as ASGHC President will end in May, 2022 and she will be preparing to enter a master's degree program. She reported the following student life highlights:

- Martin Luther King Day of service – Students distributed fifty backpacks to people with housing insecurities, and they participated in a campus clean up.
- Three snack and paint sessions are scheduled for February, April and June. Students can participate in a virtual painting class.
- Coffee and Chat – Every Tuesday from 8 a.m. to 10 a.m. students are invited to open forums where they have the opportunity to ask questions to help better serve and support students.
- Workshops with Grab and Go Pizza – Every Wednesday from 11 a.m. to noon student government offers various workshops and provides pizza to participants.
- Diversity Speaker – on January 31<sup>st</sup> GHC Student Byron Gudino will speak about his South American culture.

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2) Classified Staff Report

Ms. Stevenson reported the following:

- She attended a labor management meeting with Dr. Brewster and Mr. Jones.
- Staff are experiencing issues with the conversion to ctcLink.
- Because of a resurgence in COVID several services are available by zoom lobbies.

3) Faculty Report

Mr. Winsor reported the following:

- More classes are offered in-person and hybrid compared to last quarter.
- Some faculty think when local school districts go 100% remote because of COVID that should affect the college's decision whether or not to remain open.
- The exempt professional staff had their bargaining unit certified by PERC. They are under the same union as faculty (AFT).

4) Administrative Services Report

Mr. Boakye reviewed the FY 23 budget development process. He will meet with budget managers to share more details. Two all-college budget meetings will be held next week. The FY23 budget process, including budget requests, will be reviewed.

5) Instruction Update

Ms. Lacroix's report was included in backup materials received prior to the meeting.

Highlights included:

Instructional Goals Update

- Instruction is making progress to address the NWWCCU's recommendation of assessment of student learning and progress toward programmatic assessment.
- Winter and Spring will refocus on pathway development and student learning outcomes.
- Education faculty and staff are restricted from entering Stafford Creek due to COVID. Alternative delivery methods are challenging.
- The State Board is working to expand its collaboration with tribal communities.

6) Student Services Update

Mr. Erwin-Svoboda's report was included in backup materials received prior to the meeting.

Highlights included:

- Enrollment is down 13% from this time last year.
- In response to the increase in COVID infection rates in-person staffing is reduced and virtual lobbies are being offered.
- Schedule of upcoming events at the Bishop Center and upcoming athletic home games. To attend home games spectators need to show proof of vaccination.

7) President's Update

Dr. Brewster expressed appreciation for the hard work on the part of GHC employees during the transition to ctcLink.

Highlights from his report included the following:

Dr. Brewster and Mr. Erwin-Svoboda met with student government to address their issues reported at the last Board meeting. Topics included:

Providing tutoring services and food options.

Dr. Brewster met with the CEO's of the two local hospitals to discuss providing instruction for allied health careers.

All-College-Day is February 4<sup>th</sup>. The major focus will be to look at enrollment challenges.

8) Board Report

a. Foundation Meeting Report

Ms. Aveledo reported highlights from the recent GHC Foundation meeting:

The Foundation's fund-raising campaign's goal was \$90,000. The fund currently totals \$150,000.

A Foundation Board member asked about the process for becoming a college trustee.

Ms. Aveledo responded the Governor appoints trustees and the application process is outlined on the Governor's website.

- b. Trustees' Account – Ms. Aveledo submitted a proposal for expenditures from the Trustees' Account:

GHC Foundation's annual fund-raiser - \$1,000.00

BIPOC Scholarship - \$1,000.00

LGBTQ Scholarship - \$1,000.00

General Scholarship - \$1,000.00

It was moved and seconded to expend \$4,000.00 from the Trustees' Account per Ms. Aveledo's proposal. Motion carried.

- c. ACT Meeting – The state-wide ACT meeting is January 24 and 25. Trustees, presidents and presidents' assistants are invited to attend.

