

*REGULAR MEETING*  
**GRAYS HARBOR COLLEGE BOARD OF TRUSTEES**  
May 19, 2020 – 1:00 P.M.  
Zoom Meeting

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

Members Absent: None

Others Participating in the Meeting:

Dr. Jennifer Alt, Ms. Kristy Anderson, Mr. Kwabena Boakye, Ms. Laura Brener,  
Ms. Linda Sullivan-Colglazier, Mr. Matt Edwards, Mr. Andrew Glass,  
Mr. Darin Jones, Mr. Randy Karnath, Mr. Taylor Miller, Dr. Jim Minkler,  
Ms. Brenda Rolfe Maloney, Ms. Julie Nelson, Dr. Lucas Rucks,  
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 approve the agenda. Motion carried.

**III. Public Comments**

Faculty members, Ms. Julie Nelson, Ms. Brenda Rolfe Malone, and Mr. Shiloh Winsor reported faculty concerns. Their full reports are appendices to these minutes.

**IV. Action Items**

1) Approval of April 21, 2020 Board Minutes.

Ms. Aveledo abstained from voting because she was not in attendance at the April 21 meeting because of a family emergency. It was moved and seconded to approve the April 21, 2020 minutes. Motion carried.

**V. Information**

1) First Reading – FY 2021 Budget

Dr. Minkler stated this is a first reading of the FY 2021 budget, noting there will be substantial changes before bringing the final budget for approval at the June Board meeting. He said the first goal is determining short-term solvency and involving the campus in the budget planning process.

The president reported that on May 15, 2020 the Office of Financial Management sent a letter to state agencies asking them to participate in an exercise reducing their budgets by 15%. If implemented, this would mean a need to identify programs and positions that would be affected. It is expected that the legislature will be called into special session in July or August to address the state budget deficit. We will not know until the session is over how our budget will be affected.

Mr. Boakye reviewed the FY 2020-21 Budget. He stated that before the onset of COVID-19 the state allocation for the FY2020-2021 budget year showed an increase of about \$600,000 compared to the state allocation for FY2019-2020. Ms. Aveledo asked how many budget reduction scenarios are being considered. Mr. Boakye responded that if the 10% or 15% budget reduction is mandated it would affect the college budget by between \$1.3M to \$2M. In addition to the OFM mandate, the State Board has identified the following allocations to be at risk: Workforce Education Investment Act, COLA, 10% to 15% state allocation reduction. Dr. Carthum asked what our current enrollment is and what is projected for Fall Quarter. Mr. Boakye responded Spring enrollment is 1065 and Fall is predicted to be 1171. Dr. Carthum stated that if our state allocation goes down, tuition and fees will follow. He asked what happens if you cut positions and programs. Dr. Minkler responded that enrollment will go down.

Mr. Boakye reviewed the following budget information that was included in backup materials received prior to the Board meeting:

Strategic Planning

GHC Mission, Vision, Strategic Priorities

GHC FY 20 Goals and Accomplishments

Organizational Charts

Operation Budget

2020-21 Revenue Estimates

2020-21 Expenditure Estimates

Organizational Detail Budgets

Budget Scenario

Detail Line Item Budget

Auxiliary Services

Grants

FY 2020-21 Student Activities Funds

FY 2020-21 Tuition and Fee Schedules

Tuition Schedules, Upper and Lower Division

Fee, Fine and Waivers Schedule

FY 2020-21 Salary Schedules

Professional Salaries 175

Professional Salaries 215

Salary for Ancillary and Other Duties

Exempt Salary Schedule

Non-Permanent Hourly Salary Schedule (1050 employees)

Ms. Aveledo said she believes there is a point where cuts impact services. It would be helpful for the Board to know if we dip into reserves it is with a commitment to services we are providing. She added that it is important to have that clarity.

