

Board of Trustees Regular Meeting

September 9, 2025 at 1:00 PM

Hybrid Meeting: tulalW Student Center Boardroom (Aberdeen Campus)

Zoom: <https://ghc.zoom.us/j/81201267659>

Join by Phone: 253-215-8782 | Meeting ID: 812 0126 7659



September 9, 2025 – Regular Meeting Agenda

The Board of Trustees of Grays Harbor College will hold a regular meeting on Tuesday, September 9, 2025, at 1:00 PM. Dr. Paula Akerlund, Board Chair, will preside.

A light lunch will be offered at 11:30 AM. A study session focusing on the Upcoming Legislative Session and State Board Priorities presented by Arlen Harris, Legislative Director at the State Board for Community and Technical Colleges, will begin at 12:00 PM.

Item	Topic	Presenter
12:00-1:00 PM	Study Session	Arlen Harris
I.	Call to Order/Roll Call	Dr. Paula Akerlund
II.	Safety Statement In the event of an emergency requiring evacuation (e.g., fire or building hazard), please exit Boardroom 3320/3322 promptly. Proceed to the first door on the opposite side of the hallway and use the stairs to reach the first floor. Once on the first floor, turn left behind the stairs to exit through the doors leading outside. Avoid the door directly in front of you, as it leads to the first-floor hallway. An Evac+Chair evacuation chair is located directly at the top of the stairs for those who may need assistance. Once outside, gather at the designated assembly point, away from the building, to ensure your safety. If you have specific safety needs or require accommodations, please let Dr. Schiffner know.	Dr. Paula Akerlund
III.	Pledge of Allegiance	Dr. Paula Akerlund
IV.	Land Acknowledgement Grays Harbor College is located on the ancestral lands of the Chehalis, Chinook, Quinault and Shoalwater Bay Peoples. With this awareness, we honor the ancestors and pay respect to elders past and present of these nations and all Native Peoples of this land who occupy these lands since time immemorial. The College expresses its deepest respect for and gratitude towards these original and current caretakers of the region and to our native students, staff, and faculty, past and present, as well as support and respect their presence and valuable contributions into the future. As an academic community, we acknowledge our responsibility to establish and maintain relationships with these nations and Native peoples, in support of their sovereignty and the inclusion of their voices in the teaching and learning process.	Jim Sayce
V.	Agenda Adoption	Dr. Paula Akerlund
VI.	Public Comments Please sign in and limit comments to three minutes.	

Regular Meeting Agenda

Grays Harbor College Board of Trustees

September 9, 2025

**GRAYS HARBOR COLLEGE**

VII.	Celebrations 1. Region A Classified Employee of the Year, Melissa Lenz	Derek Edens
VIII.	New Employee Introductions	Erin Tofte
IX.	Action Items 1. Approval of the August 12, 2025 Minutes	Dr. Paula Akerlund
X.	Standing Reports 1. Student Government Report 2. Classified Staff Report 3. Represented Exempt Staff Report 4. Faculty Report (no report—Summer intersession) 5. Administrative Services Report a. FY25 Annual Budget Report 6. Human Resources Report 7. Instruction and Student Services Report a. Enrollment 8. President's Report a. Accreditation b. Phone System Update 9. Board Report a. Foundation Meeting Report b. Board Art Committee Report c. Legislative Committee Report d. Fiscal Liaison Report e. Items of Interest ▪ Review proposed Board of Trustee meetings and study sessions for 2025-26	Isaac Humiston Jared Stratton Shelly Hoffman Shiloh Winsor & Tom Kuester Jason Gordon Erin Tofte Holly Bringman Dr. Carli Schiffner Kristy Anderson Derek Edens Astrid Aveledo Dr. Paula Akerlund & Astrid Aveledo Jim Sayce Aliza Esty Dr. Paula Akerlund
XI.	Non-Public Session Non-Public Session covered by the Open Public Meetings ACT per RCW 42.30.140	
XII.	Action Items as a Result of the Non-Public Session	
XIII.	Executive Session Under RCW 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.	
XIV.	Action Items as a Result of the Executive Session	
XV.	Good of the Order	
XVI.	Adjournment	



Grays Harbor College provides meaningful and engaging learning opportunities and support services to enhance the knowledge, skills, and abilities of our students and support the cultural and economic needs of our community.

Grays Harbor College Board of Trustees Regular Meeting

Board Meeting: The Board meeting was convened on August 12, 2025, at 1:10 PM.

Members Present: Dr. Paula Akerlund, Jim Sayce, Aliza Esty, Dr. Harry Carthum

Others Present: Holly Bringman, Dr. Aaron Coby, Ja'Shona Cooks, Derek Edens, Penny James, Floyd Plemmons, Dr. Carli Schiffner, Lizbeth Sanchez, Matt Edwards, Shelly Hoffman, Dr. Evelyn Lanka, Lori Christmas, Cassandra Smith, Ariel Finrock, Julie Randall, Dr. Ian Dorsch, Dr. Bill Dyer, Brad Duffy, Michelle Roos, Jason Gordon, Brian Mahoney, Natalie Tillery, Virgil Mathews, Camryn Scheuber, Jessica Madison, Annethe Orona

Others Present on Zoom: Jeremy Winn, Sydny Yager, Holly Duffy, Erin Tofte, Justin Kjolseth, Sarah Dalrymple, Lisa Smith, Emma Benson, Cathy LeCompte, Gordon Williams, Elisa Harvey, Karyn Olson, Annalee Atwell-Tobar, Ryan Colburn, Crystal Bagby, Ashley Bowie-Gallegos, Jordan Wolfe

A study session focusing on a Strategic Enrollment Update was presented by Dr. Carli Schiffner at 12:00 PM.

I. Call to Order and Roll Call

Chair Dr. Paula Akerlund called the meeting to order at 1:10 PM. Roll call was taken by Ja'Shona Cooks.

II. Safety statement

Chair Dr. Paula Akerlund called attention to the safety statement.

III. Pledge of Allegiance

Chair Dr. Paula Akerlund led the attendees in the Pledge of Allegiance.

IV. Land Acknowledgment

Jim Sayce read the Land Acknowledgment. Chair Dr. Paula Akerlund thanked him for doing so.

V. Agenda Adoption

Chair Dr. Paula Akerlund called for a motion to adopt the agenda. Jim Sayce moved to approve the agenda, and Aliza Esty seconded the motion. The motion carried.

VI. Public Comments

No public comments.

VII. Celebration

Dr. Carli Schiffner celebrated the success of the summer production, *Shrek: The Musical*, noting that it was well attended and filled to capacity each night. She expressed appreciation to everyone involved and invited Brad Duffy, Dr. Bill Dyer, Dr. Ian Dorsch, and Ryan Colburn to share more.

Brad Duffy shared that he greatly enjoyed directing the production, which included strong participation from local youth. Of the 37 cast members, approximately 20 were high school students from Hoquiam and Aberdeen. Dr. Bill Dyer extended thanks to the Board of Trustees, Dr. Schiffner, the Foundation, and the College for their support. Dr. Ian Dorsch, vocal director, reported that both community and campus enthusiasm were high, with 96 individuals auditioning for the production. He stated that the team was exceptional and expressed gratitude for the College's support. Director Ryan Colburn, who joined via Zoom, also extended his thanks.

Dr. Harry Carthum remarked that this was one of the best performances he had seen, praising both the music and choreography. Additional acknowledgments were extended to cast and crew members, including Art Oestreich for production support, Lori Oestreich as lead choreographer, Cara Beth Stevenson for set design and painting, Monika Kuhnau as stage manager, and Jonni Dawson and Student Life for program and box office support.

VIII & IX. Action Items & Standing Reports

Action Items

1. Approval of July 8, 2025 Minutes
 - a. Chair Dr. Paula Akerlund called for a motion to approve the July 8, 2025 meeting minutes. Jim Sayce moved to approve the minutes, and Dr. Harry Carthum seconded the motion. The motion carried.
2. Approval of the July 14, 2025 Special Meeting Minutes
 - a. Chair Dr. Paula Akerlund called for a motion to approve the July 14, 2025 meeting minutes. Jim Sayce moved to approve the minutes, and Aliza Esty seconded the motion. The motion carried.
3. Second Reading of Operational Policies:
 - a. Second Reading of Operational Policy 316 – Advanced Placement International Baccalaureate Policy
 - Dr. Aaron Coby confirmed that the language in the policy reflects the terminology used by the State Board.
 - b. Second Reading of Operational Policy 317 – Transfer Rights and Responsibilities
 - There were no comments or updates.
 - c. Second Reading of Operational Policy 407 – Student Rights and Responsibilities
 - The policy was updated to correct typographical errors and clarification of references to the relevant Vice President.
 - d. Second Reading of Operational Policy 412 – Hazing
 - The policy was updated to correct typographical errors clarification of references to the relevant Vice President.
 - In regard to how the policy is disseminated, it was confirmed that it is shared with students through the student handbook and during New Student Orientation.
 - e. Chair Dr. Paula Akerlund called for a motion to adopt Operational Policies 316, 317, 407, and 412. Jim Sayce moved to adopt the policies, and Aliza Esty seconded the motion. The motion carried.

Standing Reports

1. Student Government Report (Isaac Humiston)

There is no report due to the summer intermission.

2. Classified Staff Report (Jared Stratton)

There were no updates beyond the written report. It was noted that Melissa Lenz will be celebrated at the September Board meeting, as she has been selected as the Region A Classified Employee of the Year by the Staff Training for Technical and Community Colleges (STTACC) Board.

3. Represented Exempt Staff Report (Shelly Hoffman)

There were no updates beyond the written report.

4. Faculty report (Shiloh Winsor & Tom Kuester)

There is no report due to the summer intermission.

