



Ad Hoc Report – Spring 2020

*Prepared for the Northwest Commission
on Colleges and Universities
March 1, 2020*

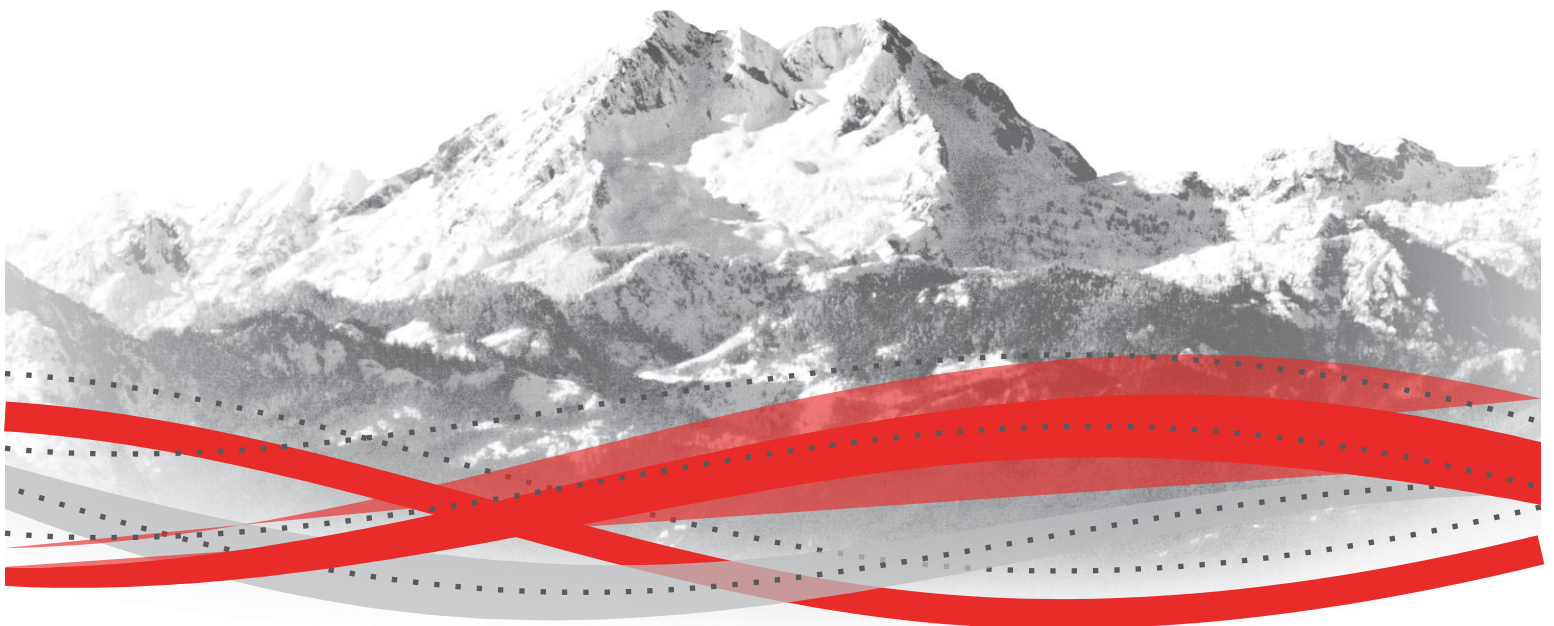


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I. Introduction

Olympic College submitted its Year Seven *Mission Fulfilment and Sustainability* report in Fall 2018 with a peer-evaluation visit in November 2018. NWCCU President, Sonny Ramaswamy, in his letter reaffirming accreditation to Olympic College President, Marty Cavalluzzi, dated January 23, 2019, included three recommendations for areas out of compliance and five recommendations for areas substantially in compliance but in need of improvement.

Recommendations for areas out of compliance are 3, 4, and 5. Recommendations for areas in need of improvement are 1, 2, 6, 7, and 8. Required follow-up included addressing recommendations 1, 2, 3, 4, and 5 in this Ad Hoc report. Recommendations 6, 7, and 8 will be addressed as an addendum in the Fall 2021 Mid-Cycle Evaluation report.