Dr. Carthum said this is a lot of information to digest and suggested meeting more often and scheduling a work session prior to the regularly scheduled June Board meeting. Mr. Blauvelt and Dr. Akerlund agreed with Dr. Carthum regarding a need for a work session pertaining to the budget prior to the Board meeting. Dr. Akerlund said she thinks it is best to make cuts early in the process.

Ms. Portmann asked what the reserve balance is? Mr. Boakye responded \$1.8M.

Mr. Blauvelt asked Ms. Zelasko to poll Board members regarding their availability to meet the first week in June. The subject of the meeting is budget update. Ms. Aveledo said prior to the work session she would like to receive a one page brief with bullet points outlining budget updates. Ms. Blauvelt reminded Board members to not use the reply all e-mail option.

2. First Reading FY 2021 ASB Budget

ASB President Mr. Taylor Miller presented a first reading of the 2020-2021 student government budget. He stated that due to unknown implications of COVID-19 affecting enrollment the Student Budget Committee set some precautions including delaying hiring one of the positions under Student Life Operations. The Committee also is considering pulling funds out of their reserve account if needed. Mr. Taylor's presentation included the proposed budget for 2020-2021 and the technology fee proposed budget for 2020-2021.

3. Enrollment Report

Dr. Alt reported the following:

GHC ranks 17<sup>th</sup> out of 30 for state funded FTE.

Student Services personnel reached out to 260 students who were scheduled to be dropped for non-payment. After informing them of emergency funding and payment plans available to them only thirty students were dropped.

Outreach materials in both English and Spanish were included in backup materials received prior to the meeting.

Mr. Edwards provided a detailed explanation of how Fall projections were arrived at and how they differed from the prior year's numbers. He reviewed the following enrollment information: As of 5/5/2020, Fall enrollment projections were:

Fall 2020 Enrollment projections

State FTE for Fall projected to be approximately 1171

Total FTE for Fall projected to be approximately 1720

Fall Quarter FTE trends from Fall 2015 to Fall 2020

Estimated percent FTE change from Fall 2019 to Fall 2020

Mr. Edwards reported estimates are based heavily on historical trends and include:

Stafford Creek FTE returns to normal for Fall Quarter

State FTE assumes a significant portion of our athletic population will continue to be enrolled at GHC, even if classes are offered remotely.

Mr. Edwards asked that the FTE estimates be viewed as a potential high end of an FTE range, adding that he tried to be conservative but may not have been conservative enough. FTE will be monitored and projections will be updated as new data is received.

4. Instruction Report

Ms. Brener's report was included in backup materials received prior to the meeting. Her report included an instruction update on Stafford Creek, Library and eLearning, Workforce Education, Transfer education and Transitions.

It was noted that Running State enrollment is up. Dr. Minkler credited Ms. Lori Christmas, Running Start Coordinator, with the success of the program.

Ms. Aveledo said she works with youth and has heard that some parents are considering having the children stay home instead of going away to college due to COVID-19 uncertainties. She asked if those youth could be a potential target audience for a pitch to attend GHC. Mr. Glass responded the college is launching a marketing campaign this week that will include encouraging students who are questioning whether or not to attend a four-year college to attend GHC.

Ms. Portmann said the University of Washington is offering classes on their campus this Fall and asked what direction GHC is taking regarding whether or not to offer face-to-face offerings in the Fall. Dr. Minkler responded we are planning to follow the University of Washington's lead but also offer more classes remotely than face-to-face.

## VI. Standing Reports

### 1) Student Government Report

Mr. Taylor reported the following student highlights:

Student and Activities Fee Budget

Weekly Trivia

Denim Day

Charlie Choker Costume Contest

Weekly Scavenger Hunt

Coloring Book Social

Weekly Craft Wednesdays

Recipe of the Week

Change to Student Bylaws

Student Life Hiring Student Leaders for 2020-2021 Academic School Year

### 2) Classified Staff Report

Mr. Karnath reported everyone in Student Services, Bookstore, Maintenance and Custodial and Financial Aid are doing everything they can to help students. He noted that custodians and maintenance personnel have been working through the mandated campus closure. The grounds crew returned to campus this week. Classified staff are concerned about budget cuts that would affect staff.

