

SPECIAL MEETING
GRAYS HARBOR COLLEGE BOARD OF TRUSTEES' RETREAT

August 26, 2022 – 8:30 a.m.
Trade Winds by the Bay Conference Center

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

Members Absent: None

Others who participated in the meeting:

Dr. Ed Brewster, Dr. Evi Buell, Ms. Kari Collen, Dr. Cal Erwin-Svoboda,
Mr. Darin Jones, Ms. Nicole Lacroix Dr. Martin Reimer, Ms. Sandy Zelasko

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

Roll was called and all Board members were present.

II. **Land Acknowledgement**

Mr. Sayce read the land acknowledgement statement honoring the Chehalis, Chinook, Quinault and Shoalwater Bay peoples who previously occupied the lands the college now occupies.

III. **President's Goals**

Dr. Brewster reviewed his following proposed goals for 2022/2023.

1. Continue with the implementation of the Five Priorities in the College Plan.

(#1 – Enrich student learning, #2 - Promote student, faculty and staff success, #3 – Foster a diverse, equitable, and inclusive learning environment, #4 – Ensure effective, efficient, and sustainable use of college resources, #5 –Strengthen enrollment, partnerships, and pathways to student achievement)

For the coming year there is a college plan and implementation of the plan. In order for the Board to review the progress on the priorities Dr. Brewster suggested reviewing progress on a different goal at each Board meeting. Priority #5 was revised this year to focus on enrollment and engagement with the community. A variety of outreach efforts have been implemented.

2. Effectively manage the human and fiscal resources of the college within the framework of the approved budget and plan adjustments depending on enrollment trends.

This goal is a carryover from last year. The budget continues to be a challenge. The biggest issue is that our budget is based on enrollment, and our projection shows a loss for this year. We are down further than what we projected.

3. Continue with implementation of the Guided Pathways for student success on the continuum of first contact through goal completion.

Implementation of Guided Pathways continues beginning with the first contact with prospective students through completion.

4. Develop and implement strategies to address the issues of equity, morale, motivation and productivity in the current college environment.

Equity - Each college in the system was required to submit a diversity, equity and inclusion plan to the State Board. Our plan has been submitted and will be reviewed at a future Board meeting. It has a variety of initiatives including training for faculty, staff and students.

Morale – There have been several strategies implemented to improve communication with the college community, and issues causing a decline in morale are being addressed. The transition from working remotely during the pandemic to being back on campus and the implementation of ctcLink has been stressful for many employees.

There will be more in-person classes Fall Quarter than in the past three years, which should create positive interaction between faculty, staff and students. There are plans for more food options including food trucks on campus, expanded vending machines, and more options in the Bookstore.

Ms. Aveledo said budget cuts cause dissatisfaction among employees. She noted that at several Board meetings the last few years employees complained about various issues.

5. Facilitate the construction of a new Student Services and Instruction Building and all approved minor works projects.

The new building will not open Fall, 2023 as originally scheduled due to a delay caused by a sub-contractor not fulfilling a permit requirement. The completion date is predicted to be November 8, 2023.

6. Assist the Board of Trustees in the implementation of a search process for a permanent college president.

The presidential search consultants are doing a good job in their efforts to find the best person to be the next president of GHC.

IV. Board Goals

Dr. Carthum presented the 2021 – 2022 Board goals for review.

1. Student Success

Provide leadership to support equity and educational practices that result in student success and retention.

Board members need to support efforts to increase enrollment and retention.

2. Impact of Pandemic

Receive regular reports on the College's response to the coronavirus pandemic in order to help build morale and support students, faculty, staff, and administration.

Ms. Aveledo said we are now in post COVID and this goal is not as pertinent as it was last year. She suggested changing this goal to focus on the basic needs of students including food, income, and student housing. Ms. Esty suggested adding child care to the list of student needs.

3. Fiscal Responsibility

Review, approve, and monitor the College budget to ensure effective management of fiscal resources.