5. Administrative Services Report (Jason Gordon)

Jason Gordon reported that Administrative Services is in the process of wrapping up the fiscal year-end close. He noted that the final budget figures are close to being finalized and that a comprehensive year-end report will be presented to the Board in September. He also shared that the College recently welcomed a new bookstore manager, Michelle Roos, who has been with the College for 35 years and is excited to step into this leadership role.

He further reported that the financial audit is underway, with an expected completion date of September 12. A facility condition survey was completed in July, reviewing every building on campus, with initial results identifying priorities for the 2027–2029 Biennium. Gordon added that further updates will be provided at the next meeting, including a review of cash reserves and a two-year comparison of bookstore operations.

6. Human Resources Report (Erin Tofte)

Erin Tofte began with new employee introductions. Virgil Matthews, Head Men's Basketball Coach, started in June. He previously played in Washington's community college system at Centralia College and spent the last 15 years in Germany. Jessica Madison, Head Softball Coach, is a graduate of Hoquiam High School and played softball in college. She currently works as a school counselor in Aberdeen and continues to play softball competitively. Natalie Tillery, Support Specialist at Stafford Creek, is a Grays Harbor College alumna and is originally from Toppenish, Washington. She earned her master's degree last year, previously worked in K–12 education for 13 years, and has been a part of the Grays Harbor community for 18 years. She will assist students with Second Chance Pell eligibility at Stafford Creek and shared that she loves learning.

Tofte noted that additional new employees will be introduced at the September meeting. These include Amber Bratten, Medical Assistant Faculty; Justin Parish, Head Baseball Coach; Angel Galeana, Library and Archives Paraprofessional 1; and Lori Valentine, Office Assistant 3 at Stafford Creek.

Tofte also highlighted several position changes and updates. Roxa Banks, Program Coordinator for the Office of Instruction, is now serving in a permanent capacity. Michelle Roos is now the Bookstore Supervisor and shared that she began her career at the College as a work-study student in the Business Office, later worked as a cashier for 23 years, and then served in TRIO for 12 years before stepping into her new role. Shelly Hoffman is now a Recruitment Facilitator. She shared that she is a Grays Harbor College alumna and former TRIO participant, and noted that she is eager to take on her new role.

Tofte added that an offer has been made for the Associate Dean of Instruction at Stafford Creek. Interviews are underway for the position of Associate Dean of Financial Aid and Workforce Funding. An offer has also been extended for the Safety and Security Coordinator position, with James Bergstrom scheduled to begin next week.

7. Instruction & Student Services Report (Holly Bringman)

Holly Bringman reported that SSAIL (Student Services and Instruction Leadership), the new group that combines Student Services and Instruction, has begun work on mapping out the student journey. The group will gather input from both students and faculty, with the goal of presenting its findings to the Board in the future. She also noted that planning for Fall Kick-Off is underway and that a strong schedule of events is being developed.

8. President's Report (Dr. Carli Schiffner)

Dr. Carli Schiffner reported her priorities are focusing on strategic enrollment and preparations for the upcoming academic year, in addition to her work with the Allocation Model Review Committee's final presentation. She noted that the accreditation report will be submitted to the Northwest Commission on Colleges and Universities (NWCCU) shortly and that work is already underway on the Year Seven Report. Dr. Schiffner also shared that Stafford Creek will hold its graduation ceremony on Thursday, September 14, and expressed appreciation to the team at Stafford Creek and to Dean Heidi Wood for their support.

a. Accreditation (Kristy Anderson)

There are no updates beyond the written report.

b. Student Services and Instructional Building (SSIB) (Floyd Plemmons)

Floyd Plemmons reported that following the July push, significant progress has been made in wrapping up the SSIB project. The Aberdeen Fire Marshal approved the communications enhancement system, which allowed the City of Aberdeen to issue the final certificate of occupancy. With this approval, construction of the Student Services and Instructional Building (SSIB) is officially complete. This serves as the final report. Board members expressed their gratitude for Mr. Plemmons' efforts over the past three years.

9. Board Report

a. Foundation Meeting Report (Astrid Aveledo & Lisa Smith)

Dr. Carli Schiffner noted that the Foundation does not meet during the month of August. Lisa Smith's team hosted the Washington Advancement Foundation Leaders (WAFL) Conference last week at the College, which was very successful and received positive reviews.

b. Board Art Committee Update (Astrid Aveledo)

Dr. Paula Akerlund reported that the committee is still finalizing signage. Dr. Carli Schiffner added that she has been working with Hailey McGraw on several events planned throughout November to celebrate the arts on campus—including the tulalW Student Center building's artist talk, the Fall Art Gala, and the Washington State Poet Laureate, Derek Sheffield.

c. Legislative Committee Update (Jim Sayce)

Jim Sayce reported that there were no updates.

d. Fiscal Liaison Update (Aliza Esty)

Aliza Esty reported that she met with Jason Gordon to discuss routine presentations, including the operational budget, auxiliary services (including the Bishop Center and the bookstore), and cash reserves. She noted that the binder from June continues to track what has been presented. Ms. Esty stated that she looks forward to the year-end report and is monitoring the impact of economic inflation on operational spending, as well as the potential effects of new tax laws.

e. Items of Interest (Dr. Paula Akerlund)

Dr. Harry Carthum expressed his appreciation to Floyd Plemmons for his work. Dr. Paula Akerlund also thanked him for his significant contributions to the Board Art Committee.

The meeting recessed at 1:53 PM and reconvened at 1:55 PM.

XIII. Executive Session

The Board entered a closed executive session at 1:55 PM under RCW 42.30.110 to consult with legal counsel regarding ongoing and new litigation. The session was scheduled to last approximately 15 minutes. The Board reconvened in open session at 2:11 PM.

XIV. Action Items as a Result of the Executive Session

No action was taken as a result of the executive session.

XV. Good of the Order

There were no items.

XVI. Adjournment/next meeting

There being no further business, Chair Dr. Paula Akerlund adjourned the meeting at 2:14 PM. The Board of Trustees will hold its next meeting on September 9, 2025 at 1:00 PM, at Grays Harbor College in Aberdeen and via Zoom.

Dr. Carli Schiffner, Secretary

Dr. Paula Akerlund, Chair



To: Grays Harbor College Board of Trustees

From: Isaac Humiston – ASGHC President

cc: President Carli Schiffner, VPLSS Holly Bringman

Date: August 25, 2025

Re: ASG Summer Update

-Student Life Summer Update: ASG and the Student Life team have returned from summer break and are currently engaged in our annual training. The entire team is present today, including new ASG Officers Lisa Getty, Executive Vice President, Sam Rayment, Vice President for Diversity & Awareness, and Michael Priest, Vice President for Community Engagement. ASG will resume session when fall term starts September 22, and we will provide a full report at the October board meeting.

In the meantime, we would like to outline our goals for the upcoming year:

- Strengthen ASG's presence and accessibility so students know how to connect with us and access support.
- Advocate for a more student-centered Work Study model that prioritizes student needs and growth.
- Enhance student life by expanding events, resources, and programs that promote engagement, well-being, academic success, and a strong sense of belonging on campus.

X.2. – Classified Staff Report

GHC Board of Trustees Meeting
September 9th, 2025



Written Report

Item Information:

Topic: Classified Staff Report

Prepared by: Jared Stratton, Program Manager A – Student Support

Attachments: None

Narrative

Collective Bargaining Agreement (CBA) Update

WPEA members are currently being asked to vote on the agreed Tentative Agreement for the CBA. The votes are being done online. Dues paying member are sent to a page in order to vote yes or no on this agreement.

The agreement includes a COLA of 2% starting July 1st, 2026 as well as a boot allowance for classified staff who have qualifying positions. There is also a Motion of Understanding (MOU) that would give a COLA of 3% retroactively and a back payment of that amount for those who remained employed to July 1st 2026. Those employees who wish to retire before then, will still receive that retroactive payment to their retirement date. Employees who get laid off, take disability, or become deceased will also get retroactive payment to their last date of employment.

Voting will continue until September 14th. I will update the Board with the results when those become available.

Break Away Day

On August 21st, many classified staff went to Break Away day. I was unable to attend, but will update any specifics from the Staff Development and Training Committee when I can speak with them.

X.3. – Represented Exempt Staff Report

GHC Board of Trustees Meeting
September 9, 2025



Written Report

Item Information:

Topic: Professional Exempt Representation

Prepared by: Shelly Hoffman, Recruitment Facilitator

Attachments: None

Narrative

No report at this time.

Summary & Next Steps

Not applicable.

Action Requested:

Not applicable.

X.5. – Administrative Services Report

GHC Board of Trustees Meeting
September 9, 2025



Written Report

Item Information:

Topic: Administrative Services Report

Prepared by: Jason Gordon, Vice President for Administrative Services

Attachments: None

Narrative

FY2025-26 Budget Status

Budget monitoring and quarterly status reporting will continue throughout the fiscal year in accordance with established procedures.

FY2026-27 Budget Development

The development schedule for the FY2026–27 budget is currently being developed. Budget planning is expected to begin in October.

Business Affairs Commission Meetings Update

- Allocation Deep Dive meeting on the new allocation model held on August 27.
- The next BAC meeting for FY2025-26 is scheduled for October 9-10.

Audit Update

- State Auditor's Office FY24 financial statement audit is concluding.
- Exit meeting will be held in September.

Summary & Next Steps

FY26 budget status, FY27 budget development and Business Affairs Commission meetings are ongoing administrative services activities. Further updates will be provided to the Board of Trustees in subsequent meetings as new information becomes available.