### 3) Faculty Report

Mr. Winsor reported faculty are doing their best to offer quality instruction. He thanked eLearning Coordinator Mr. Jeremy Winn and Student Services personnel for their assistance. He said faculty are very concerned about proposed budget cuts. He added that the only way the college generates revenue is through enrollment and he encourages administration to not cut instruction. Mr. Winsor noted a lack of communication between faculty and administration, i.e. faculty made several suggestions how administration staff could be condensed to be more effective and those suggestions were not considered.

### 4) President's Report

Dr. Minkler's report was included in backup materials received prior to the meeting.

Highlights included:

WACTC Update – Every Monday, Wednesday and Friday the president participates in a conference call with other community and technical college presidents and State Board staff. Dr. Minkler serves on a virtual task force for the State Board that compares how small, medium and large colleges are responding to the COVID-19 crisis and share information regarding how they are addressing OFM's 15% budget reduction exercise.

Dr. Minkler reported he serves on the executive Board of NWAC. They are in the process of deciding whether or not the colleges in the system will offer Fall sports. Athletics is critical to colleges because they bring in substantial revenue.

Dr. Minkler recognized two students who recently received awards, Joan Chapin who was selected by Governor Inslee for the Governor's Civic Leadership Award, and GHC Golfer, Travis Bassio who was selected as the District 9 men's scholar-athlete of the year.

Mr. Blauvelt asked how decisions the local schools districts are making regarding opening in the Fall could affect the college. Dr. Minkler responded that when local school districts open it will have a big impact on the college. It affects not only our staff who have K-12 children but our students with children as well.

A document outlining how each area of the college responded to the COVID-19 Virus was reviewed.

5) Board Report

Ms. Aveledo asked how CARES funding supports students. Dr. Alt responded that in order to fund a student their request needs to be related to the closure of the campus because of COVID-19. If they lose their job in the community they would not qualify for assistance because their loss is not related to the campus being closed. Some colleges have found a way to assist all Pell students. Students are being encouraged to apply for assistance.

Ms. Aveledo asked if undocumented students are eligible for CARES funds. Dr. Alt responded they are not eligible for CARES funding but are eligible for other emergency assistance.

Mr. Blauvelt congratulated Ms. Zelasko for being selected as the professional staff member of the year by the state-wide organization of community and technical college trustees. She will be recognized at a state-wide event in Seattle in November.

Mr. Blauvelt thanked faculty and staff who joined today's meeting. He said the Board is doing all they can to help students, faculty and staff during these difficult times.

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

None

X. Adjournment

The meeting was adjourned at 4:00 p.m.

---

Dr. James Minkler, Secretary

---

Ms. Denise Portmann, Chair

Faculty Report for the Board

Presented May 19, 2020

**Presented by Shiloh Winsor, GHCFT President**

The faculty are currently working to do our best to provide the best educational offerings we can given the circumstances. I have heard from numerous faculty that they are getting help from Jeremy in e-Learning, help from IT, and help from their colleagues.

As you can see from the enrollment numbers, the college has a drop in enrollment this quarter that tracks with our enrollment drop last quarter (along with the continued growth from running start), meaning that we have not seen any significant loss of students due to the current crisis. Faculty want to commend the incredibly hard work that staff in student services have put in to maintain enrollment stability during this crisis.

For fall, the division chairs have developed a plan to encourage faculty who can teach online (or whose discipline lends itself better to online) to choose an online or virtual modality. Because there are some disciplines that suffer more by being online, the hope is that if conditions allow, moving online those sections that can be moved online will allow a more open campus for social distancing while keeping some on-campus offerings a possibility. While there is uncertainty regarding our ability to have in-person class sections in the fall, we are planning for that possibility and planning to give that possibility to the courses that would have the most difficulty being offered online.