Contributors:

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II. Response to Recommendation 1

Recommendation 1: Improve transparency and college-wide involvement of all constituencies to increase investment in strategic decision-making through a comprehensive review and revision of its shared governance policies and procedures, that include: Clear identification of roles, responsibilities, and authority of the president, administrators, staff, and faculty with particular attention on identifying the executive responsibilities of the president, the primary operational responsibilities of administrators and staff, and the primary instructional responsibilities of the faculty (Standard 2.A.1).

This recommendation was both predictable and desired. In fact, when the president interviewed for his position, he stated in an open public forum that if he was selected as the president, he would help create a governance system that would bring all representative voices to the table. Progress has been made on this recommendation and is still in process.

The Board of Trustees was asked to provide the framework for the governance work. The Board of Trustees held a special session on Saturday, April 27, 2019. During this session, the Board made the decision to bring in a facilitator to help them with a conversation about board governance.

At their annual retreat in July, 2019, with the help of a facilitator, the Board discussed their own role in governance and reviewed the way that boards at other community colleges approach governance. They had the first reading of a board policy on Participatory Governance in September and approved this policy in October (See attached Appendix A). This Participatory Governance policy authorized the president to start the development of the Olympic College governance system.

The college did not have the capacity to address Recommendation 1 without external help. A Request For Proposals was issued from the college. From the responses, a facilitator was chosen to help guide the college in the formation of a governance model that would address this recommendation in its entirety.

Over the course of fall 2019 and moving forward to the present, the college established a governance task force, and working with the selected consultant, the college is moving forward with establishing a governance structure. The task force has met at least four times, did an incredible amount of readings and research on their own, and various college constituents have participated in forums and focus groups. The Taskforce is on schedule to present to the president three governance models from which he can choose one that will suit the needs of both the president and the college. Next steps in establishing a governance structure will include an inventory and review of all governance-related policies and procedures.

III. Response to Recommendation 2

Recommendation 2: Immediately develop a recruitment plan which will lead to implementation of an effective system of leadership, staffed by qualified administrators, with appropriate levels of responsibility and accountability, who are charged with planning, organizing, and managing the institution and assessing its achievements and effectiveness, because of the disruption that has resulted from an inordinate number of interim and temporary positions across the organizational structure of the College (Standard 2.A.9).

Olympic College has developed a cogent recruitment plan which will, in fact, lead to implementation of an effective system to attract and retain capable leadership with higher level responsibilities. This plan is embodied in and is a primary aspect of the new OC HR Strategic Plan and OC HR Dashboard. The plan emphasizes succession planning and expansive recruitment initiatives for enriched applicant pools focused on diversity and readiness for expedited on-boarding.

The recruitment of administrators for executive team has been ongoing since 2018. We have had a couple of failed searches, and as of this writing, appear to have no viable candidates for the Vice President for Administrative Services position. The last candidate interviewed the week of February 24, but is lacking in a key area needed for the college. The previous five candidates all refused the position due to salary concerns. This is the most difficult position to fill at this moment in the state of Washington. The position is open until filled. Until it is filled, there are two employees splitting the responsibilities of this position, the Chief Financial Officer and the Acting Vice President of Administrative Services.

As of this writing, the Vice President for Human Resources has been filled, the Vice President for Student Services has been filled and begins April 6, 2020, two finalists for the Executive Director of the Foundation have been interviewed the week of February 24.

Specific information on each of the search processes can be provided as needed.

IV. Response to Recommendation 3

Recommendation 3: Regularly and systematically evaluate classified staff in accordance with its annual evaluation procedures (Standard 2.B.2).

Completion of classified employees evaluations have continued to improve each year from 2013/2014 through 2018/2019. The completion rate has improved from 56 of 159, or 35.2% in 2013/2014 to 78 of 151, or 51.6% in 2014/2015. We are currently reflecting 183 of 184 which equate to 99.45% for 2018/209.

| | 2013/2014 | | 2018/2019 | |
|-----------------------|-----------|---------|------------|---------|
| Completed Evaluations | Number | Percent | Number | Percent |
| Classified Staff | 56 of 159 | 35.2% | 183 of 184 | 99.45% |

While an improvement was shown with the completion rate of classified staff evaluations, it falls short of the College’s goal of 100%. The exception to the missing report is a reflection of one employee being on extended leave.