4. Community/College Relations

Participate in college and community events and activities. Promote engagement and outreach to our community in order to understand and address issues and to further develop areas of mutual interest.

Dr. Carthum said the Governor expects trustees to be involved in their colleges and be visible on campus.

5. Equity

Provide leadership in removing barriers and developing opportunities for communities historically disenfranchised.

Ms. Avelado noted the college has lost staff of color. Some of the reasons could likely be the College culture and not accepting or recognizing other forms of leadership. She said we need to be aware of how we are handling relationships with communities of color. She reported an example of the college not following through on an agreement to partner with Grays Harbor RISE to produce a video. This caused disappointment in the Latinx community. She said she would like the Board to develop an equity tool to use when making decisions. Dr. Carthum suggested having the equity issue be the topic of a study session at the September or October Board meeting.

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6. Board of Trustees

- Complete the search process for a new college president who will begin on July 1, 2023.
- Provide orientation and support for new Trustee.
- Continue to foster collaborative, mutually supportive relationships among the Board, President and Administrative team.
- Monitor progress on the goals of the Strategic Plan
- Review the future facilities' needs of the College.
- Monitor progress of construction of the new Student Union Building.
- Participate in professional development through study sessions and attendance at ACT meetings and conferences.
- Evaluate progress on BOT goals on a regular basis.

Dr. Carthum asked if the Board approved continuing the goals from last year with the exception of removing Goal #2 which is no longer relevant. Ms. Avelado suggested the student success goal needs to be reframed.

V. Team Building

Dr. Akerlund led a team building exercise with Board members and e-team members participating. The questions and responses are as follows:

Activity 1: Identify causes or sources for the issues with staff morale and climate. From your perspective, what is contributing to these feelings?

Remote, Disconnect, Isolation

Change, Turnover, Historical knowledge

Capacity, Workload

Resisting the new

Layoffs three years ago

Turnover, especially leadership turnover
Return to campus

Activity 2: Brainstorm strategies, ideas, activities to improve morale and increase trust, confidence, respect, communication, and collaboration among staff, administration, and board.

Empower to change/take risks

Granular Expectations

Unify

Positivity, Optimism, Honesty

Evidence and Evaluation

Celebration that connects and honors context/difference

Evaluation as climate

Supervisor training/leadership development

Activity 3: If you could make one recommendation for growth/vision for the College for five years from now, what would it be? What is the one thing that will have the most impact in five years?

Everyone is Valued – Recognize and be recognized

Innovate with strengths to meet community needs

Success – Students, Program, College, Community

Connect, Grow, Evaluate Plan

Teaching and Learning Culture

Sustainability, Fiscal, Process, Program

Employees feel a sense of peace and acceptance

Students feel a sense of peace and belonging

VI. “Big Dang Deals: Speed Dating”

Each e-team member met briefly with individual Board members to report on the biggest challenges they are facing this year.

VII. Enrollment

The enrollment update consisted of discussing the marketing report, outreach and recruitment report, and reviewing College Priority #5’s 2022-2023 annual action plan. Highlights included:

Marketing Report

Social Media

Digital and Snapchat Campaigns

Targeted mailings to 35,775 households

Outreach and Recruitment Report

Communication campaigns

Promoting the Take a Class on Us campaign

Establishing “One Stop Admissions Day”

Implementing AI Chatbot Technology

Hired a Bilingual Admissions and Recruitment Manager

Digitizing admissions materials

Creating a communication plan

Building relationships and connections with organizations that support communities of color, low income, student with disabilities, opportunity youth and adult re-engagement.

College Priority #5 Annual Action Plan – Strengthen Enrollment, Partnerships, and Pathways to Student achievement

Strategies to address the following objectives:

#1 – GHC recruits and enrolls an appropriate number of students to support college operations.

#2 – Retention and enrollment levels support both student goals and college operations.

VIII. Good of the Order

IX. Adjournment

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

Dr. Ed Brewster, Secretary

Dr. Harry Carthum Chair