

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

This past year started out with a wonderful opportunity to attend the Harvard School of Education's Executive Management Institute for two weeks in July. My time was spent in self reflection, enormous amounts of reading, and stimulating dialogue with colleagues from all over the world about trends in higher education. The session on learning technologies was particularly enlightening as we explored case studies involving avatars. The two weeks proved very rejuvenating and I came home with an even greater appreciation for Evergreen and how we learn and teach. Living in a dormitory room and eating in the cafeteria brought back many memories of my youth in college and all in all it was a fun and educational experience.

My experience at Harvard made me more committed than ever to build a strong leadership team within Finance and Administration. Many of the case studies used at the institute emphasized teamwork and the synergistic power of working together. Towards that end I really wanted to tackle some large goals and chief among them would be the hiring of an Associate Vice President for Human Resource Services. It has been my experience that for managers and employees alike in the civil service realm, an effective human resources leader will define the culture around labor relations and working conditions. Hence I wanted someone really good for Evergreen in this position.

An extensive but unsuccessful search led me to take a look at a variety of options. After consultation with a number of people, and noting that we had some very capable internal talent, Allen Toothaker was hired as the Associate Vice President for Human Resources in March. Allen has really worked hard to pull the human resources team together, set significant goals, and work to become an integral team member within Finance and Administration.

The division is fully staffed now at the directors' level and we have set about working as a team for the betterment of the College. We also welcomed Puanani Jeffery as the administrative assistant and when Puanani left us for SASS we were fortunate to find Linda Hohman to fill the post. Both Puanani and Linda have done an excellent job at being interim administrative assistants.

As a group we have continued to learn and attempt to practice servant leadership principles as advocated by Robert K. Greenleaf and have spent the past year reading and responding to questions from the booklet *Trustees as Servants*. Through our readings and our actions, I think we continue to grow in being effective, reflective, caring leaders who serve the Evergreen community and make it a better place to learn and work.

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 this past year. Not every area in FAD is mentioned but it is understood that accomplishments are a team effort and a success in one area is reliant on the successful support of all the other areas. It is impossible for us to accomplish our goals without

clean buildings, technical support, good supervision and HR support, and financial backup. The success of one is the success of many.

Human Resource Services

Allen and Laurel Uznanski shared the leadership of the Human Resource Services (HRS) department this past year and together they did an exceptional job. Allen took over the role of Associate Vice President in March 2008. The defining goal for HRS this past year has really been the task of creating an exempt compensation plan. Allen has worked with Holly Colbert Joseph and the exempt advisory committee for the greater part of this past year to develop a market driven equitable compensation plan which is now nearing completion. I am hoping that some dollars can be put to the plan this summer and more importantly that our legislative request, which is made up of largely exempt and faculty salaries, will be honored by the Governor and legislature this coming year.

In addition to the compensation plan, HRS has developed and implemented, with the assistance of Administrative Computing, an Applicant Tracking System in an attempt to streamline our hiring process as well as allow potential candidates to apply for positions at Evergreen over the internet. This project was successfully completed by Sarah Mealy and is up and running with good feedback from those participating in using the new system. Additionally, the group developed a policy on appointing authorities, hired two replacement human resource representatives, brought their budget under control, focused more on customer service, and organized with the help of Mary Ann Steele a convocation based employee recognition ceremony. Employees were excited to bring their children to work this spring and have a variety of activities planned by HRS and others to keep them engaged.

Labor relations constitutes the bulk of any HRS office and ours is no exception. A new classified union contract was initiated this last summer and Laurel is in negotiations for the next contract this spring. This next year we will be working on continuing to improve our relations with the union to better serve the employees at Evergreen. The staff in HRS have worked with Maryam Jacobs the Internal Auditor to clean up leave records which then lead to new timekeeping procedures which were successfully implemented. Numerous grievances and discipline actions have taken a lot of everyone's time but are an integral part of organization life.

Facilities

What an extraordinary year for Facilities. This group accomplished 28 major goals so I will highlight only a few of the more significant ones in my self-evaluation.

The remodel of the A-wing of the Library has been proven to be a well managed and well executed project. It started with reaching agreement on who was going where in the remodeled space that proved to be a collaborative and equitable group process. Then came the surge which went off with precision, and this was followed quickly by the contractor mobilizing on site and at this writing is on schedule and within budget. Next came the effort to finish the spaces left behind in the design process due to funding. This

would be the C- wing basement, the outside staircase and most importantly the Center for Creative and Applied Media. To finish these areas would take a fund raising effort that started early with the legislature and the Governor and resulted in a \$750,000 matching grant and a supplemental appropriation of \$1.9 million. This was a tremendous effort that involved numerous college departments and showcased what Evergreen can do in a collaborative style. Academics, Facilities, and Steve Trotter and Julie Suchanek from the President's Office worked very hard to make this a reality in a difficult supplemental budget year. The result will be the overall completion of the Library in early 2009.