We continue to send reminders 30 days and 10 days before the due date for the evaluations.

V. Response to Recommendation 4

Recommendation #4: Develop financial planning and budget development policies and processes that include appropriate opportunities for participation by its constituencies (Standard 2.F.3).

President Cavalluzzi established a Budget Committee in the 2018-2019 academic year. The committee's charter was completed in November 2018. Membership included specific positions but also allowed the campus community to apply for seven open positions on the committee. The Charter for the budget committee consists of clear responsibilities and expectations of not only the committee members but also the budget administrators of the College. The President is the chair of the committee and sets the agendas. The Vice President for Administrative Services serves as the budget representative for the campus. The Committee consists of the following members:

1. President of the College
2. Vice President for Administrative Services
3. Director of Facilities
4. One representative for the Association for Higher Education (AHE)
5. One representative for the Washington Public Employees Association (WPEA)
6. One representative for OC Poulsbo
7. One representative for OC Shelton
8. One representative for Puget Sound Naval Shipyard (PSNS)
9. Director of Institutional Effectiveness
10. Seven campus members

Membership is a rolling three-year average time commitment.

The campus was asked to submit funding proposals that supported three strategic categories: Achieving the Dream/Guided Pathways, Mandatory Compliance and Core Themes. Proposals were submitted and the committee began work in January 2019. The committee developed a scoring rubric for budget requests, defined committee protocols, solicited additional input from requestors and scheduled presentations. During these presentations requestors had an opportunity to speak in detail about their requests in an open question/answer forum with the budget committee. After careful consideration and deliberations, the Budget committee gave recommendations to the College President who made and communicated funding decisions to the campus community. A subcommittee was identified to develop metrics for scoring mid and final year reports from funded projects.

Using the experiences and feedback from the initial year, the budgeting process has been reviewed and continues to evolve. The current process provides opportunities for continual examination to ensure the College's ability to meet the financial and strategic goals, core themes and needs of the institution. The process consists of three parts: annual operating budget process, budget committee process and fee request process. After completing the internal development and processes that best align resources with goals of the College, these budget items are presented first as informational items and then as an action item to approve to the Board of Trustees in an open public meeting.

This year, the OC campus community has used the improved forms and processes that were fine-tuned during Fall quarter 2019.

Moving into the second year of this new approach, the budgeting process is designed to optimize the financial, strategic, core themes and needs of the College while managing available resources and possible economic adjustments to current resources. The College is continually seeking input from the campus community on each part of the budget process as well as utilizing other resources and advisories to encourage campus-wide participation and dialog. Budget decisions for 2020-2021 are expected in the next few months. The entire process will continually be evaluated.

VI. Response to Recommendation 5

Recommendation #5: Adopt, publish, regularly review and adhere to policies and procedures regarding the safe use, storage, and disposal of hazardous or toxic materials (Standard 2.G.2).

The College welcomed an Environmental Health and Safety Manager on January 21, 2019; this position reports to the Director of Facilities.

Olympic College has worked toward the above recommendation through a variety of means. We have contracted with a local contractor, PBS, to develop a variety of plans and to inventory our chemicals. The plans we have commissioned through PBS are outlined below. The expected completion date for each plan is March 31, 2020. At that time the College will work to integrate and implement each plan and determine further steps to meet requirements. The College has also identified hazardous waste storage units and locations for these. The units will be used to store waste until a contracted environmental company picks them up. The College is planning to purchase six storage units. Four of the units are planned to be in the compactor area which is centrally located on campus. The units will hold universal waste, toxic waste, hazardous waste, bio waste and supplies for hazardous materials management. Two additional storage units will be located at the Facilities building; these will hold gasoline, diesel, aerosol, and hazardous supplies.

The college has retained PBS to prepare environmental, health and safety (EHS) plans related to the handling, storage and disposal of chemicals and other hazardous materials throughout the the college campuses as required by State of Washington Department of Labor and Industries (L&I), State of Washington Department of Ecology (Ecology) and the Northwest Commission on Colleges and Universities (NWCCU).

