

SPECIAL MEETING
GRAYS HARBOR COLLEGE BOARD OF TRUSTEES RETREAT

August 5, 2020 – 9:00 a.m. – 3:30 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, Dr. Ed Brewster,
Mr. Andrew Glass, Ms. Linda Sullivan-Colglazier, Ms. Sandy Zelasko

Dr. Carthum announced that the morning portion of the meeting will include Board members and E-Team members. The afternoon session will be with the Board and the President only and Ms. Zelasko taking minutes.

Morning Session

I. Call to Order/Roll Call

Roll was called and all members were present.

II. Action Items

1. Signature Authority for the Grays Harbor College Choker Club Trustee Fund

It was moved and seconded to authorize GHC President, Dr. Ed Brewster to be the signer of the GHC Choker Club Trustee Fund. Motion carried.

III. Information

1. Introductions

Dr. Carthum asked each Board member and e-team member to introduce themselves and provide a brief biography.

2. Update on the 2019-2026 Strategic Plan

E-Team presented an update on the 2019-2026 Strategic Plan. Ms. Anderson led the discussion by emphasizing that the overarching philosophy of the plan is alignment. The Strategic Planning Committee is striving to build a plan that is meaningful, simple and engaging by aligning the plan with the work of the college. Many efforts including open forums, surveys, etc. were conducted with faculty, staff, exempt, and students to review and identify the mission, vision and strategic priorities that the Board of Trustees adopted in November of 2019. Since that time, Strategic Priority Teams have been working on defining the priorities through objectives and indicators and developing plans to assess their results. Strategic Priority leads shared highlights from the College Scorecard, which is the assessment tool that will be used to measure mission-fulfillment. Mr. Jones noted that the plan is still a work in progress. Ms. Aveledo said that she thought that there could be some unconscious bias in indicator 3.1 that could make it difficult to measure. Starting in the fall, Strategic Action Plans will be developed to begin the work needed to ensure progress on the Strategic Priorities.

3. Topics of Importance for the Board of Trustees

E-team members were asked to inform the Board members of topics of importance to them. Dr. Brewster said the top three issues facing the college are: College opening for Fall Quarter and beyond, budget, and employee morale. E-team members added the following:

- Strategic Plan and Accreditation
- Development of the class schedule and class modality
- Employee and student access to the campus
- Management of the budget approved by the Board and looming threats of budget cuts from the State.
- Morale
- Keeping employees productive while working remotely.
- Recruitment

Comments from the Board included the following:

Ms. Aveledo stated that it might be worth reflecting at some point positive changes that may be brought about by this new dynamic that has emerged as a result of COVID.

Mr. Blauvelt asked which services are open. Dr. Alt responded students can access a virtual lobby which allows them to speak to an employee.

Mr. Blauvelt said if most employees are working remotely how many offices and buildings are needed? Dr. Brewster said at this time most offerings are offered remotely. Faculty have expressed appreciation that the decision has been made to teach primarily remotely Fall Quarter. Ms. Portmann reported she saw good online instruction Spring Quarter and also some very poor teaching. How do we hold ourselves accountable to the students to know they are academically progressing? She said accountability has to be important.

Mr. Glass said he thinks we will see mixed modality classrooms allowing students to attend face to face or by zoom.

Mr. Blauvelt asked about morale on campus, noting that at the last several Board meetings there were presentations from faculty about the relationship between administration and faculty. Mr. Jones said relationships between administration and faculty and classified staff are improving. Dr. Brewster added that addressing the morale issue is a priority with him.

Responding to a question about the budget Mr. Boakye responded the following:

- Fall FTE is currently trending lower than projected for the FY21 budget. Should the trend continue, budgeted local revenue is expected to be less than anticipated.
- The college has been informed by the OFM to plan for an expected mandate to state agencies to cut their budgets by 15%.
- To continue with accurate financial reporting, there is a need for at least one employee with either an accounting or finance degree to support the controller in the college's Business Office.
- There could be inflationary cost escalation due to funding delay for the new Student Union Building. It was scheduled to be in construction phase in 2020. The longer funding for the project delays, the more costs will be incurred due to inflation.

Dr. Carthum said we need to have further discussion regarding the need for facilities.

- Ms. Aveledo asked about serving the Latino community. She stressed the importance of having materials in Spanish that Latino parents relate to, i.e., how to complete your FAFSA, information about Running Start. She said it is important to build personal trust relations with the Latino community.

