

SPECIAL MEETING
GRAYS HARBOR COLLEGE BOARD OF TRUSTEES RETREAT
February 16, 2021 – 9:00 a.m. – Noon
Zoom Meeting

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

Members Absent: None

Others Participating in the Meeting:

Ms. Kristy Anderson, Mr. Kwabena Boakye, Dr. Ed Brewster,
Mr. Andrew Glass, Mr. Darin Jones, Ms. Nicole Lacroix,
Ms. Linda Sullivan-Colglazier, Dr. Arlene Torgerson, Ms. Sandy Zelasko

Dr. Carthum welcomed Board members and guests to the meeting.

1. “Big Dang Deals”

Dr. Carthum asked each e-team member to report to the Board what issues they are dealing with.

Ms. Lacroix

Getting acquainted with faculty, job duties and Guided Pathways.

Assessment of student learning. There will be a pre-pilot program spring quarter that measures course programming and institutional assessment and a pilot program in the Fall.

Tenure process.

Faculty observations.

On-going discussions with math and English departments about how to deliver developmental math and English.

Mr. Boakye

Campus Operations is working hard to keep the campus sanitized.

Business Office is involved in three audits. The accountability audit was just completed and there were no findings.

Budget planning process is on-going.

Personnel challenges in the Business Office due to being short-handed.

Dr. Torgerson

Meeting with Student Services staff to learn their concerns.

Dealing with low morale in Student Services.

Guided Pathways

ctcLink

Co-chairing VP for Student Services search process.

Athletics

Student mental health concerns.

Need for more counselors.

Mr. Jones

Leadership succession planning for the VP for Student Services and the President.
Employee morale.
Potential cuts from the Legislature.
ctcLink

Ms. Anderson

All-College-Day planning
Budget cuts
Mid-cycle accreditation report.
Assisting with marketing and communication.
Assisting with grants

Mr. Glass

Cyber security
ctcLink
Marketing
Student government budget meetings

Board members expressed appreciation to e-team members for their leadership handling the impact of the COVID virus on the college community.

2. Presidential Search Process

Dr. Brewster introduced guests Ms. Kim Garza, Chief of HR at Big Bend Community College, And Mr. Jon Lane and Mr. Steven McFadden, Big Bend trustees who conducted two in house presidential searches for their college. Dr. Carthum said the Board wants to begin the presidential search process and asked the representatives from Big Bend for guidance. Comments included:

Search Process

HR is an important part of the process.

The process was shared between the Board and HR. It would not have worked well if the process was driven by only HR or the Board.

Whatever process you choose all trustees need to be in agreement with the process or be clear about their concerns.

It is much cheaper to conduct the search in-house rather than hiring a consultant. The total cost of an in-house search is about \$22,000.00.

It is very important to engage faculty and staff early on in the process.

A campus-wide survey was done asking all college employees what qualities they desired in a president.

Trustees set desired goals they wanted in a president.

Being well organized and knowing what we were looking for made it easier to find someone who matched the identified criteria.

Interview Process

Three finalists were selected and all came to campus. A committee consisting of college employees and community members screened the list down to ten candidates. A smaller committee screened the list to five candidates. Those candidates were forwarded to the Board of Trustees. Each candidate was on campus for a day. Their itinerary included a two hour tour of the community, dinner with the trustees, Foundation director, student body officers and college vice presidents, two fall-college forums, and a separate meeting with faculty.

All trustees visited the campuses of the three finalists.

It was made very clear that the Board will make the final decision.

Big Bend Board members and HR Chief encouraged GHC Board members to contact them if they can assist with the process.

3. Diversity, Equity, Inclusion Discussion

Dr. Brewster said he was asked to provide information about potential consultants for diversity, equity and inclusion to work with the Board to develop policies that pertain to diversity, equity and inclusion. Dr. Brewster provided the following names to be considered:

- Dr. David Whitfield – Intercultural Leadership Executive Coaching
- Educate to Liberate Consulting
- Jahmad Canley – Potential Unleashed Consulting
- Erin Jones LLC

Following are comments from the Board regarding desired qualifications of the consultants:

Ms. Aveledo – There are two important needs the consultant has to fulfill.

1 – A conceptual understanding of racism and how it shows up in educational institutions.

2 – Information regarding how to recognize racism in ourselves.