PBS's contract includes the preparation of the following plans:

1. Hazardous Materials Management Plan (HMMP) – includes L&I and Ecology requirements related to the handling, storage and disposal of hazardous waste, flammable liquids, compressed gasses, spill prevention and cleanup and related employee training.
2. Chemical Hygiene Plan (CHP) – includes requirements related to use of chemicals in science laboratories as required by the L&I *Hazardous Chemicals in Laboratories* regulation (WAC 296-828).
3. Hazard Communication (Hazcom) Plan – includes requirements related to the use of chemicals outside of a laboratory setting as required by the L&I *Hazard Communication* regulation (WAC 296-901), including an inventory of chemicals present on the college campuses.
4. Asbestos and Lead Operations & Maintenance (O&M) Plan – includes requirements related to the presence of asbestos-containing materials (ACMs) and lead-containing paint in college buildings as required by the L&I and Puget Sound Clean Air Agency regulations.

Below is a summary of PBS's progress related to the above plans:

PBS has met with the college staff in the following departments to obtain information regarding the current practices related to chemical/hazmat usage and disposal: EHS, art (painting, sculpture, pottery), chemistry, welding shop, composite shop, custodial, and building/grounds. PBS is in the process of incorporating the information obtained during these meetings to prepare the HMMP which will address requirements associated with hazardous waste generated by campus operations and educational programs. The HMMP includes the following:

- Employee training
- Identification of waste accumulation areas
- Waste labeling
- Waste storage requirements
- Spill clean-up

PBS is developing a Chemical Hygiene Plan as required by L&I for employee health and safety while using chemicals in laboratories. The plan includes the following:

- Use of personal protective equipment (goggles, gloves, lab coats/aprons)
- Use of other safety equipment (fume hoods, eye wash stations, safety showers)
- Chemical container labeling
- Safety Data Sheets
- Spill clean-up
- Identification of a Chemical Hygiene Officer

PBS has obtained existing chemical inventories from the various departments. PBS has completed chemical inventories for those departments that do not have an existing inventory including the following: facilities, painting, pottery, welding (Bremerton and Shelton), and composite shop.

PBS has obtained and reviewed all previously completed asbestos and lead paint survey reports provided by the college. The information from the previous survey reports will be incorporated into the Asbestos and Lead O&M plan. The plan includes a summary of asbestos and lead-related regulatory requirements associated with the performing maintenance, renovations and repairs in campus buildings.

These requirements include the following:

- Employee training
- Sampling of materials prior to maintenance, renovations and repair activities
- Employee/occupant notification
- Material labeling
- Processes to follow if asbestos or lead paint is present in buildings
- Identification of an asbestos and lead program manager

PBS is approximately 90% complete with the development of the Asbestos and Lead O&M plan.

PBS has continued to perform asbestos and lead paint sampling in buildings prior to performance of maintenance activities by the college facilities staff. These results will be incorporated into the O&M Plan.

PBS will be providing asbestos training to facility maintenance and custodial personnel.

All plans are anticipated to be substantially completed by the agreed upon date of March 31, 2020. PBS will provide drafts of all plans for review as they become available.

VII. Conclusion

Olympic College leadership continues to work diligently to address all eight recommendations from the Fall 2018 NWCCU visit. Each of the recommendations has an identified Executive Sponsor to provide leadership for and oversight of progress.

Recommendation 1 is in process as a governance task force is working to select three governance models to present to the President.

Recommendation 2 has been fully addressed through an established recruitment plan that emphasizes succession planning and expansive recruitment initiatives for enriched applicant pools focused on diversity and readiness for expedited on-boarding. Most interim positions on the President's Executive Team have been filled. One position has been challenging to fill despite repeated attempts, the Vice President of Administrative Services, but this is not uncommon in community colleges in Washington State.

Recommendation 3 has been fully addressed with a 99.45% completion of staff evaluations. The slight variance from the expected 100% is due to a supervisor who has been on extended leave and will be addressed as soon as possible on the employee's return.

Recommendation 4 has been addressed with the creation of a budget process that includes a budget committee with representation across the college and allows for all members of the college to submit requests.

Recommendation 5 is in process as a contractor is developing the necessary plans, policies, and procedures regarding the safe use, storage, and disposal of hazardous or toxic materials with an expected delivery of March 31, 2020.

Olympic College will continue to take the necessary steps to complete all recommendations and will provide updates in the Mid-Cycle report as necessary.