- d. Other Items of Interest

Dr. Akerlund stated that at the December Board meeting there was discussion regarding forming a sub-committee of the Board that will function as an advisory committee to the Board to discuss using local art in the new SSIB. Ms. Aveledo added that the college art committee has a specific structure that follows mandates from the state regarding procuring art for new buildings. Mr. Sayce reminded Board members that regional art also includes artists from Pacific County.

Dr. Carthum said now that we are moving ahead with building plans for the new building the Board needs to hold specific meetings, or regular study sessions, to focus on the plans for the new building.

X. Executive Session

Under RCS 4230.110, an executive session may be held for the purpose of receiving and evaluating complaints against or reviewing the qualifications of an applicant for public employment or reviewing the performance of a public employee; consultation with legal counsel regarding agency enforcement actions, or actual or potential agency litigation; considering the sale or acquisition of real estate; and/or reviewing professional negotiations.

There was not an executive session.

XI. Good of the Order

Mr. Blauvelt – Did the college suffer any damage during the recent inclement weather?

Mr. Penner responded there was water damage at the Raymond site.

Ms. Anderson – A digital marketing campaign is scheduled to start next month.

XII. Adjournment

The meeting was adjourned at -3:15 p.m.

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Dr. Ed Brewster, Secretary

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Dr. Harry Carthum Chair

**GRAYS HARBOR COLLEGE**  
**Board of Trustees Meeting**  
**February 15, 2022**

**Background Information:**

**Agenda Item:** V – 2 Action  
**Topic:** Approval of Operational Policy 655  
**Prepared By:** Darin Jones  
**Attachments:** Operational Policy 656

**Narrative**

Operational Policy 656 has been developed to address telework employment at Grays Harbor College for all non-faculty employees. The policy was reviewed three times with the college council over several months beginning near the end of Spring 2021 quarter.

The college has adopted a corresponding procedure and related forms that do not require board approval. The college council had reviewed these and provided feedback on them.

**ACTION REQUESTED:**

Approval of Operational Policy 656.



# GRAYS HARBOR COLLEGE

## Operational Policy

Policy Name	<b>TELEWORK AND FLEXIBLE WORK HOURS</b>
Policy Number	<b>656</b>
Date Adopted	NEW
Date(s) Revised	

Grays Harbor College in compliance with RCW 70.94.547, RCW 41.04.390, and Executive Order 14-02 has adopted this policy on Telework and Flexible Work Hours. As stated in Executive Order 14-02 telework and flexible work hour studies have shown that employers enjoy economic and organizational benefits resulting from increased employee productivity and morale, reduced use of employee sick leave, reduced hiring and training costs, and reduced office space and parking needs. Telework and flexible work hours are valuable tools for reducing commute trips, eliminating tons of pollutants from release into the atmosphere, and saving energy by reducing gasoline consumption.

Telework and flexible work hours are not an employee entitlement or right; they are management tools, business strategies and employee benefits. The College mission and quality of service provided must be maintained or improved by allowance of telework and flexible work hours arrangements.

It is the policy of the College to allow eligible employees to participate in approved teleworking and flexible work hours programs.

Faculty workload is governed by the collective bargaining agreement.



# **GRAYS HARBOR COLLEGE**

## **Board of Trustees Meeting**

**February 15, 2022**

### **Background Information:**

**Agenda Item:** VII – 5 Vice President for Administrative Services

**Topic:** Administrative Services Update

**Type of the Item:** Standing Reports

**Prepared By:** Kwabena Boakye

**Attachments:** None

### **Narrative:**

The Administrative Services areas are Business Office, Campus Operations, Procurement Services and Auxiliary Services. Updates include the following.

1. FY 2022-23 Budget Development
  - Budget Managers meeting held to kick start the FY23 budget development process
  - Budget Request Template sent out to budget managers
  - Budget Requests received and collated for the President and ETeam
  - Collated budget request document was shared at January All College Budget meeting
  - Waiting on preliminary state allocation from SBCTC
  - Call for fee schedule changes in process
  - Local revenue projection in process
  - ETeam budget planning ongoing
2. FY 2021-22 Budget Status
  - 1st Quarterly Budget Report was presented at the October Board meeting
  - 2<sup>nd</sup> Quarterly Budget Report was presented at the January Board meeting
  - 3<sup>rd</sup> Quarterly Budget Report will be presented at the April 2022 Board meeting
3. FY2021 Audit
  - Board will be informed when the SAO financial audit entrance is scheduled

### **Action Required**

None.