There is concern in the faculty over the new cuts that may be necessitated by a loss of state funding. The college has reduced course sections greatly over the past year. We are concerned that while all of us say that instruction is the primary mission of the college, there may be difficulty in truly understanding that it is also the only way that the college generates revenue.

Faculty understand and are supportive of the need to be efficient, particularly in these difficult budget times. We also understand that it would be difficult to re-fill in the short term the many full-time faculty vacancies, but we are concerned that as the college continues to need cuts, there may be a desire on the part of administration to continue to cut instructional offerings. Since these offerings are precisely how the college generates revenue, to do so will mean difficulties for students to get the instruction they need and because those cuts will reduce the generated revenue from those classes, further cuts in instruction will necessitate deeper additional cuts elsewhere.

As a way of understanding the college's diminishment of instruction, it may be helpful to look at the percentage of the college's total budget that comprises instruction. In the three years prior to the current president's administration, instruction accounted for more than 43.5% of the college's budget. In the current year, instruction accounts for 41.2% and in the proposed budget, it accounts for 37.2%.

The budget you are being presented is almost certainly not the budget the college will be forced to adhere to since there will almost certainly be some additional reductions that will be needed. To that end, the state has put a freeze on new hires. Faculty chairs believe that given the need to reduce costs, and since we understand why the college cannot currently fill the full-time vacancies in math, biology, English, ESL, criminal justice, foreign languages, and counseling, it would be prudent to not go forward with the hiring of the Vice President of Instruction. A plan has been presented to the president that would allow for continuity of instruction by slightly elevating the responsibilities of the dean of workforce education and the associate dean of transitions (if they are willing). The primary downside would be that as the smallest or nearly smallest community college in the system, our administrative structure would no longer look like

that of the much larger colleges on the I-5 corridor; however, this could save the college significantly in the short term while adding trusted and knowledgeable voices into the decision-making process.

It is this decision-making process that faculty are most concerned with. The current administration operates in a very insular way. The president appears to make decisions somewhere between primarily and solely based on the counsel of his vice presidents, and this means that when the president makes decisions affecting instruction, his primary feedback comes from the current interim vice president of instruction.

While we understand that in a much larger institution, this type of feedback loop may be common, it is problematic at our college for a number of reasons. For those decisions to be well-informed, it must be true that there are both clear lines of communication and trust at all levels of the organization, and that the interpretation of that information is understood through historical context. This is not true of our institution.

The faculty continue to work to preserve this college and to preserve its focus on our core mission of instructing students. We stand ready to help to provide feedback and institutional knowledge, and we will attempt to stand in the way of poorly understood diminishment of instructional offerings at the college.



## **Comments from Brenda Rolfe-Maloney M.S. Division Chair Social Science and Union Vice President**

The current way the college handles hiring, has caused frustrations with faculty regarding the budget crisis over the past few years and we feel that we have been putting in the effort to help the President make good hiring decisions and he has chosen to ignore our input. Faculty forums were held for the Transfer Dean Last year and the Vice President for Instruction this year.

Last year when faculty expressed that we did not need a Transfer Dean the President stated that the person would act as a buffer between Faculty and the current VPI, because of the difficulties with the VPI last year. After the faculty forums the position was filled with the candidate that most faculty felt was the last choice. After the Transfer Dean was hired the VPI was let go a month later. The transfer Dean did her best to continue despite being new to the college. After the VPI was let go, Diane Smith, the Associate Dean for Transition Programs, offered to act as an interim VPI while continuing with her current duties. The President declined her offer, instead hiring the current interim VPI, costing the college more money during our budget crisis. He then decided to cut Diane Smith's position during last year's Rif's instead of letting the new Transfer Dean go. When we returned in the Fall we were notified that the Transfer Dean was out on medical leave and when her leave ended she left the college. Diane Smith was retained in her current position.

