

**Self Evaluation of John Hurley**  
**Year Six at Evergreen**

This past year was my sixth at Evergreen and my thirty- first year in higher education in Washington State. I mention this because for most of my career I have tried to build higher education in this state. Through hard work, some luck, and the knowledge I acquired along the way, I have primarily succeeded. Today I find myself dismantling many of the very things I worked so hard to build, and this dismantling is happening faster than the building. Like so many involved for so many years in building higher education in Washington I find this disheartening. It suggests an impending disaster for future generations of Washingtonians seeking access to a college degree at a reasonable price. I include my own children among those who will be adversely affected by the changes that we see happening today.

But let's for the moment forget about this grim reality and talk about the many accomplishments we have made this past year. We may have a budget crisis in this state but in Finance and Administration we certainly do not have a leadership crisis. Thank you Dan, Holly, Bruce, Collin, Paul, Laurel, and Aaron for all your hard work, perseverance, creativity, and innovation as we strive to make Evergreen a better place, even in the face of difficult economic times. You have all done an excellent job and I am thankful for such a gifted team who are great individually but are even better as a team. This year in particular, I want to thank and recognize the dedication and sacrifice of the Finance and Administration (FAD) employees. This year has seen substantial hardship for many of our employees. Increasing health care costs coupled with high gas prices have forced many if not all of our employees to make hard choices for themselves and their families. Despite these real hardships, FAD employees stepped up and led the way on participation in the voluntary leave without pay program. Thank you for that and thank you for caring so much for your fellow employees. You are the best.

As a directors group we have continued our practice of a common reading. This past year we reflected on The Four Cultures of the Academy by William Berquist. As we read about the case studies of the four different cultures we often saw those cultures in our own organization and could draw some lessons and insight from these observations. Our current readings are contemporary articles from newspapers and professional magazines around issues such as public records and succession planning. As a team we have also made a conscious decision to do more socially together. Collin hosted a summer dinner at his house and we met at mine for a holiday party. Randomly we will meet for coffee and we will continue our birthday lunch tradition. These events provide us with the opportunities to develop as a team in ways we cannot develop at work.

The division has many fine accomplishments to report this year. I am proud to report the highlights of each department's major achievements. Below, as I did last year, I have highlighted each of the departments within Finance and Administration (FAD) and provided a brief summary of the work each unit has engaged in during the past year. There are a couple of caveats that need mentioning. First, much of this past year's work was spent in trying to manage a budget that would save jobs and that was very time

consuming. Secondly, not every area in FAD is mentioned but it is understood that accomplishments are a team effort and success in one area is reliant on receiving support from all the other areas. That also extends to areas of the college outside of FAD. It is impossible for us to accomplish the tasks and processes of the college without clean buildings, good technical support, good supervision and human resource guidance on issues, sound financial practices, and trust in one another with shared goals. The success of one of us is the success of all of us.

### **Human Resources**

The Human Resource Services (HRS) group had a very busy year under the new leadership of Laurel, as the Associate Vice President for Human Resources. By far the biggest and most difficult project was implementation of the Banner Human Resource/Payroll module that crossed many departmental boundaries including Business Services and Computing and Communication. Because we did not want to split calendar years for employee tax reporting purposes the system needed to be implemented, tested and running on or before January 1, 2011. This created the need to complete the project in less than twelve months, when the normal expectation would be eighteen months or more. The employees of HRS did a wonderful job as part of the team that brought this project in, on time and under budget. Sarah Mealy was the department's lead on the Banner team and Jennifer Levesque provided technical support.

Banner, however, was not the only project completed by the HRS employees. An hourly time keeping application was implemented in conjunction with C and C. This system has greatly improved the accuracy of time keeping and has created substantial savings of paper. It is also less labor intensive than the previous paper system.

Two programs aimed at reducing the budget were facilitated by Human Resources. The voluntary retirement incentive program was researched and the procedure put in place by HRS. The long term effect of this program is to save the college budget between \$200,000 and \$300,000. The second very successful cost reduction was the voluntary leave without pay program. We do not have final numbers on this program, but it is predicted to have created \$100,000 in one time savings. That amount achieved through collective sacrifice probably saved one or two jobs from layoff. Thank you to the many classified and exempt staff who participated.

We are pleased to welcome Sharon Storer as the Assistant Director of Human Resource Services. Sharon will add additional labor relations skills to supplement Laurel's and allow us to better process labor relations matters. Negotiations for a new contract with our classified employees were not successful. This was a disappointment to me as I thought we were very close to an agreement. Our current contract remains in effect until we can attempt negotiations again next year. Labor relations and employee concerns comprise the bulk of human resources work. A new Student Affairs exempt employee bargaining unit was formed and staff continue to assist supervisors and managers with guidance around complying with the current classified employee contract. Nicole continues to do investigations regarding human and civil rights complaints filed by

students, staff, and faculty. Personnel policy development continues to be done on a consistent basis.