Athletics

Dr. Alt reported the only sport offered Fall Quarter will be golf. Dr. Carthum asked if the lack of sports has affected enrollment. Dr. Alt responded "yes."

Afternoon Session

4. Board Culture

Dr. Akerlund asked for a brief conversation about how Board members view the Board focusing on how they communicate and interact with each other. Ms. Portmann had forwarded material to the Board prior to this meeting that focused on the role of the Board. Conversation included the following:

Ms. Portmann - The college is facing many complex challenges and stressed the importance of supporting the president.

Dr. Carthum - It is important the Board has diverse views but stressed the importance of the Board speaking with one voice.

Mr. Blauvelt - The primary role of the Board is to hire and fire the President and to set policy.

Ms. Aveledo – I appreciate opportunities for the Board of the organization I work in to let me know if there is misalignment. It is important to create an inclusive environment.

Ms. Aveledo – It is important to support the President.

Ms. Portmann – It is important for employees to have an opportunity to speak at Board meetings but it is important to be very clear what issues need further discussion with the president and when it is not appropriate for Board members to interfere.

Mr. Blauvelt – It is important to be able to talk amongst ourselves but still obey the open public meetings act.

Ms. Aveledo – It is important to conduct performance evaluations for the President on a regular basis.

Dr. Brewster said he is a proponent of the policy governance model. The Board is in charge of policy but hires the President to lead the operation of the college. The Board is responsible for the “when and why” and the President is responsible for the “how.”

Dr. Akerlund asked about the role of the Board Chair. When can Board members contact the president directly and when should issues be brought forth by the Chair? Ms. Sullivan-Colglazier said as a Board you can decide what role you want to Chair to have. She said it is important that all Board members have the same information and have a process for disbursing that information. Ms. Portmann asked Dr. Brewster what he prefers. He responded it depends on the situation. If an issue is in the policy area it should be funneled through the Board Chair and put on the agenda for discussion at a future Board meeting. He said he is completely open to talking to any Board member individually. Dr. Carthum said in public the Chair is the spokesman for the Board.

5. Equity

Ms. Aveledo and Dr. Akerlund led a discussion about how to move the college forward in regards to equity issues. She said one of the strongest things Board members can do is to create space for equity conversations to happen, i.e., how do we make minority students and students with a background of poverty feel like they belong. Dr. Akerlund said she was pleased to see equity addressed in the Strategic Plan. There was discussion regarding how the college becomes more welcoming to minority students. Mr. Blauvelt asked Ms. Aveledo to draft a resolution of action regarding equity.

6. Envisioning the Future of GHC

Board members agreed it is difficult to envision the future of the college because we are in a unique position being forced by events, i.e., budgetary and the COVID virus. It was agreed it is

important to have a higher presence in the community. Ms. Aveledo stated it may be difficult for older generations to envision the future of the college and suggested inviting student government members to a Board meeting to make a presentation how they envision the future of the college. Mr. Blauvelt supported the suggestion and proposed it be an agenda item at a future Board meeting.

Dr. Brewster stated one area that has had little progress is Strategic Priority #5 – Establish positive, meaningful connections and partnerships with our communities. The Board represents the community and Dr. Brewster suggested objectives be set from their perspective. Dr. Carthum said the goal is to connect with the community not just the Chamber of Commerce and professional community members.

7. Board Goals

Dr. Carthum suggesting setting three to five goals and said they should be simply stated and easily measured. Suggestions included:

Increase enrollment and sustain the increase.

Individual goals, i.e., involvement in ACT.

Be an ambassador of the college in the community and developing a metric around that.

Be visible at campus events.

Put the college on a course of success for the future.

Be a college that attracts students.

Get financial stability.

Continue efforts with local tribes regarding building a Long House on campus.

Dr. Brewster asked “what is the vision the Board wants to create?” He suggested creating goals that can be accomplished. Dr. Carthum said the college has a vision and mission. We need to be more specific of that vision. He asked that over the next ten days each Board member forward three to five ideas for Board goals to him, Dr. Brewster or Ms. Zelasko. He will compile them. Dr. Brewster said an immediate goal for him is to survive the challenges and sustain things moving forward. Dr. Carthum asked Dr. Brewster to draft three to five goals and forward to him.

8. Final Thoughts

It was agreed to table a discussion regarding the President’s goals and priorities.

Adjournment

The meeting was adjourned at 3:37 p.m.

Dr. Ed Brewster, Secretary

Chair, Dr. Harry Carthum