Action Requested:

None

☐ **Follow-Up**

None

X.5.a. – FY25 Annual Budget Report

GHC Board of Trustees Meeting
September 9, 2025



Written Report

Item Information:

Topic: FY25 Annual Budget Report

Prepared by: Jason Gordon, Vice President for Administrative Services

Attachments: None

Narrative

Grays Harbor College concluded FY25 with a revenue surplus of \$1,126,163, reflecting a 4.4% margin of actual revenue over expenses. This favorable outcome was primarily driven by a 25% increase in Running Start revenue, which was not reflected in the third-quarter budget report, as Spring Quarter revenue was billed and received in the fourth quarter. Additionally, Summer Quarter Running Start revenue exceeded projections, as it had not been included in the original budget.

Table 1 and Table 2 show Summary FY25 Budget Outcome and FY25 Budget Status, respectively, at fiscal year ended June 30, 2025. In the following pages, year-end budget status is discussed comparing actual revenue to actual expenses, projected revenue to actuals, and budget expenditures to actuals. In addition, the status of minimum operating reserve, debt obligation, designated reserves, and the comprehensive budget are reported.

Table 1: FY25 Budget Outcome

Description	FY25	FY24	FY23
Operating Budget	\$24,516,157	\$21,975,516	\$21,397,646
Actual Expenses	\$24,501,133	\$21,934,230	\$20,848,784
Budget Variance – Over (Short)	\$15,024	\$41,286	\$548,862
Variance %	0.06%	0.20%	2.60%
Actual Revenue	\$25,627,296	\$22,052,676	\$20,912,651
Revenue Surplus (Deficit)	\$1,126,163	\$118,446	\$63,867
Surplus (Deficit) %	4.39%	0.50%	0.30%
State Revenue %	70%	72%	74%
Local Revenue %	30%	28%	26%
Tuition %	13%	12%	13%
Running Start %	15%	14%	11%
Fees/Miscellaneous %	2%	2%	2%
Personnel %	78%	80%	74%
Non-Personnel %	22%	20%	26%
BOT Reserve – Minimum 10% of Operating Budget	\$2,451,616	\$2,197,552	\$2,139,765

BOT Reserve – Actual (11.6%, 10.9%, 10.6%)	\$2,843,874	\$2,546,822	\$2,274,614
Debt Obligation - Minimum 3%	1.30%	1.40%	1.50%

Table 2: FY25 Year End Budget Status

Description	FY25 Budget	FY25 Actuals	% Actual
State Allocation	\$18,211,153	\$18,028,725	70.3%
Tuition	\$2,957,853	\$3,290,003	12.8%
Fees/Misc.	\$305,376	\$479,268	1.9%
Running Start	\$3,041,775	\$3,829,300	14.9%
Total Revenue	\$24,516,157	\$25,627,296	100.0%
Salaries and Wages	\$14,532,767	\$14,429,606	58.9%
Benefits	\$4,778,945	\$4,767,296	19.5%
Goods and Services	\$3,681,893	\$4,029,999	16.4%
Travel	\$147,287	\$67,231	0.3%
Equipment/Technology	\$124,000	\$99,707	0.4%
Grants/Subsidies	\$1,631,746	\$1,107,294	4.5%
Total Expenditures	\$24,896,638	\$24,501,133	100.0%
Transfer to (from) Reserves		\$1,126,163	4.4%

FY25 Actual Revenue Compared to Actual Expenses

Actual Revenue	Actual Expenses	Surplus	%
\$25,627,296	\$24,501,133	\$1,126,163	4.39%

Surplus: The College achieved a revenue surplus of \$1,126,163, meaning actual revenue exceeded expenses by 4.4%. This was largely due to a 25% increase in Running Start revenue.

FY25 Budgeted Revenue Compared to Actuals

Description	Budget	Revision	Amended	Actuals	Variance	% Variance
State	\$16,278,445	\$1,932,708	\$18,211,153	\$18,028,725	(\$182,428)	-1%
Tuition	\$2,957,853	\$0	\$2,957,853	\$3,290,003	\$332,150	11%
Fees/Misc.	\$305,376	\$0	\$305,376	\$479,268	\$173,892	57%
Running Start	\$3,041,775	\$0	\$3,041,775	\$3,829,300	\$787,525	26%
GAP (use of Reserve)	\$380,481	(\$380,481)	\$0	\$0	\$0	
Total	\$22,963,930	\$1,552,227	\$24,516,157	\$25,627,296	\$1,111,139	5%
Local Revenue	\$6,305,004	\$0	\$6,305,004	\$7,598,570	\$1,293,566	21%

Variance - Current budget process includes quarterly review of target enrollment, revenue and expenditures for course correction. Therefore, the proposed FY25 Operating Budget submitted for BOT approval was for the purpose of having an approved budget as of July 1, 2024, with the understanding that the approved budget was going to be readjusted based on the quarterly changes in the target enrollment, revenue and expenditures. Other observations for actual revenue in FY25 are the following:

1. State revenue growth is 13% or \$2,064,213
2. State revenue is 70% of actual operating revenue. State revenue was 72% in the prior year.
3. Tuition is 13% of actual operating revenue. Tuition was 12% in the prior year.
4. Running Start is 15% of actual operating revenue. Running Start was 14% in the prior year.
5. Fees is 2% of actual operating revenue. Fee revenue was 2% in the prior year.
6. Local revenue (tuition, fees, running start) is 30% of actual operating revenue. Local revenue was 28% in the prior year.
7. Running Start revenue is progressively becoming a significant portion of local revenue.

FY25 Budget Expenditures Compared to Actuals

Description	Budget	Revision	Amended	Actual	Variance	% Variance
Personnel	\$18,972,158	\$339,554	\$19,311,712	\$19,196,902	\$114,810	0.6%
Goods & Services	\$2,848,548	\$833,345	\$3,681,893	\$4,029,999	(\$348,106)	-9.5%
Travel	\$147,287	\$0	\$147,287	\$67,231	\$80,056	54.4%
Equipment	\$124,000	\$0	\$124,000	\$99,707	\$24,293	19.6%
Grants and Subsidies	\$871,937	\$759,809	\$1,631,746	\$1,107,294	\$524,452	32.1%
Total	\$22,963,930	\$1,932,708	\$24,896,638	\$24,501,133	\$395,505	1.6%

Variance: The college achieved a positive total budget variance of 1.6% or \$395,505. Various situations contributed to the specific budget line variances. For instance, the initial state allocation typically includes portions for legislative initiatives. Programs under such initiatives usually take time to roll out. During budget preparation, allocations for legislative initiatives are captured in a separate line without any budget expenditure category. Subsequently, the allocations are either expended or distributed to specific expenditure categories. Also, certain revolving expenditures, such as technology services, self-insurance, legal services and archives are paid at the state level and relayed to the college for inclusion in specific expenditure categories. Specific amounts for such expenses are unknown during budget preparation, but become known during the year-end for inclusion in their respective expenditure categories. Other observations for actual expenses in FY25 are the following:

1. Personnel expense is 78% of total actual operating expenses. It was 80% in the prior year.
2. Goods & Services is 16% of total actual operating expenses. It was 14% in the prior year.
3. Travel expense is 0.3% of actual operating expenses. Travel was 0.4% in the prior year.
4. Equipment expense is 0.4% of actual operating expenses. Equipment was 3% in the prior year.

FY25 Debt Obligation Status

Board of Trustees Threshold for Debt Service Obligation			
	FY2025	FY2024	FY2023
Average Operating Budget	\$ 21,813,731	\$ 20,171,087	\$ 19,248,434
Debt Obligation			
Principal - Parking	\$ 35,000	\$ 35,000	\$ 35,000
Interest - Parking	\$ 38,875	\$ 40,625	\$ 42,375
Total -Parking	\$ 73,875	\$ 75,625	\$ 77,375
Principal - tulalW	\$ 85,000	\$ 85,000	\$ 80,000
Interest - tulalW	\$ 120,375	\$ 124,625	\$ 128,750
Total	\$ 205,375	\$ 209,625	\$ 208,750
Total Debt Service Obligation	\$ 279,250	\$ 285,250	\$ 286,125
Actual Debt Service Obligation Measure	1.3%	1.4%	1.5%
BOT Required Debt Service Obligation	3%	3%	3%
Total BOT Debt Service Obligation Threshold	\$ 654,412	\$ 605,133	\$ 577,453
Parking \$955,000			
tulalW \$2,615,000			
Total Debt \$3,570,000			

Debt Obligation Measure: Operational Policy 530 *Financial Stability and Solvency* requires that total debt obligation (aggregate of principal and interest payments) of the College in a fiscal year should not exceed 3% of the average annual general operating budget for the four immediately preceding fiscal years. The Board requires the president or designee to provide annual debt obligation status report.

As of June 30, 2025, the College's debt obligation was 1.3%, well below the 3% threshold outlined in Operational Policy 530.

FY25 Minimum Operating Reserve Status

BOT Reserve Requirement			
	FY2025	FY2024	FY2023
Operating Budget	\$ 24,516,157	\$ 21,975,516	\$ 20,848,784
Minimum 10% of Operating Budget	\$ 2,451,616	\$ 2,197,552	\$ 2,084,878
Actual	\$ 2,843,874	\$ 2,546,822	\$ 2,274,614
Over (Short)	\$ 392,258	\$ 349,270	\$ 189,736
Target	10%	10%	10%
Actual	11.6%	11.6%	10.9%

Minimum Operating Reserve Measure: Operational Policy 530 requires establishment of minimum operating reserve balance equal to 10 percent of the College's annual General Operating budget. The policy requires the College to begin each fiscal year with operating reserve balance of not less than 10%. The Board requires the president or designee to provide annual operating reserve balance status report.