### **Facilities**

Capital construction continues at a robust pace on campus. This past year marked the opening of the College Activities Building (CAB) a construction project that proved very challenging. There was a rush to open the building in the fall which was then followed by a lengthy project close out. Many of the building occupants were not satisfied with the status of the building at opening nor at the completion of the CAB and with good reason. My hope is that the building will be fully functional and completed this fall. Despite these challenges, the building is a welcome renovation and is a vast improvement over the old building.

The CAB was not the only construction project this past year. Paul and his crew renovated the Arts Annex including a roof renovation, completed the Sustainable Agriculture Lab, provided extensive new ADA walkways on campus, began the retrofit of the Library columns for earthquake mitigation, and remodeled L4300 into conference space. Richard Miles, Mike Drennon, and Mark Kormondy and their crews continued to keep the campus functioning with numerous repairs and projects. Big projects often get top billing, in part because they are much more noticeable, but it is important to remember the work that is done on a day-to- day basis to maintain what has been built.

Rich Davis and others, working with Puget Sound Energy, have sustainably cut our energy costs through a number of energy saving retrofits that should pay for themselves within five to ten years. Additionally, the College applied for and received a Department of Commerce grant for \$415,742 to assist in funding energy savings projects. This type of innovative work has actually reduced the overall college energy bill even with our bringing the CAB back on line. That is really quite remarkable and has been extremely helpful in balancing the budget in these tough economic times.

Our Building Services team with Gaylon, Kat and Long have struggled this year with a lack of staff to get their work done. Due to hiring freezes and budget cuts, Building Services has at times had up to eight vacant positions. Yet Building Services continues to do setups and keep the buildings clean. We are currently recruiting for a number of permanent positions now that the freeze is lifted and we should start staffing up for this fall. Kat was our Golden Bee winner for spring. Congratulations again, Kat.

The investigation into the feasibility of biomass to heat the campus consumed an inordinate amount of time by many of the staff in Facilities. This project showed great promise to help us save energy dollars and move us towards carbon neutrality. In the end we were not able to make the timelines for the grant we had received from the Department of Commerce, and while we were working the county placed a moratorium on biomass projects.

Facilities staff were hit very hard by the budget cuts and yet continued to demonstrate strong participation in the voluntary leave without pay program. Despite this the employees continued to do the very best job they could with such low financial support. I want to thank them for their hard work, dedication, and most importantly their patience this past year.

### **Computing and Communications**

One of the most visible projects that Computing and Communications (C&C) completed this past year was the implementation of the Banner Human Resource module. Tony Alfonso oversaw the project through Rick Wagner the project manager and a team of individuals, many of whom have been named above. The fact that this module was implemented within twelve months is remarkable and even SunGuard Banner, the software owner was impressed by the accomplishments of our team. Congratulations to the Banner HR team for an excellent job. Administrative Computing also fixed a nagging “bug” in the online freshman advising and registration system and upgraded to Drupal 6 providing the opportunity to enhance web pages. Scott Bailey was a Golden Bee winner for fall quarter for all his efforts on time and leave. Congratulations Scott.

Rip and his team in Academic Computing continue to improve the functionality of the curricular support tools provided to faculty. Integrating an upgraded Moodle into teaching has helped the faculty manage the curriculum, attendance and class activities and assignments. Moodle has allowed some faculty to facilitate a class with almost no paper copies.

The accomplishments of Network Services are often not as visible as some other areas but are none the less critically important to our functioning. James and his crew provided a great deal of support to the Banner HR project with the development and population of the data used to produce payroll. This included converting all the data from the community college system we were on previously so that the new system would have historical data on payroll available to employees. Network Service is in the process of converting our tape backup system to hard drive storage and working to enhance the Wi-Fi network.

Client Services has successfully taken over providing desktop support for multiple areas on campus. This added service to the campus was facilitated through the standardization of hardware purchasing and improved processes for supporting users. This department has been very diligent in reviewing our system for social security numbers and working on improved security around personal data.

The technology needed to support the opening of the CAB was provided by Technical Maintenance and Engineering. This had to be done in a very short timeframe and required a lot of effort. Work has now begun on the technology design of the Communications Building. Additionally there were significant upgrades to the telephone PBX system this past year.

## Business Services

Under Collin's direction, Business Services continues to provide excellent financial and auxiliary services to the College as a whole. The State Auditor continues its investigation into travel abroad, an investigation that is now well over eighteen months in duration. Additionally, while the investigation is not complete, it looks like we will receive a "finding" on the project management fees associated with the College's facility labor pool, and a "management letter" on fraud reporting. We disagree with both of these audit exit items and will write a response accordingly. The annual audit of the College foundation was conducted by an independent auditing firm and we received a clean audit. The Business Office continued its migration off of accepting credit cards except through CashNet, thereby saving the College the substantial credit card processing fee which is passed back to the user. This process continues to save the College hundreds of thousands of dollars each year. Collin worked with the investment committee to revise the College's investment policies. We had the assistance of two students, Kaitlyn Lucas and Carl Davis; and two faculty, Tom Womeldorff and Zoe Van Schyndel. Thank you to all who helped revise the policies.