GRAYS HARBOR COLLEGE  
**Board of Trustees Meeting**  
**February 15, 2022**

## Written Report

### **Background Information:**

**Agenda Item:** VII – 6 Vice President for Instruction's Report  
**Topic:** Various Topics  
**Prepared By:** Nicole Lacroix

- Tenure information will be forwarded to the BOT in preparation for the March meeting for re-hire and tenure voting.
- Below are the slides from the Instructional Division meeting on February 4, 2022 that provides a review, progress status, and future direction of the Instructional Goals.

#### Instructional Goal 1

Implement a continuous improvement plan that supports quality instruction, enriches student learning, and assesses program and institutional learning outcomes.

##### Objectives

1. Design courses, assignments, and extra-curricular activities that are "active and engaging, intrinsically motivating, sticky, and culturally affirming" (*Learning that Matters*).
2. Develop and teach to meaningful program learning outcomes.
3. Intentionally and transparently help students demonstrate the desired student abilities.
4. Assess program and institutional learning outcomes.

#### REVIEW

2021 – 2022

1. Student Learning Assessment Plan
  - a) 2021 – 22 DSA Pre-Pilot: Introducing signature assignments / Reporting process
  - b) 2022 – 23 DSA Pilot: Outcome alignment, Rubric review, baseline results / establishing learning foundation
2. NWCCU mid-cycle evaluation

#### PROGRESS

- Fall 2021 DSA Pre-pilot Results

#### CALL TO ACTION

- ☐ Design signature assignment for one or two courses this quarter.
- ☐ Submit evaluation results by the end of the quarter
- ☐ Meet with a mentor!

Nicole Lacroix, Darby Cavin, Jeremy , Hannah Mechler-Mills, Brittany Ferry, Melanie Israel

## Instructional Goal 2

Utilize Guided Pathways to increase retention and credential completion.

### Objectives

1. Implement advising strategies using Guided Pathways course maps
2. Design pathways to assist students from Transitions to degree coursework
3. Develop curriculum options that provide a course sequence to college-level math and English within two quarters.

## REVIEW

### 2021 – 2022 Focused Priorities

1. Designing course sequence maps
2. Aligning program or emphasis in learning outcomes
3. Intake
4. College-level math and English in one year / first year

## PROGRESS

- Moved the schedule development to Instruction
- Guided Pathways and Advising Director
- New positions in entry level advising
- Math and English department designing co-requisite courses
- Course sequence maps drafted
- Marketing and video plans

## CALL TO ACTION

### Implementation Fall 2022

- ☐ Review course maps
- ☐ Revise course sequencing where necessary using best practices rubric

## Instructional Goal 3

Provide educational opportunities that demonstrate diversity, are equally inclusive to all students, and demonstrate equal learning, course, and credential completion outcomes.

### Objectives

1. All faculty and instructional staff understand and practice equity-mindedness.
2. Incorporate works and examples that are inclusive of multiple voices and racial diversity into every course .
3. Diversify course offerings and establish “D” courses in every course pathway.
4. Require a diversity statement on every syllabus.
5. Promote equity advancing strategies in Instructional policies and individual course policies.
- 5. Utilize data to identify equity gaps**
6. Implement evidence based teaching and learning strategies\*
7. Revise all online content using universal design and accessible content.

## REVIEW

### 2021 - 2022

1. College Priority 3: Foster a diverse, equitable and inclusive learning environment
2. Growing sense of awareness
3. Individual initiatives

## PROGRESS


- Numerous opportunities for professional development
- Revised job descriptions to be more inclusive
- Diverse courses: African American History, Queer Literature
- Disaggregated data
- Curriculum rubric
- Increased awareness and participation in professional development and course content

## CALL TO ACTION

- ☐ Complete the survey pledging to adopt specific practices aimed at closing racial equity gaps. Be intentional. Take action.