There were two areas that did cause some concern in the Library project. One was the bad cost estimate on the Center for Creative and Applied Media. This did cause some legitimate concerns by Academics on the estimating abilities for the project. Facilities will forego the normal project management fees to make up some of the difference with the hope that the overall Library capital budget will have some funds left to cover these fees. The second area of concern was with the air quality in Trailer F on initial move in. This was a concern to both Paul and me as we wanted folks to feel comfortable in their new offices. After working weekends with the HVAC system and doing a series of air quality tests the issue was finally mitigated. We felt badly that this occurred and caused some people a real inconvenience.

The completion of the campus master plan and the ensuing capital projects budget request puts the College in a strategic position to continue our capital renovation program with the Communications Building up next in the queue. The master plan highlighted many of the deficiencies of the Lecture Hall and as a result we will be requesting pre-design money for that project.

As always, it is exciting to look ahead to new projects but Paul and his crews are to be commended on the enormous amount of work completed this past year. The first floor of Lab 1 was completed and looks great, the CAB design is near completion, a 1000 ton chiller has been installed, our aging emergency generators have been replaced, and the Communications Building has a new roof. Additionally, there were numerous grants and partnerships entered into which resulted in electric maintenance vehicles being added, and a \$75,000 grant to construct a solar cell array on the Library to name just two. Finally, it is important to note the amount of work Paul and his staff provided in writing accreditation standard number 8. This chapter dealt with all of the campus facilities and infrastructure as well as future capital projects.

Computing and Communications

Computing and Communications (C and C) under the leadership of Aaron Powell has continued to build on and focus on team and relationship building across campus. I have appreciated C and C's approach to a service orientation for the campus constituency. This has resulted in a number of improvements to Evergreen.

There have been numerous accomplishments within C and C and I have listed here only the most significant. On a day to day basis the team continues to provide quality service

and technical support to each of us and this is a large part of their ongoing work. This is in addition to moving everyone's equipment for the Library A wing surge which was done expeditiously and as a team effort within the unit. There have been a number of major projects completed this past year for which C and C is justifiably proud.

Our Banner enterprise system had to be "rehosted" this past year and moved from a legacy based system into current mainstream technology. This rehost will ensure the long term viability of our Banner management information systems for several years to come. We have this past year begun to research adding a human resource component to our management information system. We currently have Banner finance and Banner enrollment management and our payroll/personnel system has been with the community college system. The community colleges' attempt to rehost their legacy personnel/payroll system failed, leaving Evergreen with an aging system to which few changes can be made. This has prompted our urgency in looking at a replacement system. The process of reviewing our business processes to see which system will be the best fit has taken lots of time this past year and will continue into next year.

Administrative Computing worked closely with Human Resources to purchase and implement an applicant tracking system. This allows candidates to apply to Evergreen on-line and then for the committee to work electronically to screen and hire candidates. This will save time in our recruitment process and is more sustainable in that there are not paper copies of applications. The system is up and running and has undergone testing with several position openings.

Our telephone system was changed so that the location of any call made to 911 provides the dispatcher with the exact location of the call. This change insures that emergency services can respond in a timely manner and is a state requirement that improves safety and health. C and C has also taken a lead role in the campus safety initiative this past year working closely with the team that assembled our supplemental budget request. C and C's role centered around emergency communication notification across a variety of mediums. While the results of the supplemental budget were disappointing, C and C continues to work on campus communication methods to enhance notification and safety.

The Individual Learning and Internship Learning Contracts (ILC/INT) software was developed and implemented. This software development project created the means for students to complete a contract and for faculty to monitor contracts on-line. In the past students used word processing software and paper forms to submit a learning contract. Faculty used to monitor contracts using paper documents as well. The new system allows this to be done via electronic communications and retention. In short the project converted a paper process to an electronic process. The results increased accessibility, knowledge and understanding of responsibilities, tracking, and student advising in the contract process.

Technical Support Services became certified to provide warranty support for MAC computing equipment. This allows us to complete on site warranty repairs. The cost savings and the turn around time on repairs have proven to be significant. This as a

lengthy certification process but is yet another example of how the team strives to improve customer service to the campus community.

Business Services

Collin continues to do a wonderful job of building a team in Business Services and making progress towards efficiencies in our finances and reporting that make us more productive. I am particularly proud of the fiscal integrity we have accomplished as indicated by yet another set of clean audits from the State Auditor's Office and the private accounting firm for the Foundation. In fact, we received several commendations in the State Auditor's report on how we are conducting business. A clean audit particularly at the state level takes a lot of effort by a number of people. In this case our accounting staff and the internal auditor figure prominently in our success. Last year's College Foundation audit had a number of questions around investments in different categories through the University of Washington. After a meeting with the University and subsequently between the University and our auditors we have successfully answered all the auditor's questions and received a clean audit.