After the vacancy in the Transfer Dean position the faculty again expressed that we did not feel that the college should spend the money to hire a replacement. A plan was presented to the President during an instructional council meeting that would utilize the Dean of Workforce Education and the Associate Dean for Transition to distribute the work of a VPI to save the college money. This idea was dismissed.

This year, in the hunt for a permanent VPI, the faculty wanted to insure that they would be heard and again attended five forums to listen to the candidates. The faculty felt that Dr. Lucas Rucks was the strongest candidate. He has also been a trusted administrator during a time where trust at the college is the lowest it has been in the past several years. The administration is aware of this discontent enough so that they scheduled a morning session on all college day to address some of these concerns. Despite the overwhelming faculty support for Dr. Rucks the president again decided to go in another direction hiring someone that may be qualified but does not know the troubles the college has been through. Dr. Rucks had stated during the forum that he was aware that he would have to do both jobs until his replacement could have been found. This too would have saved the college money.

When Division Chairs were told by the President that we would be looking at another substantial budget cut we thought it may be time to reevaluate the option that he dismissed earlier. Shiloh Winsor, Union President, presented this to the President again and he dismissed the option again. Faculty feel as though the president does not value their input in the hiring process.

Since the college is experiencing additional budget cuts, the President, made the decision to not hire additional faculty that have retired or voluntarily left the college. This included the Criminal Justice position from my division. The committee had already spent hours reviewing the applications, interviewed the three candidates, and forwarded the possible candidates for consideration to the president. When the decision was made, I was not consulted about the effects this would have on the Criminal Justice Program. We have been attempting to run the program this year with adjuncts, but students have delayed their Internships because of concerns

about having a CJ advisor that understands what is needed to work in the field when they graduate. Without a fulltime CJ instructor, the program cannot run effectively. Faculty feel that these decisions are not in the best interest of our students and the community at this time. I am happy to answer any additional questions.

May 19, 2020

GHC Board of Trustees:

As Union President during 2016-2017 Academic Year and my experience as Science Division Chair off and on since around 2013 until the present, I would like to comment on some of my experiences with the current President of GHC. Faculty were most affected by replacement of Laurie Clary as VPI. When the search for replacement (2016-2017) yielded a low number of qualified candidates, faculty expressed their concerns to me as Union President that they thought the search was failed and should be recast. Faculty were not in favor of moving forward. I expressed this concern at President's Cabinet and the Board of Trustees Meeting either in March or April of 2017. The President assured me that if there were not viable candidates, he would of course call it a failed search and reopen the position announcement. Yet faculty concerns were not considered. This led to the hiring of Dr. Emily Lardner. While Dr. Lardner had many seemingly welcoming personal qualities, in reality she was very adversarial with faculty. This behavior was evident within the first few weeks of the Fall 2017 Quarter. Dr. Minkler was also aware early in Fall Quarter 2017 of the adversarial interactions between Dr. Emily Lardner and faculty. Grievances were filed. Complaints were recorded. Her behavior toward faculty lead to a hostile work environment. Faculty were talked down to, belittled, targeted and persecuted. Her ability to clearly lead us through outcomes assessment and the accreditation process was lacking. She refused to listen to faculty input, recognize our past work in outcomes assessment, or even recognize us as a group of qualified instructors who care deeply about our students. Dr. Minkler was well aware of these problems in the first quarter of her hire, and yet did very little to improve the situation until her removal almost 2 years later. As far as the hiring of the next VPI, the same pattern has been followed. Faculty expressed a strong preference for a candidate, Dr. Lucas Rucks, who is well respected and trusted by faculty, in particular the Work Force Faculty that he supervises as the current Dean of Work Force at GHC. Again, faculty input was not listened to.

Sincerely,

Julie S. Nelson  
Science Department Chair  
Chemistry Faculty  
Grays Harbor College