The operating budget for FY25 is \$24,516,157. Therefore, the minimum balance required for the 10% minimum reserve balance is \$2,451,616. The balance in the CD meeting the minimum operating reserve balance requirement is \$2,843,874, which is approximately 12% of the operating budget.

FY25 Designated Reserve Funds

As of June 30, 2025, available cash balance was sufficient to cover all of the College's designated reserve funds. Designated fund balances for FY25 and the prior two years are below.

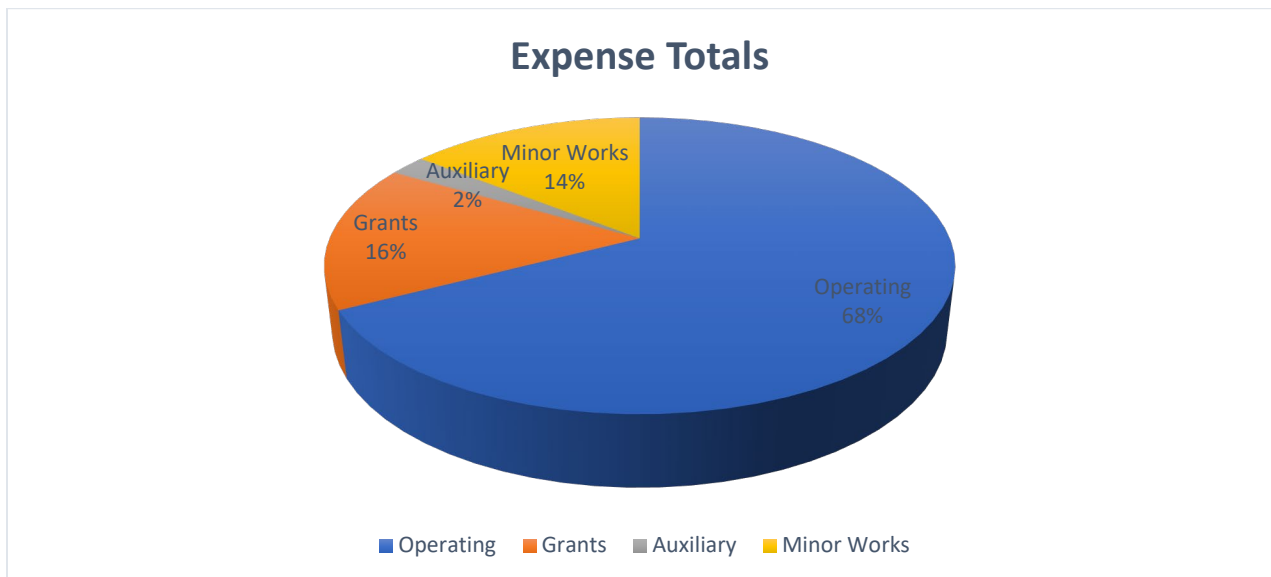
Fund	Description	FY2025	FY2024	FY2023
148	Tech Fee	\$76,630	\$75,133	\$46,875
148	COP Debt/tulaIW	\$2,615,700	\$2,634,821	\$2,392,514
522	Service and Activity	\$359,733	\$1,243,924	\$1,399,370
528	COP Debt/Parking	\$343,447	\$302,175	\$314,043
860	3.5% Local Aid	\$618,652	\$518,851	\$370,509
	BOT Reserve	\$2,843,874	\$2,546,822	\$2,274,614
	Total	\$6,858,036	\$7,321,726	\$6,797,925

FY25 Comprehensive Budget

Personnel costs remained the largest expenditure category, totaling \$23.88 million and representing over 63% of the total budget.

Operating expenses accounted for \$24.5 million, driven primarily by salaries, benefits, and goods/services. Grant-funded activities contributed \$5.39 million, supporting additional staffing, travel, and programmatic needs. Auxiliary services, including areas like the bookstore and parking, totaled \$707,570. Minor Works, focused on capital improvements, represented \$5.5 million in expenditures.

Description	Operating	Grants	Auxiliary	Minor Works	Total
Salary	\$14,429,606	\$2,405,691	\$157,370	\$-	\$17,787,070
Benefits	\$4,767,296	\$829,520	\$48,631	\$-	\$6,093,542
Goods/Services	\$4,029,999	\$1,434,446	\$346,379	\$-	\$4,894,798
Travel	\$67,231	\$197,118	\$2,762	\$-	\$303,816
Grants/Sub	\$1,107,294	\$0	\$0	\$-	\$1,349,638
Other	\$0	\$519,015	\$152,428	\$-	\$1,845,058
Capital	\$99,707		\$-	\$4,874,750	\$5,628,742
Total	\$24,501,134	\$5,385,790	\$707,570	\$5,504,742	\$37,902,664



FY25 Bookstore Profit and Loss

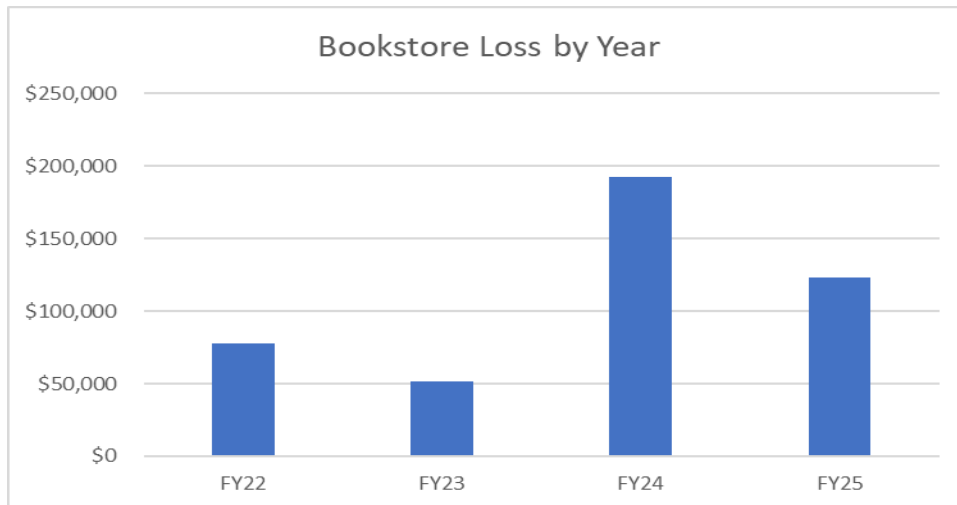
The College bookstore experienced a small rebound in FY25, with total revenue reaching \$394,034, a notable increase of 28% over the prior year. This growth was driven primarily by a surge in sales, which rose from \$306,631 in FY24 to \$394,034 in FY25.

Cost of Goods Sold decreased slightly to \$268,886, down from \$287,291 in FY24, contributing to a gross profit of \$125,148, an improvement from the prior year's \$20,052.

Operating expenses totaled \$241,482, with the largest components being salaries and benefits. Notably, purchased services and supplies saw sharp increases, reflecting expanded operational activity or one-time costs. Bank fees remained high at \$15,898, consistent with FY24 levels.

Despite increased expenses, the bookstore had a smaller net loss than FY24.

Profit and Loss Statement	FY2022	FY2023	FY2024	FY2025
Revenue				
Sales	\$327,745	\$340,306	\$306,631	\$394,034
Fines	\$600	\$575	\$711	\$0
Total Revenue	\$328,345	\$340,882	\$307,343	\$394,034
Cost of Goods Sold	\$239,299	\$199,016	\$280,157	\$264,754
Freight	\$11,408	\$5,020	\$7,134	\$4,132
Total Cost of Goods Sold	\$250,707	\$204,037	\$287,291	\$268,886
Gross Profit	\$77,638	\$136,845	\$20,052	\$125,148
Expenses				
Salaries & Wages	\$108,652	\$120,201	\$129,570	\$120,851
Benefits	\$42,700	\$48,904	\$49,463	\$43,217
Purchased Services	\$3,913	\$3,705	\$10,389	\$26,907
Supplies	\$350	\$53	\$6,592	\$34,609
Bank Fees	\$0	\$12,765	\$16,700	\$15,898
Travel	\$0	\$3,065	\$0	\$0
Total Expenses	\$155,615	\$188,691	\$212,714	\$241,482
Profit (Loss)	(\$77,977)	(\$51,847)	(\$192,663)	(\$116,334)



Summary & Next Steps

Grays Harbor College ended FY25 with a stronger-than-anticipated budget outcome, achieving a \$1,126,163 surplus. Looking ahead, financial pressures such as rising operational costs and enrollment fluctuations may impact budget stability. The College will continue quarterly reviews and strategic reserve management to ensure long-term financial health.

Looking ahead, the College faces several financial pressures that could impact future budget stability. These include the ongoing operational costs of the TulalW Student Center, potential fluctuations in enrollment FTE, and rising costs of goods and services, cost-of-living wage adjustments, and health insurance premiums. These factors may increase operating costs posing risks to maintaining a balanced budget.

To address these challenges, the College will continue to refine its budget development and monitoring processes, ensuring adaptability to changing conditions. This includes quarterly reviews of enrollment and revenue trends, proactive cost management, and strategic use of reserves to maintain short-term solvency and long-term financial stability in support of the College's mission.

Action Requested:

None

☐ Follow-Up

None

X.6. – Human Resources Report

GHC Board of Trustees Meeting

September 9th, 2025



Written Report

Item Information:

Topic: Human Resources Report

Prepared by: Erin Tofte, Associate Vice President of Human Resources

Attachments: Not applicable.

Narrative

General Updates:

- Working with student government to update the work study process.
- Associate Dean of Stafford Creek was unable to accept due to a family emergency. GHC will have an interim for 6 months and post the position again in December.
- Agreement was reached with WPEA (classified union) and Office of Financial Management approving retroactive pay for wage increase paid July 1st, 2026, if funded by the Legislature in the Spring.