Accreditation has been a huge workload issue this past year as the accounting staff work to prepare Standard 7 for the accreditation team. This is the financial section of the report and includes a large number of tables and charts outlining the financial health of the College. In addition to writing the report, Collin was also a member of the overall accreditation team meeting often and reviewing other sections.

The Bookstore saw the retirement of its longtime and capable manager Pat Miller. This necessitated a hiring process which resulted in the selection of Ken Danis as the new manager. Ken comes to Evergreen with lots of experience and new ideas which will help the bookstore as it strives to maintain profitability and creatively design its new space in the proposed renovation of the College Activities Building. Conference Services and Duplicating Services have both worked very hard to become self-supporting and at the time of this writing have achieved that goal.

Purchasing has continued its emphasis on sustainability and has achieved a remarkable goal of 100% recycled paper use on campus. Additionally Purchasing has been reviewing College contracts and developing new ones.

Staff turnover remains an issue. As positions come open, Collin has been reviewing and in some cases reorganizing to get the most efficient set of skills and people available to improve efficiency. We have made a number of excellent hires this past year in key positions which we feel will position us to accomplish even more in 2009.

Office of the Vice President

As indicated from the previous departmental summaries this has been a busy year in Finance and Administration. We welcomed Linda Hohman as the interim Administrative

Assistant, and Bruce Sutherland as the new Emergency Response Coordinator. Both Linda and Bruce join Holly and me in our “surge” cubicle space in Seminar II.

Much of the very important work within Finance and Administration has been discussed so I will highlight only a few projects that held particular significance for me as the Vice President. The exempt compensation plan was a significant project both in terms of the time committed to getting the plan finalized and in its importance to the morale of the exempt staff as a whole. I believe this to be important to the future of the College and in keeping with that belief devoted a lot of time and attention to the project along with Holly and Allen and with the help of the advisory committee. In the end I think the plan will serve Evergreen well.

Making sure that the Foundation audit went well this year was also a high priority. Moving the audit to a local firm helped in that the firm had a better understanding of who we were and what we do in the community. I think communication improved and certainly the afternoon visit with the Vice President at the University of Washington attended by me, Lee, and Collin improved our communication on that front as well. As a result of both of these actions I am confident the audit sits in a better place than where we were two years ago.

The work on the supplemental budget was extensive and yielded mixed results for the time and effort committed. On the positive side we did very well on the capital budget, receiving enough funding to complete the Library with the assistance of Academics. This will enable us to have the Library completely renovated by December 2008 and focus on our next set of capital projects without having to revisit the Library.

On the operating side our requests to improve campus safety were not successful. In fact we did not receive any funds to assist with our request. Julie Suchanek and I spend a considerable amount of time trying to educate the legislature by testifying on the importance of addressing funding for campus safety. In the end we were not successful and that was disheartening.

The work on campus safety continues. The hiring of Bruce Sutherland will assist us in moving forward. We have prepared our biennial budget request to include campus safety and the College as a whole has committed some reserve funding to assist with a campus warning system. This next year campus safety will continue be a top priority as it has been this past year.

Other major projects included working on the accreditation self study which I think went very well as we prepare for our visit in October. Allen has done a wonderful job in the continuing effort to restructure Human Resources. We are currently exploring a new Human Resource Management System to replace the aging community college system we have now in place.

In the community, I continue my work with the Tumwater Chamber of Commerce and volunteered to be on the Tumwater School District budget committee. Unfortunately this

assignment required the committee to make recommendations on how to cut the budget which is not unusual in our surrounding public school districts. My impression from being in the community is that Evergreen's reputation as a community partner has suffered based on the events of this past year. This next year a portion of my community work will be devoted to educating the public on the complete picture of Evergreen; not just what one reads in the newspaper.

It has not been a good year for me personally. Two family members were very ill, my stepfather passed away rather suddenly and then there was Bonnie Marie's long and hard fought battle with cancer that came to an end this spring. So much tragedy makes one sad and exhausted. It is during these times that we need to look with hope on the future.

Finance and Administration holds great promise in the quality and dedication of our employees. I am particularly proud of the way the employees have become more supportive of one another and have worked together this past year to achieve substantial goals that benefit the College. I am thankful for the support I receive from the other vice presidents and the president in making our goals a reality. In all cases the past year's achievements have been a collaborative effort across divisions.

This year concludes with the hiring of a permanent administrative assistant, Dan Ralph. Dan brings a wealth of experience to Finance and Administration. His academic experience will be particularly helpful to us in diversifying our perspectives as we continue to work on moving the division from good to great.