*“When someone makes a pledge, they make a serious promise that they will do something.”*

Faculty will be asked to commit to adopt at least one of the eight inclusive practices listed below.

- ☐ Include an equal distribution of diverse voices and resources in course content
  - ☐ Engage in at least three professional growth activities focused on Equity.
  - ☐ Revise course syllabus to align with anti-racist best practices
  - ☐ Revise course policies to be inclusive, support a sense of belonging, and promote student success
  - ☐ Be intentional about learning and implementing at least three inclusive teaching strategies – and be able to name and explain the practice
  - ☐ Add a new or revised course to diversify the curriculum
  - ☐ Make the learning outcomes of Social Responsibility a significant focus in a course, evaluate learning, report assessment data
  - ☐ Be a part of the first cohort to use data to analyze the equity gaps in your classes
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**GRAYS HARBOR COLLEGE**  
**Board of Trustees Meeting**  
**February 15, 2022**

**Background Information:**

**Agenda Item:** VII – 7 - Standing Reports – Vice President for Student Services  
**Topic:** Enrollment  
**Prepared by:** Cal Erwin-Svoboda  
**Attachments:** Enrollment Report

<b>FTE: Winter 2022</b>	<b>02/09/2021 Day # 26</b>	<b>02/08/2022 Day # 26</b>				<b>04/13/2021 FINALS</b>
	<b><u>2020-21</u></b>	<b><u>2021-22</u></b>	<b><u>Difference</u></b>	<b><u>% Diff from 2021 to 2022</u></b>	<b>Winter 2021 FTE change to end of quarter</b>	<b>Final FTE Numbers for Winter 2021</b>
1-Academic Transfer	514.95	456.42	-58.52	-11.4%	-0.80	514.15
2-Transition Programs	105.50	76.50	-29.00	-27.5%	1.13	106.63
3-Vocational	337.37	264.97	-72.40	-21.5%	-0.60	336.77
4-BAS Programs	71.33	58.62	-12.71	-17.8%	-	71.33
<b>State Support Total</b>	<b>1029.15</b>	<b>856.52</b>	<b>-172.64</b>	<b>-16.77%</b>	<b>-0.27</b>	<b>1028.89</b>
3-Running Start	303.87	267.48	-36.39	-12.0%	-13.20	290.67
<b>State Support + Running Start Total</b>	<b>1333.02</b>	<b>1124.00</b>	<b>-209.02</b>	<b>-15.7%</b>	<b>-13.47</b>	<b>1319.55</b>

**Last Year to This Year**

Comparing 02/09/2021 – 26th day of the quarter, to 02/08/2022 – 26th day of the quarter.

On 02/09/2021, we had reached **64.7%** of our **1591 FTE State-Funded** quarterly goal. As of 02/08/2022, we are currently at **53.8%** of our **1592 FTE State-Funded** quarterly goal.

Total **State-Funded FTE** is at -172.6 FTE compared to 02/09/2022. Combining FTE for State-Funded enrollments and Running Start Enrollments, the total is at -209.0 FTE compared to the closest date for winter 2021.

**Worker Retraining**

Worker retraining (a sub-set of state-funded FTE) is at **88** out of an estimated **202** quarterly goal (**43%**)

**Topic:** Other Report Items  
**Prepared by:** Cal Erwin-Svoboda

### **Bishop Center – Upcoming Events**

*GHC's Spring Musical - March 4, 5, 6, 11, 12, 13 – of Something Rotten!* (in-person)

Two brothers set out to write the world's first musical in this hilarious mash-up of sixteenth-century Shakespeare and twenty-first-Broadway. Witness the scandalous excitement of opening night with the Bottom Brothers.

*Friday, March 17 at 7:00p – GHC Jazz Band & Jazz Choir Concert* (in-person)

Quarterly concert featuring GHC students under the direction of Dr. William Dyer and Kari Hasbrouck.

*GHC's Summer Musical – July 21-24* (in-person)

The summer musical program is returning to the Bishop Center. Stay tuned for the announcement of the show coming very soon.