New Employees:

- James Bergstrom, Safety & Security Coordinator, 8/18/25
- Carla Idohol-Corwin, Associate Dean of Financial Aid and Workforce Funding, 9/10/25
- Ibrahim Bedrous, Associate Director of Student Life, Equity & Inclusion, 9/22/25

Changes in Employment:

- Leslie Coffman, Interim Associate Dean of Stafford Creek, (6 month appointment) 9/2/25
- Ariel Finfrock, Interim Director of Teacher Education BAS-TE, 8/14/25
- Alexis Palmer, Fiscal Technician 3/Cashier, 8/26//25
- Marisa Hernandez, part-time Custodian 1 (changed from 1050), 8/16/25
- Ginelle Hanaway, TRiO Coordinator, 8/18/25 (temporary change from specialist)
- Alexis Montoure, Nurse Navigator, 9/2/25 (temporary grant funded position)

Searches:

- BAS-TE Director, (replacing Paige Pierog), interviewing finalists.
- Student Life Coordinator, (replacing Emma Benson), posted.
- Custodial Supervisor 5, (replacing Chris Macht), interviewing finalists.
- Program Assistant Transitions, (replacing Heidi Wood's former position), interviewing.
- Financial Aid Program Specialist, (replacing Lillie Perdue), interviewing.
- Women's Basketball Coach, (new position), posted
- Basic Skills/ESL Instructor – (replacing William Newman) Stafford Creek, posted
- Financial Aid Outreach Specialist, (replacing Hannah Tupper), interviewing.
- Human Resources Consultant Assistant 2, (new position replacing Elizabeth Gentile & Stephanie Noland), interviewing.
- Maintenance Mechanic 3 – HVAC Technician, (replacing Rick McGuire), posted continuously.
- Resource Navigator, (replacing Karyn Olson's former position), interviewing.
- Corrections Education Navigator SCCC, (replacing Shana Scudder), posted.
- Director of Advising/Rural Projects, new grant funded position, posted.
- Several adjunct positions (to hire for specific courses and pools for future hires).
- TRiO Student Support Specialist, (replacing Shelly Hoffman), posted.

X.7. – Learning and Student Success Board Report

GHC Board of Trustees Meeting

September 9, 2025



Written Report

Item Information:

Topic: Learning and Student Success Report

Prepared by: Holly Bringman, Vice President of Learning and Student Success

Narrative

SBCTC Middle Leadership Academy:

The Washington State Board for Community and Technical Colleges (SBCTC) has announced the 2025–2026 Middle Leadership Academy, a professional learning initiative designed to strengthen Washington’s leadership pipeline and support equity-centered Guided Pathways reforms. Through six in-person sessions and a yearlong Pathways Project, participants will gain practical leadership skills in transformational leadership, institutional change, partnership building, and student success strategies. The Academy provides a statewide peer network and equips mid-level leaders with the knowledge and applied tools to champion equity and sustain institutional reforms.

Grays Harbor College is proud to share that two of our campus leaders have been nominated to participate: Dr. Aaron Coby, Dean of Arts and Sciences and Extended Learning, and Ashley Bowie-Gallegos, Dean of Student Services and Enrollment Management. We are excited for them to engage deeply with this opportunity, contribute to statewide conversations on student success, and bring their learning back to strengthen our campus community. Their participation reflects GHC’s commitment to developing equity-minded leaders who will continue to advance our mission and improve outcomes for students.

Enrollment:

Fall Quarter Enrollment Snapshot for Tuesday, August 26, 2025

FTE: Fall 2025	Fall 2024 08/27/2024 Day # -27	Fall 2025 08/26/2025 Day # -27	Difference	% Diff from 2024 to 2025	Fall 2024 FTE change to end of quarter	Final FTE Numbers for Fall 2024
1-Academic Transfer & Pre-College	527.7	533.8	6.0	1.1%	-25.8	501.9
2-Transition Programs	0.5	87.1	86.6	16218.2%	164.5	165.1
3-Career and Technical Ed.	253.5	284.3	30.8	12.1%	102.2	355.7
4-BAS Programs	38.0	28.4	-9.7	-25.4%	4.7	42.8
State Funded Total	819.8	933.5	113.8	13.9%	245.6	1,065.4
Running Start FTE	232.9	285.4	52.5	22.5%	180.6	413.5

State + Running Start Total	1,052.7	1,218.9	166.2	15.8%	426.2	1,478.9
Stafford Creek FTE	0.0	0.0	0.0	0.0%	155.6	155.6

Fall 2025 enrollment snapshot, 27 days before the start of the quarter, shows positive momentum compared to last year. State-funded FTE is up by 113.8, and when combined with Running Start, the increase totals 166.2 FTE—a 15.8% gain over Fall 2024 at the same point in time. Career and Technical Education enrollments are particularly strong (+30.8 FTE, +12.1%), and Running Start continues to grow (+52.5 FTE, +22.5%). The college has reached 54.8% of its updated state-funded allocation target, ahead of last year’s pace. Enrollment initiatives—including Enrollment Days, outreach to students with past-due balances, and call campaigns—have positively contributed to this improved performance.

Enrollment Response Update

Over the past several weeks, Grays Harbor College has seen positive momentum in Fall 2025 enrollment, thanks to the coordinated and creative efforts of staff across instruction, student services, information technology, business office, and college relations.

As noted above, we are beginning to see encouraging upward trends in enrollment. While final census data is still forthcoming, many programs are reporting increased student activity, including:

- 228 new applications since July, with 83 students already enrolled as of the last report.
- Significant Running Start activity, with advisors noting a surge in last-minute enrollments.
- Increased visibility of GHC's presence in the community, both online and on-campus.

Recruitment, Outreach, and Marketing Success

Efforts to re-engage and recruit students have included a mix of high-touch outreach and broad public messaging:

- Over 100 students attended the August 19–20 Enrollment Days, where they received hands-on support with advising, financial aid, and registration. Staff reported vibrant energy and long lines throughout the day.
- Radio appearances and community marketing have increased public awareness, with plans for an additional media push ahead of the September 8–9 Enrollment Days.
- Faculty and staff are engaging in direct outreach to students—especially those with incomplete applications, low course loads, or unresolved financial aid issues.

Team Collaboration and Strategy Implementation

The cross-functional Enrollment Response Team has launched or expanded several initiatives. The Spring Re-Engagement group continues to reach out to students who stopped out, with personalized communication and scheduling support through EAB. The Low-Enrolled Course group is actively promoting under-filled courses through advising and social media. The Admissions/Enrollment group has prioritized application follow-up, with targeted communication campaigns underway.

GHC Leadership extends deepest thanks to the staff, faculty, and administrators who are going above and beyond to connect with students. Increased foot traffic in Student Services is a strong indicator of engagement, and feedback from the field continues to reflect dedication, innovation, and urgency.

We look forward to providing additional updates as Fall census data becomes available and as we analyze the impact of these efforts on both enrollment and student experience.

Academic Year 2024-2025 Assessment Update:

Information Literacy and Personal Responsibility were the two Desired Student Abilities (DSAs) assessed this year. These are student learning outcomes that span across all the College's programs and departments. Data collection and individual assessment reports were finalized this summer. Over 91% of faculty participated in the data collection, 65 courses and 1360 students were included in the process. During Fall kick off week, the faculty will spend three hours discussing the results and determining what, if any, program- or course-level changes are warranted to help improve student learning in these two areas. This part of student learning assessment is critical to the College's accreditation criteria, which requires that curriculum changes, budget allocations, and decision-making are data informed. The 2025-2026 academic year will focus on two more DSAs: Quantitative Literacy, and Social Responsibility.

Workforce and Continuing Education/Extended Learning:

Grays Harbor College and Pacific Mountain Workforce Development (PacMtn) have partnered to strengthen the region's hospitality and food production sectors through targeted promotion of the Culinary Arts program. With PacMtn's funding support, the college will implement a multi-pronged outreach strategy designed to elevate visibility of the program, highlight the accomplishments of the CHEF grant, and connect prospective students with educational and career opportunities in the culinary field.

The planned activities include a social media campaign to increase awareness, a direct mail outreach to invite community members and potential students to engage with the program, and a signature celebration event showcasing farm-to-table cuisine prepared by students under the leadership of Chef Nina. This event will also serve as a networking opportunity, bringing together workforce partners, economic development organizations, and local chambers to broaden connections and strengthen pathways into the hospitality industry. Collectively, these efforts reinforce the shared commitment of GHC and PacMtn to expand workforce development and create meaningful opportunities for students and the community.

Grays Harbor College is excited to participate in the 2025 Try-A-Trade event happening at the Satsop Business Park on October 9. This event allows prospective students, industry and community members to engage directly with our technical programs. Last year's event saw over 25 schools participate from all five Capital Region counties, including public high schools, education centers and homeschool groups. Students experience hands-on activities, guidance from trade experts, and exploration of training pathways into high-demand careers. We look forward to showcasing our commitment to workforce development and hands-on learning opportunities, highlighting the college's role in preparing the region's future workforce and strengthening industry partnerships.

Nursing:

As summer winds down and fall approaches, GHC celebrates a successful season for the Nursing Assistant Certified (NAC) program. They have proudly moved 27 students through both the NAC training and state skills testing.

GHC's NAC program has been participating as a pilot site with the Washington State Board of Nursing (WABON), implementing the new, mandatory NAC curriculum and in-course state skills testing. With the support of I-BEST, Nursing Faculty Lindsey Kargbo and Rebekah Fruh did an outstanding job leading and supporting this large cohort through the program.

Looking ahead, the department is excited to welcome the upcoming fall nursing cohort, with all 35 seats filled. These students will begin their journey on September 18th during New Nursing Student Orientation. Many of them are familiar faces, and we look forward to continuing to support them in the months ahead.