At the end of this year we have seen big changes in the purchasing area with both Kathleen Haskett and Sharon Nagle retiring. That represents half of the staff involved in a critical day-to-day function for the college. Bringing two new purchasing folks online at the same time will mean a big learning curve, so bear with us as we make the transition.

Payroll has had a very busy year first with Banner implementation and then with retirement legislation that alters our current TIAA-CREF plan. Ladonna and her team are busy processing TIAA-CREF supplemental applications and rewriting our retirement plan to comply with legislation that is effective July 1, 2011. The payroll stub has also been a concern by many employees so with the help of C & C that will be upgraded this summer.

The opening of the CAB allowed the bookstore to move into its new home and transition from the name "bookstore" to Greener Store" with a new emphasis on merchandise and less emphasis on text books. This corrective financial move has made the store profitable by increasing sales. The staff also had to adapt to the departure of the manager part of the way through the year. To further save money Collin has been acting as the interim manager.

Conference Services continues to be profitable, returning money to the budgets of both FAD and Student Affairs. This is particularly helpful in the tough economic times we are experiencing. This summer will be very busy with both the CAB and L4300 coming back on line for use as conference space. Sheryl took advantage of the OFM freeze on rental of non state facilities by developing a meeting package at Evergreen that included one price for the room and meals which met the allowable per diem rates. This past year we experienced a large increase in state agency meeting room rentals.

Bill Gilbreath left us to seek greener pastures, necessitating a review of Copy Center operations. Aaron and Collin will be looking at ways to operate the center over the summer with some suggested changes for fall. In the meantime the center is down to one person, Dave Johnson. The Mail Room is similarly undergoing changes with the contract on the mail postage machine up for renewal. By not renewing this contract we hope to generate some cost savings. The mail van is also quite old and has high maintenance costs, so we are looking to upgrade the van and save maintenance money.

### **Office of the Vice President**

As noted above the Vice President's Office has been part of some significant accomplishments this past year in spite of the economic climate. As I reflect on my own time and work, I think that the greatest amount of my energy has been spent on the budget and with the legislature. This makes sense given what was at stake both with the operating budget and the capital budget which funds both the Communication Building and Science Lab renovations. Julie Garver was great to work with in the legislative arena and she is obviously well respected by the legislators. Julie also was a Golden Bee recipient for all she has done for FAD in the government relations area. Congratulations Julie! Additionally a great deal of energy was spent in exploring biomass gasification and procrastinating on this self evaluation.

Holly as well has spent an inordinate amount of time on the budget and working with her fellow budget coordinators and the department directors modeling out budget reduction scenarios that by their sheer magnitude sap the life out of you. Frankly it is difficult and depressing work. In the end, or should I say for now, those scenarios did and are not playing out, to our great relief. Holly was a member of the management team for classified collective bargaining negotiations and the Provost Search committee and that required a large time commitment as she tried to do budget scenarios at the same time.

Project Search always remains a bright light as we provide internships for developmentally disabled high school students in the local community. Holly facilitates this and again this year, due to her leadership, we had a very successful program. We look forward to having our third group of high school students intern with us this fall. Project Search provides the College with an enormous amount of community goodwill as well as providing us with the chance to serve our community in a way that transcends our stated mission.

Public Records actually had a very good year. The number of requests has dropped, we have settled some older cases, and have a good handle on the current requests. Recent changes in the public records law has the potential to reduce fines for instances where there is an effort to comply with a request. This may diminish the practice of filing requests in order to profit off of errors. Patte and Betsy have worked very hard to bring down the public records caseload.

Emergency response and preparedness, as shepherded by Bruce, continues to improve. I was particularly impressed with the number of very involved table top exercises that Bruce coordinated this year. A revised Evergreen Comprehensive Emergency Management Plan (CEMP) was completed. This is a three volume plan replete with a compact disc and represents a lot of work on Bruce's part and a big step forward for the college. The Emergency Procedures manual was also updated and the key point people on campus were given two copies of the manual; one for home and one for work as not all disasters occur between 8 and 5.

Dan continues to do an amazing job of facilitating and organizing the division. He also acts as the liaison between the Library Building A wing and facilities and was involved in the selection of the architects/contractor for the clock tower earthquake retrofit. Managing agendas and schedules takes a certain "art" and Dan certainly does it well. Dan also led the way in our exploration of the "Four Cultures of the Academy" book, sharing many of his observations about the challenges presented by the lack of alignment of values associated with each of the four cultures in question.

I am proud of the division's accomplishments this past twelve months. We have had to mangle our way through some extremely complex projects with impossible timelines. The CAB renovation and the implementation of Banner HR are two that come to mind. The budget situation has in many ways forced us to focus on both how and what we can manage and what we cannot manage. This year has been one marked by the resilience of employees who continue to do great work in a deteriorating budget environment. I want to thank the people that make Evergreen a unique and wonderful place to work. It is a privilege to be able to continue to serve Evergreen.