

Special Meeting
GRAYS HARBOR COLLEGE BOARD OF TRUSTEES
December 12, 2019 – 8:30 a.m.
Room 4334, Schermer Building

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

Members Absent: None

Others: Dr. Jennifer Alt, Ms. Kristy Anderson, Mr. Kwabena Boakye, Ms. Laura Brener, Ms. Kari Collen, Mr. Matt Edwards, Mr. Andrew Glass, Ms. Penny James, Mr. Darin Jones, Mr. Taylor Miller, Dr. Jim Minkler, Mr. Keith Penner, Ms. Brenda Rolfe-Maloney, Ms. Diane Smith, Mr. Shiloh Winsor, Ms. Sandy Zelasko

I. Call to Order/Roll Call

Roll was called and all members were present.

II. Agenda Adoption

It was moved and seconded to adopt the agenda. Motion carried.

III. Public Comments

President of the GHCFT Mr. Shiloh Winsor expressed the following faculty concerns:

- Faculty are concerned and frustrated that the administration and the Board allowed the college to operate at ever increasing deficits over the past four years and when there was no reason to believe that our enrollment would be flat, developed a budget for the current year that has led to an additional deficit.
- Faculty are frustrated that two of the three most recent layoffs resulted in elimination of positions that directly support faculty and students (a part-time faculty support position and the learning center coordinator).
- Faculty were not consulted on these layoffs and are concerned that there is little institutional knowledge available in the decision-making process at the college.
- Faculty continue to be concerned about the college's wait-list process. The college is doing a good job of making sure that course sections are maximally efficient by only opening course sections when there is already an expressed demand on the wait-lists, but there are likely students who will never sign up for wait-lists and students who may (because they are needing introductory courses or online sections) be forced to create entire schedules of wait-listed courses. There is concern this will contribute to an even greater decline in winter and spring enrollment because we do not have seats available.
- Faculty applaud the efforts to have reliable budget information including revenues and expenditures. Faculty acknowledge that there has been better disclosure regarding the budget situation this year and believe administration is making efforts to receive input from the college community; however, a feedback loop that includes institutional knowledge still feels like it is missing in the decision making process.

VP of the GHCFT Ms. Brenda Rolfe-Maloney

- Faculty are hesitant to meet with e-team and the Board because of recent cuts to staff. They would like to meet with the Board without e-team members present. Mr. Blauvelt responded there is a public comments agenda item at each Board meeting. Faculty are welcome to address the Board with any concerns they may have without fear of retaliation.
- Without support of the instructional assistant, who was recently cut, faculty feel overwhelmed. They do not feel they have the support of administration and/or instruction.
- Wait lists are very large.

IV. Action Items

1. Approval of November 19, 2019 Board Minutes

Dr. Akerlund asked that the minutes reflect her statement regarding enrollment be changed from: “In the past two years have you seen enrollment decline or stabilize” to “During the academic year do you see enrollment decline or stabilize?” It was moved and seconded to adopt the minutes as amended. Ms. Aveledo abstained since she was not in attendance at the November meeting. Motion carried.

Dr. Minkler requested agenda item V. Information Items be moved above IV. Action Items because information embedded in the Strategic Enrollment Management Committee’s report will add content and clarity when discussing the budget. It was moved and seconded to move Agenda Item V. Information Items above Agenda Item IV. Action Items. Motion carried.

V. Information

1. Budget Update

Mr. Boakye and Dr. Minkler reviewed the Budget Update and Strategic Enrollment Management Planning document that was received by the Board prior to this meeting. Highlights included:

- Response to NWCCU Recommendations. Dr. Minkler stated the notes of this meeting will be part of the documentation of evidence submitted with the Ad Hoc Report.
- Board Goals for the President and College
- New Strategic Priorities
- Revenue/Expenditures Status
- Achieving Short-Term Solvency
 - Conserve \$588,470 to align expenditures with projected revenue
 - Freeze all state funded travel, except for approved exemption
 - Freeze creation of new state funded positions, delay hiring when possible except for earmarked funded positions
 - Evaluate vacancies for criticality before filling
 - Enforce departmental budget authorization
 - Contain part-time/temp employees time to avoid benefits cost
 - Contain A19 and credit card use, encourage use of Purchase Orders
- Budget Adjustment Strategy

Mr. Boakye reported in order to reach fiscal solvency we needed to address a \$585,000 deficit. Dr. Minkler stated that efforts were made to avoid job loss. However, four positions were eliminated. Efforts were made to not eliminate positions that directly affect generating FTEs. Documentation provided at this meeting showed the above strategies narrowed the deficit to \$17,697.00.

Action Items (continued)

2. Transcript Evaluation Fees Increase

Dr. Alt presented a proposal to increase the college's transcript evaluation fees from \$2.25 to \$7.00 for a regular transcript and from \$25.00 to \$30.00 for overnight service. She included an analysis of other colleges in the system in her report that shows GHC's transcript fees below the state average. It was moved and seconded to approve the revised transcript fees as proposed. Motion carried.