Finally, the department is pleased to announce the hiring of **Alexis Montoure, RN, MN**, as the new HEET grant-funded Nurse Navigator. For over a decade, the State Board for Community and Technical Colleges (SBCTC) has worked with the Washington Legislature to provide funding to help educate and train healthcare workers. This funding comes in the form of a grant titled **Hospital Employee Education and Training (HEET)** funding. HEET Grants are used for curriculum development and modification, to fund equipment to train incumbent workers, create systems to grant credit for prior classes, to fund support for students, to create program recruitment and retention, to hold symposiums, and more!

Alexis is well known to many in the Nursing department, who are confident she will make a meaningful impact in this new recruitment and student support role.

Transitions:

This summer, Grays Harbor College's Transition Program offered an **Accelerated Transitional Math course** designed to help students refresh and strengthen their math skills in preparation for the college placement test or to improve placement scores after initial testing.

The course, taught by Paula Franke, combined Transitions' Math I and II content and provided a focused review of arithmetic, algebra, and graphing. Students revisited core concepts including whole numbers, fractions, decimals, percentages, ratios/proportions, integers, and word problems.

The class was held in-person on campus from July 7th to August 12th running Monday through Thursday, 9:00–11:00 a.m. at a cost of \$25, with fee waivers available. This accessible format enabled students to make significant progress in a short period of time.

Student Outcomes (Selected Results):

J.A. – Increased placement by 20 points, now eligible for Math 70

R.B. – Increased placement by 32 points, now eligible for Math 70

A.B. – Increased placement by 10 points, advancing to Math 97 (from Arithmetic CPT placement)

L.W. – Increased placement by 17 points, now eligible for Math 60

N.B. – Increased placement by 23 points, moving from 221 to 244, now eligible for Math 60

These results demonstrate the effectiveness of short, targeted brush-up courses in improving placement outcomes. By raising scores, students save time, reduce tuition costs, and build greater confidence as they transition into college-level coursework.

Five of the students in the class elected not to retest and will instead continue into the fall quarter with a stronger foundational understanding of the mathematical concepts they are expected to encounter.

Stafford Creek and Corrections Education:

SCCC Graduation: On August 14, Grays Harbor College celebrated the achievements of 74 graduates at a commencement ceremony held at Stafford Creek Corrections Center. In the past six months, students at the facility earned 93 educational certificates and degrees across a range of programs, including high school equivalency (GED), high school diplomas, construction trades apprenticeship, welding technology, associate degrees in business management, and direct transfer associate degrees. Several students also earned bachelor's degrees through a partnership with The Evergreen State College. President Dr. Carli Schiffner addressed the graduates and their families, commending their perseverance and accomplishments. The ceremony also featured speeches from graduates representing a range of programs, each highlighting personal journeys of resilience, growth, and hope for the future.

HS+ instructor Justin Kautzman continues to engage students at Stafford Creek Corrections Center with creative, project-based learning rooted in real world applications and student interest. His recent work reflects both a commitment to academic rigor and a dedication to making learning meaningful for adult learners in a correctional setting.

Zombie Project: We are studying world geography and how it affects populations and civilizations. We learned about how landscape and water access affect how and where people live and can affect their quality of life. To show their understanding, they are working with a partner or individually on a Zombie survival plan. Using available research tools, they are looking up locations, resources, and land features to build a new home. They are also considering what skills they have that could help contribute positively to a new society.

Art Walls: Students will be studying the scientific method and civics through the lens of Graffiti and street art. The CTAP class has built three walls that will go to the main campus in each of the thousand buildings. These walls will simulate building walls. Students will be learning about the difference in graffiti and street art and the effects it has on the city and its people. Because of the limits at SCCC, students and the general community here cannot participate in a free drawing experiment like this. So, we are sending the walls to the main campus to have students, staff, faculty and community members participate in. After a couple months we will retrieve the art walls and use them as the "analyze data" portion of the scientific method.

Expanding Learning Pathways: The Basic Skills team, led in part by Justin, is actively working to expand academic opportunities beyond traditional blocked study hall formats. While still in the early stages, this initiative aims to provide students with more diverse and structured learning options, demonstrating a forward-thinking approach to adult education in a correctional environment.

X.8. – President's Report

GRAYS HARBOR COLLEGE Board of Trustees Meeting
September 9, 2025



Written Report

Item Information:

Topic: President's Monthly Report

Prepared by: Carli Schiffner, PhD

Attachments: Stafford Creek Graduation Article

Narrative

EVENTS:

Oakville School District, Administrative Retreat, Meet & Greet, July 30.

President's Office Hours, July 30

Legislative Visit and Tour, Senator Claire Wilson, Stafford Creek Corrections Center, July 24

Washington Foundation Leaders (WAFL) Conference, Welcome, August 7

Stafford Creek Corrections Center, Graduation, August 14

Allocation Model Review Committee Presentation, State Board for Community and Technical Colleges, Board Meeting, August 20

Grays Harbor County Housing Summit, August 27

Community College Presidents' Meeting and Game at Washington State University, August 30.

MEETINGS:

WACTC Allocation Model Review Committee Meetings (and prep), August 19

WACTC General Meeting, August 6

Dr. Val Sundby, Provost, Tacoma Community College, July 29

Recompete Meeting, GGHI, August 14

NWCCU Commissioner Prep Meeting, July 2

Lake Swano Dam Planning Session, July 30

Navigate 360 / EAB, Quarterly Update, July 30

NCII, Rural Guided Pathways, Site Visit Pre-Meeting, July 30

Cheryl Sparkhul, Secretary of State Office, July 31

Dr. Kristi Wellington Baker, Academic/Education Division Lead, Amazon, August 1
Livable Cities Grant, University of Washington, Meeting, August 11
Grays Harbor County Health Department, Community Leaders Interview, August 11
Representative Adam Bernbaum (24th Legislative District), Meeting, August 11
Work-Study Discussion (Staff and Students), August 14, August 27
Labor Management, WPEA, Meeting, August 14
April Sims, Washington State Labor Council (AFL-CIO), State President, Meeting, August 18
NWCCCU Bylaws Committee, Meeting, August 18
Bishop Center Planning, Meeting, August 18
Athletics and Planning, Meeting, August 19
Student Government, Meet & Greet, August 27
Leadership Academy Prep, SBCTC, Meeting, August 28
Pac Mountain Board Meeting, August 28

*Plus, numerous hiring committees, interviews, and recruitment sessions.

*And, I tried hard to take some vacation time in August. 😊

ACCREDITATION

Report attached.

The PRFR (Year 6) is under review at the Northwest Commission for Colleges and Universities (NWCCU). Thank you for the team at GHC who leaned in to make this happen! Planning for Year 7 is underway!

WACTC UPDATE & the STATE BUDGET

The Allocation Model Review Committee (AMRC) proposed to the presidents in July the committee's final recommendations and that the model be incrementally implemented over the course of the next four years (beginning with July 1, 2026). At the conclusion of the president's retreat, the presidents decided to implement the model over the course of the next six years beginning in July 2026, instead of over four years. In addition, the presidents recommended that with each year of the six years there will be a graduated % of implementation, and not equally implemented per year (example—5% Year One, 10% Year Two, etc.). At the end of August, the AMRC leads presented these recommendations to the State Board for Community and Technical Colleges at their board meeting. The board members approved the recommendations for the model as presented, but did not approve the implementation proposal. The board members asked the presidents to return to their next meeting with a "white paper" on the reasons behind the changes in the length of years for the implementation plan.

Regardless of the outcome of the implementation cycle, the impact on Grays Harbor College will be a reduction to the operating budget allocation—whether that will be 25% of \$260,000 for four years; or

10%+ of \$260,000 over six years. The fact remains that the College has to focus intently on growing and sustaining enrollment in order to close the deficit currently in the model as it stands. Increasing State FTE will mean lessening the size of the loss the College is facing starting next July. There is numerous effort being spent on Fall enrollment, outreach activities, and removing barriers for students to persist. College employees are centering their efforts with this work and their focus is showing positive results.

GRANTS, Federal and Philanthropic:

Every month for the past six months, I note the uncertainty with federal funding. It continues to be at the center of our work—both at the College and among the presidents and SBCTC. Grays Harbor College will continue to draw down federal funds, raise awareness with our elected officials about the impact of these funds/programs, and continue to stay the course with serving students in our region.

While the funds for Title Two funding and Carl D. Perkins funding have been transferred to the states, the funding is contingent upon signing off on the assurances letters that accompany these funds. The letters, issued from the federal government, require recipients (in this case, the College) to “sign off” on the institution’s compliance with Executive Orders issued in February and March.

The College continues to seek clarity with the TRiO programs beyond this coming year.

In late August, Grays Harbor College received notification from the SBCTC that three of the College’s Industrial Technology programs have been approved for **Career Launch endorsement**—welding, diesel technology, and carpentry. This endorsement allows for the College to apply for additional funding from the State Board specifically for equipment in Career Launch endorsed programs. There is \$3 million available at the State Board for equipment requests—this is one-time money and will most likely be spent down by the end of this academic year.

The **NCII Rural Guided Pathways Grant** site visit took place in late August. The College’s coach, Dr. Octavia Lawrence, from the Kentucky Community College System Office, spent two days with College leadership. The team worked through the four pillars of Guided Pathways and worked on a current status update. This discussion provided the framework for the future work ahead and solidification of the College’s goals as it pertains to standing up this work. Planning is underway for the October NCII Institute, where the College will present its goals.

OUTREACH & CONNECTIONS

On August 14, nearly 100 students graduated with their high school completion diplomas, vocational certificates, or associate degrees from Grays Harbor College at Stafford Creek Corrections Center. Families and friends of the graduates joined GHC trustees & administration, Department of Corrections leadership, and State Board staff in the celebration (see attached article).