*Events are either in-person or virtual. To find out more, to buy tickets and find out more about events coming up this spring, please visit [www.ghc.edu/bishop](http://www.ghc.edu/bishop).*

### **Choker Athletics – Upcoming Home Games**

Here are the upcoming dates and times of Choker Athletics home games.

#### *Men's Basketball*

- February 16, Wednesday at 8:00p vs. Centralia
- February 19, Saturday at 4:00p vs. South Puget Sound
- March 2, Wednesday at 8:00p vs. Tacoma
- March 9, Wednesday at 8:00p vs. Lower Columbia

Be on the lookout for our spring sports calendar - men's and women's golf, and baseball!

Proof of COVID vaccination required. At this time, to ensure the safety of student athletes unvaccinated spectators are not allowed. All home basketball games are played at the Choker Gym on the Aberdeen campus. For more about live-stream options, COVID protocols, please visit [www.ghcathletics.com](http://www.ghcathletics.com).

### **Student Services Division**

- Spring quarter registration has begun. Over the next two months student services personnel will be engaged in a variety of student registration initiatives *[College Priority 2]*
- The Diversity Advisory Committee (DAC) with a grant funded by TwinStar Credit Union will host a conversation with Dr. Doreen Harden-Cato, a world-renowned educator, advocate and leader on Thursday, February 24 at 1:00p via zoom *[College Priority 3]*

- This year's commencement ceremony will be held in-person at Olympic Stadium on Wednesday, June 22 at 7:00p. Due to a venue conflict the ceremony date had to be moved from the original Friday date. Communications to the campus are planned for February 15 *[College Priority 2]* Student services personnel are in the community promoting the college through the running start program, educational opportunity center and upcoming college visits *[College Priority 5]*

GRAYS HARBOR COLLEGE  
**Board of Trustees Meeting**  
**February 15, 2022**

## Written Report

### Background Information:

**Agenda Item:** VI – 8 – President’s Report  
**Topic:** Various Topics  
**Prepared By:** Ed Brewster

### **College Priorities:**

1. **Enrich student learning.** The final version of the mid-cycle report was sent to the Northwest Commission, which includes a section focused on evaluation of student learning. We have been told that the evaluators will likely be conducting the visit virtually and we will provide information to you about a time they want to meet with likely not more than two Board members.
2. **Promote student, faculty, and staff success.** In conjunction with the action plan for the College Priority 2 workgroup, E-Team members have been randomly dropping by office areas and informally talking with employees. The response has been positive. All College Day on February 4<sup>th</sup> was successful in engaging the entire college community in discussion about how to increase our efforts in marketing, recruitment, entry services, retention and completion. People were very engaged in the breakout sessions and that information will be used to develop action steps to increase our enrollment in the coming year and beyond.
3. **Foster a diverse, equitable, and inclusive learning environment.** During All College Day, Cal Erwin-Svoboda and Dr. Jenel Cope, co-chairs of College Priority 3 presented the plan for engaging the college community in the development of a college equity plan to be completed by July, 2022. Other budget planning is being done by Cal to help implement GHC’s effort toward equity, diversity and inclusion.
4. **Ensure effective, efficient, and sustainable use of college resources.** Planning for the 22/23 fiscal year budget is on-going, as new requests are being evaluated and ranked for potential funding, considering the primary operating budget and other special funding resources.
5. **Strengthen community connections and partnerships.** Recent conversations with hospital administrators and school superintendents has resulted in the start of a planning process to develop pipelines for careers in allied health. Nicole Lacroix, Vice President of Instruction, Carol O’Neal, Nursing Director, and I met with the hospital CEOs to explore ways to support current nursing students for retention and completion of the program and retention of nurses in Grays Harbor. More research needs to be done about how other college hospital partnerships are supporting the retention of nurses in other communities. Derek Edens, Chief Executive of IT, Nicole and I attended a meeting at the Ocosta School District about training for Marine Industries. There has been an advisory committee formed including GHC representation to further explore a partnership in the development of Marine Trades.