3. CDL Lab and Course Fee Increase

Dr. Rucks reported fees for the CDL program have not increased for several years and expenses have risen. He proposed raising the fee from \$105.00 per credit to \$155.00 per credit. Dr. Minkler added that the majority of students qualify for worker retraining funds and would not be adversely affected by the increase. Dr. Rucks reported the fork lift training has been removed from the curriculum. As a result of restructuring the curriculum the plan is to not offer CDL in Winter quarter. He noted that all four students who are eligible for Winter quarter have said they would enroll in Spring Quarter. Board members expressed the following concerns:

Dr. Carthum - How does the new schedule affect the tenured faculty member? Dr. Minkler responded we are working with the faculty union to resolve the issue.

Mr. Blauvelt, Dr. Carthum and Dr. Akerlund - Does this affect students who attended the November Board meeting who expressed concerns about the possible elimination of the program?

Dr. Rucks responded that the fee increase is different issue from concerns expressed at the November meeting.

Mr. Blauvelt – I want it to be clear that this action is limited to only increasing the fee and does not reflect other changes in the program.

Ms. Aveledo – I want it clearly stated in the minutes that this action only affects adjusting the fees and does not affect other issues regarding the CDL program.

It was moved and seconded to approve increasing the CDL fee from \$105.00 per credit to \$155.00 per credit. Motion carried.

4. Columbia Education Center

Dr. Minkler reported that the college Executive Team is recommending the Board consider closing the Columbia Education Center in Ilwaco. He reviewed the following documents that support the recommendation: Pacific County enrolments, facility costs, Pacific County Centers Update, Columbia Education Center Operational Analysis, and Ilwaco enrollment. Dr. Minkler stated if the Board approves closing the Center and either selling or leasing the building, the college will continue to offer online instruction, JSP and other contract training to South Pacific County. Two alternative sites to continue education services in that area include utilizing the Timberland Library or the Ocean Beach School District. The Riverview Education Center would remain open.

Comments included:

Ms. Aveledo – Oftentimes in rural communities community education courses fill needs. Who are we impacting if we close the facility? Dr. Minkler responded even though there is a large senior population in the area we have had to cancel several classes because of low enrollment. We have also made efforts to encourage Ilwaco students to participate in Running Start at the Center. The majority of those students choose to attend Clatsop Community College in Astoria.

Ms. Portmann – Closing the Center shows a projected savings of \$17,573.24 which is not very much. I would like the college to look at all areas that are losing money.

Dr. Carthum – I don't think it is the right time to close the Center.

Dr. Akerlund – I also have concerns about closing the Center.

Ms. Aveledo – How quickly could we dispose of the property? Dr. Minkler responded that it has to go through a bureaucratic process which can be quite lengthy.

Dr. Carthum – The two biggest expenses at the Center are utilities (\$29,000) and Information Technology (\$10,000). What are the actuals for the last two years? Mr. Penner responded that we do not have utility actuals for the last two years. He said recently we learned that the HVAC units at the Center need to be replaced. Regarding technology expenses, Mr. Glass stated we replace computers every five years which totals \$30,000 plus infrastructure.

Mr. Blauvelt – We need more time to look at what impact closing the Center would have on the community.

Ms. Portmann – We have had community forums in the community and they have not resulted in increased usage of the facility.

It was moved and seconded to table action with regard to the Columbia Education Center.
Motion carried.

VI. Information Items (continued)

Enrollment

Mr. Edwards reported the Strategic Enrollment Management Committee is considering short-term, mid-term and long-term action items to increase enrollment. Dr. Alt and Ms. Collen led a discussion on the following tactics:

Short-Term

- Develop E-Sports Team
- Continue to increase outreach to “in-reach” populations
- Targeted marketing around transfer programs
- Summer quarter as a retention strategy

Mid-Term

- Engage with WSAC adult reengagement program
- Expand number of degree/certificate programs available completely online

Long-Term

- Build pathways from local high school programs to GHC
- Build pathways from Montesano Public Safety Academy into GHC program
- Add new degree/certificate programs, i.e., hospitality, eco-tourism/culinary arts/computer programming/information systems, cybersecurity

Other Action Items

- Review schedule and program offerings for most effective enrollment efficiency, sequencing and wait-listing (ongoing). Interim Vice President for instruction, Ms. Laura Brener, and Interim Dean of Student Access and Success, Ms. Kari Collen, explained how wait lists are reviewed on a daily basis in the weeks before the quarter starts, analyzing the student demand, and opening new sections when the demand justifies it.
- Additional action items and ideas are expecting to surface from the GHC Guided Pathways Steering Committee
- Continue to work with partners to provide student housing

Ms. Aveledo was excused at 11:20 a.m. to attend to a previous commitment.

VIII. 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.

IX. Action Items as a Result of the Executive Session

There was not an executive session.

X. Adjournment

The meeting was adjourned at 11:40 a.m.

Dr. Jim Minkler, Secretary

Mr. Blauvelt, Chair