Grays Harbor College will be well represented in the parade for **Logger’s Play-Day** on Saturday, September 9, as well throughout the day’s competition. This will wrap up the summer outreach activities for the College.

Plans are solidified for **Kick-Off Week, September 15-19!** The week commences with a State of the College Address, Keynote Address from Dr. William Serrata, President of El Paso Community College, a review of College Priorities Work, and a presentation on Artificial Intelligence from Microsoft. The

College will spend the rest of the week being social (Family BBQ Tuesday evening), attending trainings and workshops, and preparing for the academic year ahead. Board members are welcome to attend all events! (see brochure in folder).

Action Requested:

This is informational, no action requested at this time.



History suggests
it'll be long slog for
Huskies in Big Ten
— B5



Where Hawks
rookies stand before
cutoff Tuesday
— B1



The Daily World

WEEKEND EDITION

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Bush memorial in South Bend rededicated

Roughly 100 people turn out to remember Medal of Honor recipient

JERRY KNAAK
The Daily World

Recently, approximately 100 people attended the re-dedication of a memorial dedicated to

Tumwater-native, longtime South Bend resident and World War II Medal of Honor recipient Bob Bush. American Legion Post 150 presented the colors. The memorial was originally erected in a park named for him in 1998. South Bend Mayor Julie Struck credited Patrick and Tim Quigg for their tireless efforts to update the memorial that was first

dedicated 27 years earlier. Bush became the youngest sailor in WWII to earn the Medal of Honor for his actions as a hospital apprentice first class with the 3rd Platoon, Company G, 2nd Battalion, 5th US Marines, on May 2, 1945, during the Battle of Okinawa, Ryukyu Islands, Japan. President Harry S. Truman presented the medal to Bush at the White House on Oct. 5, 1945.

Bush's Medal of Honor citation reads: "For conspicuous gallantry and intrepidity at the risk of his life above and beyond the call of duty while serving as Medical Corpsman with a rifle company, in action against enemy Japanese forces on Okinawa Jima, Ryukyu Islands, 2 May 1945. Fearlessly braving the fury of artillery, mortar, and machine gun fire from strongly

entrenched hostile positions, Bush constantly and unhesitatingly moved from one casualty to another to attend the wounded falling under the enemy's murderous barrages. As the attack passed over a ridge top, Bush was advancing to administer blood plasma to a Marine officer lying wounded on the skyline

See **BUSH**, Page A6

HEAT ADVISORY

Western
Washington
could see record-
high temps

KAI UYEHARA
Seattle Times

Summer hasn't lost its grip. Unusually hot weather during the day and some mild overnight lows this weekend are going to make for "a fairly uncomfortable combination of temperatures," National Weather Service meteorologist Dustin Guy said. By the weekend, Western Washington could see some record-breaking highs. A warming trend started Thursday, Guy said, but "you won't really notice the big bump in temperatures until" Friday. Highs will stay in the upper 70s before Friday cranks the dial up to the mid-80s and ushers in a heat advisory that will last until Monday. That means anyone with heat sensitivities is at greater risk of succumbing to heat-related illnesses. So make sure you've got your fans, AC, ice pops and head full of cool thoughts prepared. Temperatures could get "pretty close to that 90-degree mark" on Saturday and Sunday while overnight lows will hit the lower to mid-60s, Guy said. Highs over the weekend are threatening to break records, Guy said. Saturday's projected high is 89 in Seattle, just a couple degrees shy of the historical record for the day. Sunday, we're looking at 87 degrees, a degree shy of the record.

See **HEAT**, Page A7

Grays Harbor College honors graduates at Stafford Creek Corrections Center



GRAYS HARBOR COLLEGE PHOTOS

Stafford Creek Corrections Center inmates walk to receive their various degrees from Grays Harbor College.

THE DAILY WORLD

On Aug. 14, Grays Harbor College honored 74 graduates at a Commencement Ceremony at Stafford Creek Corrections Center. In the past six months, students at Stafford Creek earned 93 educational certificates or degrees in

the following areas: High School Equivalency (GED), High School Diploma, Construction Trades Apprenticeship, Welding Technology, Associate of Applied Science in Business Management, and Associate of Arts — Direct Transfer Agreement. GHC also partnered with The Evergreen State

College to recognize graduates earning four-year degrees. GHC President Dr. Carli Schifferner spoke to the crowd of graduates and their supporters. "Let it soak in, you are college graduates. It is with a full heart that I say we, at Grays Harbor College, are so proud of you. You did it. You

have cleared milestones, and you have done it in the face of many obstacles. Your success in getting to this point is a testament to your perseverance, dedication and determination. You are setting an example, providing hope, and

See **STAFFORD**, Page A7

Deaths

Lynn Conner, Cosmopolis, 77

Washington State Parks and Recreation Commission visits South Beach

Fact-finding mission spans three parks and includes meetings with staff, stakeholders

JERRY KNAAK
The Daily World

Recently, six of the seven members of the Washington State Parks and Recreation Commission visited all three state parks in the South Beach area — Grayland Beach State

Park, Twin Harbors and Westport Light State Park. The Commission, appointed by the governor, consists of Chair Laurie Connelly, Vice Chair Holly Williams, Secretary Ali Raad, Michael Latimer, Sophia Danenberg, Scott Merri-man, Alfie Alvarado-Ramos

and Diana Dupuis. All but Raad made the trip. The purpose of the visit was to bring the Commission up to speed on planning, projects and development, as well as discuss issues facing the parks including flooding at the Twin Harbors campground ranger station. The

Commission had the opportunity to meet with mayor of Westport, Ed Welter, as well as park staff including area managers. According to the executive director of the Westport South Beach Historical Society, John Shaw, it was important for the Commission to see park issues first hand. "Twin Harbors was recognized in the old days as one of the top tier parks in the state, and now it's just a ghost (compared) to

See **PARKS**, Page A6



Mostly cloudy, a little rain;
H: 70, L: 56 Details, A8





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Stafford

From Page A1

changing the direction of your lives and your families’ lives”

Graduates Paul, Randy, William and Robert also gave speeches during the ceremony.

Paul, who graduated with a Bachelor of Liberal Arts from The Evergreen State College, looked back on his road to a degree.

“When I first got to prison, I remember sitting down in my cell alone and putting my head in my hands,” he said. “I couldn’t believe where I was at and how things had gotten so bad. It was a solemn moment for me.”

Paul said the biggest question going through his mind was, “How did I get here?”

There could be a lot of answers to that question, but in that moment, one became clear.

“The main reason stood out in bold, blinking neon lights. ‘You didn’t take school serious,’” he said.

Paul came to Stafford Creek with a ninth-grade education. He started studying on his own and eventually enrolled in college classes.

“Today, the narrative for my story is different,” he said. “I am in the process of applying for a master’s degree in Public Administration. I also have a number of standing job offers from a number of successful organizations — places where I can help others who are looking to transform their lives.”

Paul concluded his speech with a message of hope.

“I have come a long way since the day I sat alone in my cell with my head in my hands,” he said. “I want to leave this stage with a moment of inspiration. We haven’t all lived perfect pasts. And one thing is for sure, we cannot go back and change what happened. What we have control of is right now. We may not be able to go back to the beginning and create a new start, but we can start now and create a new ending.”

Construction Trades Apprenticeship (CTAP) graduate Randy opened his speech by describing the three parts of a hammer — the face, the cheek and the claw.

“The three W’s are ‘What am I doing?’ ‘Why am I doing it?’ and ‘Where am I going?’ The Pythagorean theorem is used to square a structure and we move material every day. These seemingly unrelated statements would have meant as much to me three months ago as they mean to you now,” he said. “Just like wood, steel, concrete and glass are components of a house, these statements are components of the Construction Trades Apprenticeship Preparation program.”

As he looked back on his time in CTAP, Randy highlighted various agility tests and technical training, as well as the “soft skills” covered in the program. CTAP Instructor Kelly Richters, who Randy described as having “tenacity in abundance,” also taught the class about personal finance.

“He wanted us to learn how to budget our money in order to have a future



Grays Harbor College President Dr. Carli Schiffner spoke to the crowd of graduates and their supporters on Aug. 14.

beyond these prison fences,” Randy said. “He taught us how to budget our weekly paycheck of imaginary money so we could live the good life.”

The CTAP students learned about tools and tool safety, practiced reading blueprints, and even drew their own set of plans.

“We can all go out and build a 24-feet by 24-feet two-story, two-car garage with an apartment on top,” he said. “Our very own bachelor pad.”

Other highlights of the CTAP program included mock interviews and learning about professional organizations. Randy recalled when representatives from the Cement Masons and Plasters Union, Local 528, visited the class.

“They informed us that beginning wages are about \$30 an hour and progress to \$52 an hour as a Journeyman,” he said. “My mind was blown when I learned that after the wage, health and pension benefits, there was a contribution of \$4 an hour towards a 401K by the employer.”

Randy concluded his speech by thanking those who supported him along the way to graduation.

“I want to say thank you to Kelly Richters and the staff at Stafford Creek and Grays Harbor College for this opportunity to stand before you today, a proud graduate of the CTAP Vocational program,” he said. “I also want to thank all the friends and family who came to help us all celebrate. I want to congratulate my fellow students, my teammates, for taking a big step towards securing a better and more fulfilling future you can call your own.”

William, who graduated with his High School Diploma, reflected on what the accomplishment represents to him and looked back on his experience as a student.