Mr. Blauvelt – Should the person leading the discussion know a lot about our college or is it a generic reference to educational institutions? Ms. Aveledo responded that it is important to have someone who can speak to racism in educational institutions.

Mr. Blauvelt asked Ms. Aveledo who she recommends. She responded that the Education to Liberate Consulting firm was recommended to her from a colleague who is a person of color who works in a community college.

Consultant Erin Jones has expertise in the self-reflection piece.

Mr. Blauvelt suggested holding two sessions, one on institutional racism and the second one on self-reflection. Ms. Aveledo said she thinks it will take more than two sessions and recommends making a commitment to address the subject of diversity at each Board meeting. Dr. Akerlund agreed. Dr. Akerlund attended sessions led by Dr. Whitfield that were very revealing about a person's belief system.

Dr. Brewster asked how do we move forward with this effort. He said this isn't just an issue for the Board and e-team. We need to establish policies and practices for the entire college. Dr. Carthum asked that Ms. Aveledo and Dr. Brewster meet and bring a proposal to the March Board meeting regarding how to move forward with engaging constituents in conversations about diversity, equity and inclusion.

4. Evaluation of the President

Dr. Carthum stated that since he has been on the Board the president's evaluation process has not been very formal or consistent. He suggested doing a semi-annual evaluation in February and a final evaluation in June. Dr. Akerlund said the evaluation of the president needs to help the Board clarify behavior and accomplishments the Board is looking for.

Dr. Brewster said the president needs to monitor the college's strategic plan to ensure that the priority groups are moving forward and that those groups know how critical their efforts are to the direction of the college. Accreditation evaluators are looking at our strategic plan and the progress being made.

Board chair Dr. Carthum received examples of presidential evaluation forms of other community colleges prior to the meeting. After review Dr. Carthum stated he would like the Board to develop their own form. Ms. Aveledo said that prior to developing an evaluation form it is important to review the president's job description. Mr. Blauvelt agreed.

Dr. Brewster said the evaluation needs to be measurable and something that both the president and the Board can gauge if expectations are moving forward.

Dr. Carthum said he will work with Dr. Brewster and Mr. Jones to develop a process and put together a draft evaluation form for the Board to consider.

5. Evaluation of the Board

Board evaluations from other community colleges were forwarded to the Board prior to this meeting. Dr. Carthum stated that like presidential evaluation, Board evaluations have not been consistent. Goals were set but not reviewed to determine if progress had been made. He added that it seems like the president's goals and the Board goals should intersect.

Dr. Akerlund said we need to ask if we are effective as a Board in achieving our goals. Ms. Aveledo agreed that the focus of the evaluation needs to be whether or not we are effective.

Ms. Anderson said her office can assist with data to help the Board identify their opportunities and challenges.

Mr. Sayce said it is difficult to know what being effective means. Some goals may be very ambitious and some may be easily achievable. Being effective depends on what markers you are being judged by.

Dr. Blauvelt said the Board has two roles, to hire and fire the president and to set policy.

Dr. Carthum said there is a fine line between governance and management. The Board is accountable for everything management does.

There was discussion regarding the important of Board members being active in the community representing the college.

Dr. Carthum asked that the current Board goals be reviewed prior to the March meeting.

6. Study Session Topics

Dr. Carthum asked Board members for suggestions for future topics at Board study sessions.

Ms. Aveledo - During the regular Board meeting there is not time set aside to ask questions. She suggested leaving a certain amount of time at the end of each study session to ask questions about agenda items on the regular meeting agenda. Mr. Blauvelt responded that the agenda states the regular Board meeting begins at 1:00 p.m. and questions pertaining to agenda items need to be addressed during that meeting.

Study Session topics included the following:

Mr. Sayce – Lean Training. He offered to facilitate a session on the lean process in education.

Mr. Blauvelt – Cyber Security.

Dr. Akerlund – Debriefing on how COVID affected the college.

Ms. Aveledo – GHC serves a high population of people in poverty. She suggested a session on how to move those people from “trauma brain” to “learning brain.”

Dr. Carthum – The future of higher education.

Mr. Blauvelt - Reports from college faculty.

Mr. Sayce – Economic opportunities in the future.

Dr. Brewster – Follow-up report from Mr. Matt Edwards about the graduate study.

Dr. Ed Brewster, Secretary

Chair, Dr. Harry Carthum