“This isn’t your typical graduation,” William said. “We are not just celebrating our diplomas or degrees, we are celebrating second chances, determination, and proving to ourselves that we can do hard things. The GHC program isn’t just about school work. It’s about growth, about showing up every day and deciding we are more than our past — even when we are not a morning person. When I walked in here, I

didn’t picture myself in a cap and gown. I didn’t think I would be starting a new chapter at my age. But today, I’m proud to say, I’m stepping into the next one, studying for my associate’s degree in Business Management, because apparently, I’m a professional over achiever. But, that is proof that no matter where you are in life, you can keep moving forward.”

William closed his speech with an address to his fellow graduates.

“Whether you are getting a diploma, GED, associate’s certificate, or bachelor’s degree, you’ve done

something worth celebrating,” he said. “We didn’t just learn facts and formulas, we learned that we can finish what we start. It’s never too late to rise up, to learn, and to create a future you are proud of.”

Associate degree graduate Robert began his speech by defining the word “Ubuntu,” a word that he said holds the power to guide, unify, and inspire.

“Ubuntu is an ancient African word meaning, ‘I am because we are.’ It speaks to the essence of our shared humanity; it expresses how we are all connected, that our strength as individuals

comes from the support of one another and reminds us that none of us makes it alone,” he said. “We rise together, we grow together, and we succeed together.”

When looking around the room at his fellow graduates, Robert said he saw Ubuntu in action.

“I see perseverance, transformation and unshakeable determination,” he said. “I see people who chose not to be defined by their worst moments in life, but rather, the ones who were willing to do whatever it took to evolve, continue to strive, and never quit until they got what they wanted

to achieve.”

Encouraging his fellow graduates to take pride in what they accomplished, Robert said, “What we achieved here today is nothing less than extraordinary. I don’t know if it sunk in by now, but you should be feeling a level of pride that makes you feel invincible.”

Robert continued his speech, “We could have decided to do nothing with our time and make excuses for ourselves to be ordinary. But instead, we dared to be different and maximized our time and efforts by taking advantage of the opportunities we were given. That takes an ambitious individual who is willing to push themselves past their limits and do whatever it takes to reach their goals. And we did that. This diploma is more than just a piece of paper. It is a declaration that says: ‘I showed up, day after day, night after night, pushing through the adversity, overcoming the doubt, and defying the odds.’”

After thanking his supporters and loved ones, Robert concluded his speech with a powerful reminder.

“You don’t have to be perfect to be powerful,” he said. “You don’t have to have a clean past to create a brilliant future. We have proven that change is possible, that growth is real, and that greatness is within reach. The journey ahead won’t be easy, but remember Ubuntu: I am because we are. And let us carry each other forward, to continue to rise together.”

Alzheimer’s Disease and Dementia ARE YOU AT RISK?

According to a new study by Johns Hopkins University School of Medicine and the National Institute on Aging, men and women with hearing loss are much more likely to develop dementia and Alzheimer’s disease. People with severe hearing loss, the study reports, were 5 times more likely to develop dementia than those with normal hearing.

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<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	Do family or friends get frustrated when you ask them to repeat themselves?			

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“The more hearing loss you have, the greater the likelihood of developing dementia or Alzheimer’s disease. Hearing aids could delay or prevent dementia by improving the patient’s hearing.” -2011 Study by Johns Hopkins University School of Medicine and the National Institute of Aging

“Hearing loss, left untreated can lead to serious problems such as loneliness and isolation.”

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Heat

From Page A1

The average high is about 77 degrees this time of year, Guy said.

Areas south and east of Seattle “will definitely crack the 90-degree mark,” Guy said. Places like the Cascade foothills, Aberdeen, Enumclaw, Olympia and Chehalis will all see temperatures well into the 90s this week-end and even triple digits are possible.

We’ve got a combination of factors to thank for the

marathon of sweaty temps. A dome of high pressure is causing air to compress and warm as it sinks, Guy said. With a lack of marine air flowing in from the ocean, we’ve got few chances to cool down.

Speaking of, get ready to hunker down in the heat.

“We’re not looking at a drastic cooldown as we go into the early part of next week,” Guy said. Temperatures will hang anywhere from 85 to 90 into the early to middle part of next week, “so we’re in for a fairly lengthy stretch of some warm temperatures.”

X.8.a. – Accreditation Report

GHC Board of Trustees Meeting
September 9, 2025



Written Report

Item Information:

Topic: Institutional Accreditation

Prepared by: Kristy Anderson, Associate Vice President for Institutional Effectiveness and College Relations

Attachments: None

Narrative

Policies, Regulations, and Financial Review (PRFR) Report

Grays Harbor College is preparing to submit its Year Six Policies, Regulations, and Financial Review Report to the Northwest Commission on Colleges and Universities (NWCCU). The report will be submitted prior to the upcoming Board of Trustees meeting.

The Year Six report addresses NWCCU Standard 2, the report provides a comprehensive overview of key institutional areas, including governance, academic freedom, policies and procedures, institutional integrity, financial and human resources, student support services, library and information resources, and physical and technological infrastructure. In the Moving Forward section of the report, the college identified some key focus areas for the upcoming year and acknowledged a few items that it will be working on as part of its continuous improvement efforts.

- Focus Areas:
 - Assessment of Student Learning Outcomes - Strengthening evaluation practices to enhance student achievement.
 - Guided Pathways - Advancing structured academic and career pathways to improve student success.
 - Enrollment Management - Implementing strategies to support sustainable enrollment growth and retention.
- Continuous Improvement Items:
 - Enhance communication of College Council decisions, including policy and procedure updates, to ensure consistent and accessible dissemination to all employees and students.
 - Establish a systematic program review process for both academic programs and support services.
 - Develop and maintain an ongoing assessment framework for academic advising, with a focus on using results to inform and improve practices.
 - Ensure student complaints are securely stored for the required seven-year period in designated locations accessible only to authorized personnel.
 - Confirm and document regular and substantive interaction between instructors and students in all courses.

ALO Visit Refresher Training

On August 15th NWCCU held a Training for Accreditation Liaison Officers (ALO's) on the topic of peer evaluation visits. This training covered topics such as what to expect before the peer evaluation visit, how to handle visit logistics, what to expect while the peer review team is on site and what will happen after the visit. The training should prove helpful as the College prepares for its peer evaluator visit in the fall of 2026.

Summary & Next Steps

This year the focus of accreditation will be on completing the Year Seven Evaluation of Institutional Effectiveness which covers NWCCU Standard 1. Topics for this report include Institutional Mission, Improving Institutional Effectiveness, Student Learning, and Student Achievement. Each of these areas has several sub-areas with specific items to address. Additionally, the College will report on its two recommendations from the last ad-hoc report which are:

- The Commission recommends that Grays Harbor College engage in systematic assessment of its accomplishments, integrating the multiple planning processes to facilitate prioritization of resource allocation and the use of institutional capacity to ensure institutional effectiveness.
- The Commission recommends that Grays Harbor College fully implement student learning outcomes assessment across all degrees and programs, including the general education program, and use the assessment results to inform planning and improvement.

Lead writers have been identified for each of the areas and recommendations. They have been asked to submit the first drafts of their section(s) by November 13th. The draft report will be shared with employees in the spring of 2026 for feedback. The report is due 8 weeks prior to the visit. The College does not have an exact visit date yet but will plan to have the report ready to submit by August 1, 2026.

Action Requested:

No action at this time.

X.8.b. – Phone System Update

GHC Board of Trustees Meeting
September 9, 2025



Written Report

Item Information:

Topic: Phone System Update – Implementation Outcomes and Next Steps

Prepared by: Derek Edens, Associate Vice President for Technology Services

Attachments: None

Narrative

Concerns were raised about callers reaching voicemail during business hours. In response, Grays Harbor College (GHC) established a cross-departmental Phone Workgroup with representatives from IT, Student Services, Instruction, and Human Resources. The group met five times to review incoming call data, develop a phone answering protocol, and create resources including a standardized script, department directory, and extension list to guide staff in addressing common inquiries and routing calls appropriately.

Beginning in July, the Student Help Desk became the primary point of contact for calls to the College's main number, (360) 532-9020, with designated staff serving as backups to ensure consistent coverage.

To evaluate the impact of the new process, call volume and outcomes were reviewed before and after implementation. This data only reflects calls made to the College's main number, (360) 532-9020, and does not include calls transferred within departments or made directly to individual extensions. The comparison demonstrates both high call volume and a clear improvement in responsiveness, with more calls answered live and fewer routed to voicemail.

- *March 3 – June 30 (before new process):*
 - Total Incoming Calls: 3,449
 - Answered: 2,979 (86%)
 - Routed to Employee Voicemail: 3 (0%)
 - GHC Main Voicemail: 467 (14%)
- *July 1 – August 15 (after implementation):*
 - Total Incoming Calls: 1,180
 - Answered: 1,136 (96%)
 - Routed to Employee Voicemail: 10 (1%)
 - GHC Main Voicemail: 34 (3%)

These results reflect a significant improvement in responsiveness, with calls answered live increasing from 86% to 96% and the volume of messages to the main voicemail box reduced from 14% to just 3%.

In late July, the Phone Workgroup reconvened to evaluate the process. A concern was raised regarding peak times, particularly at the start of quarters, when Student Help Desk staff and support personnel may be assisting students in person and unable to consistently answer calls. To address this challenge, the group began developing a Phone Tree option.

The proposed Phone Tree will provide callers with a bilingual (English and Spanish) greeting and a menu directing them to the five most frequently requested departments, along with a general assistance option. This approach is intended to ensure that high-volume periods are managed more effectively, while still providing callers with a positive and accessible experience. Development of the Phone Tree is underway, with departments currently being identified for inclusion, and GHC will continue to monitor incoming phone data on a monthly basis to track caller experience and responsiveness.

Action Requested:

None

☐ **Follow-Up**

None