

Green River College Presidential Performance Review

April 2016

Introduction

As part of their employment at the College, most faculty and staff are involved in different evaluation processes involving students, colleagues, and administrators. Yet President Ely has only ever been evaluated by the five-member Board of Trustees. During her six years at the College, she has never sought this type of feedback from anyone on campus. Many employees believe the Board has failed to take seriously the concerns listed in two votes of no confidence in Ely over the last three years. The Board's failure in its duty to oversee the President led to the tenured faculty signing a vote of no confidence in the Board of Trustees in November 2015. As a result, this evaluation presents relevant feedback from staff, faculty, and administrators at the College.

At their September 2015 meeting, the faculty report informed the Board of Trustees that this evaluation would be conducted. Although initially sponsored by the faculty union, some classified staff union members joined the effort. No campus resources or funds were used and the survey was hosted off campus.

The population for this review is made up of the Green River College Employee Directory, accessed in mid-November from <http://grcc.greenriver.edu/staff/>. The directory at that time contained the names of 832 employees. This directory was used in order to be as complete as possible and avoid the potential bias of sampling through a network of coworkers. The directory represents an objective and complete a list of employees as possible to obtain without using College resources.

Volunteers from the community donated their own time to make contact with everyone on this list. 101 employees were found to be no longer employed (n=61, 7.3%) or off-campus/not employed that quarter (n=40, 4.8%). 88 names on the list (10.6%) could not be located or contacted despite the best efforts of volunteers.

Volunteers successfully contacted the remaining 643 (77.3%) employees. Of those contacted, 27 (4.1%) opted out of the sample by refusing to accept a card inviting their participation. The remaining 616 (95.8%) accepted a card.

The invitation to participate in the Presidential Performance review was a small note card with the invitation printed on one side including a URL to visit the online performance review and a unique code printed on the reverse. The unique codes ensured anonymity of responses while avoiding ballot-stuffing. 179 responses were received but two were dropped for missing an appropriate unique code for a total response of 177, or a response rate of 28.7% of those who accepted a card. Including those who refused a card and those who could not be contacted, the survey response represents 23.9% (177/742) of current employees of the college listed in the employee directory. Responses received were nearly entirely complete; at worst, some

questions were skipped by two respondents (1.1%). The ratio of faculty to staff represented in the results is very close to the actual ratio on campus. Administrators appear to be under-represented in this evaluation, though some of the 13 employees who chose not to identify their employment category may have been administrators.

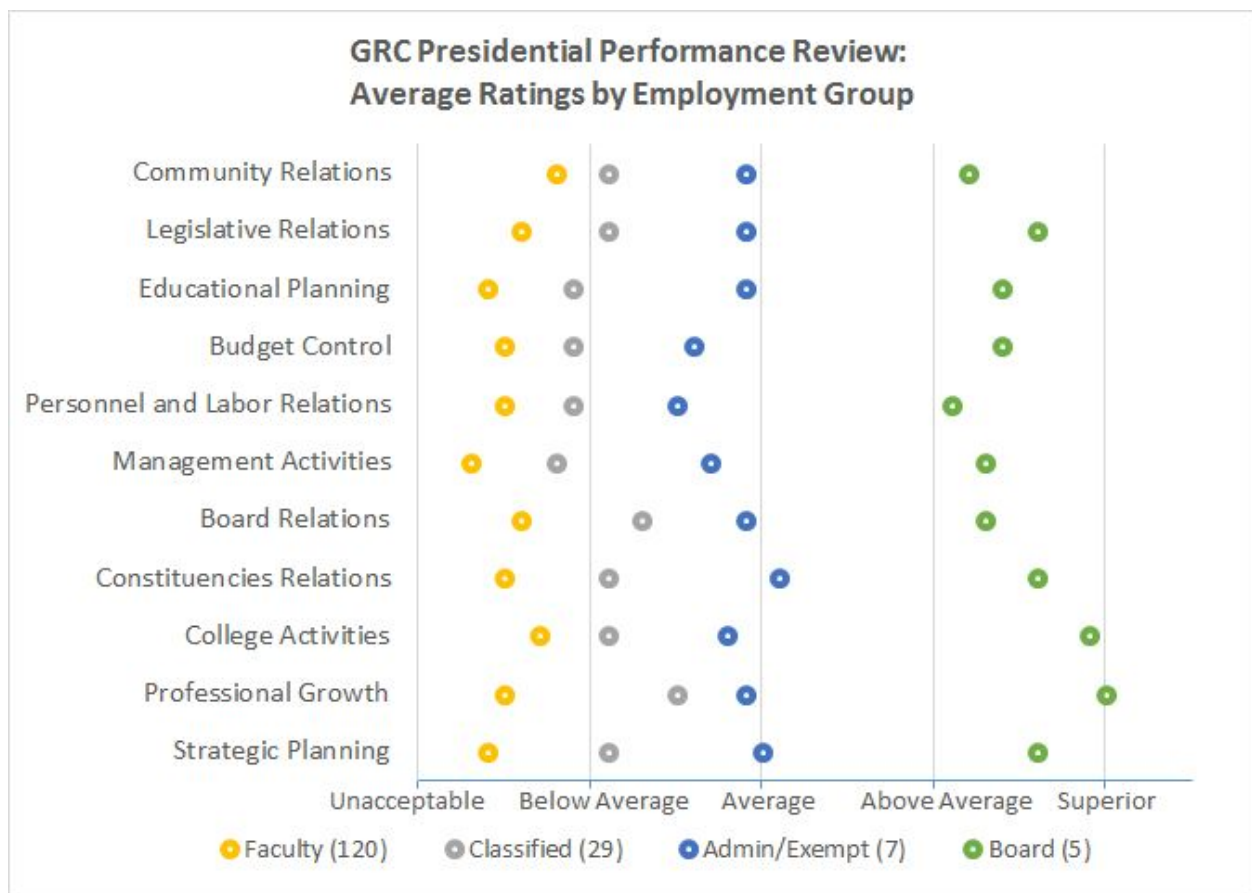
The performance review consisted of questions copied verbatim from the evaluation instrument used by the Board of Trustees, in the same order with the same rating scale. Respondents had the option of selecting “unknown” on all questions they felt they could not evaluate the president’s performance on, an option the Board of Trustees did not. A final optional question asked employees to identify what category of employment described them.

Summary Results

Results are presented in summary by employee category and general evaluation category and top 5/bottom 5 questions by employee category, then graphs present the results for all Green River employees and the Board of Trustees by question. Each section’s question results are followed by written comments submitted at the end of each section, the same process used by the Board of Trustees.

Of 177 responses, 164 employees chose to identify their category of employment. 76.8% were faculty, 17.7% were classified staff, 4.3% were administrative/exempt, and 1.2% were other staff.

The chart below summarizes the average ratings by employment group for 11 performance categories. Categories contained between 1 and 8 specific questions that are averaged here.



Faculty includes full-time and adjunct. This chart does not include responses from 13 employees who chose not to identify their employment category and 2 who selected “other staff”. The chart presents averages of scores given not including responses of “unknown.”

President Eileen Ely's highest scores by employee category:

Rated by Faculty

Community Relations - Marketing	2.1 (Below Average)
Budget Control - Auxiliary Funding	2.0 (Below Average)
College Activities - Activities	2.0 (Below Average)
Community Relations - Media	2.0 (Below Average)
Personnel and Labor Relations - Diversity	2.0 (Below Average)

Rated by Staff

Professional Growth - Participation	2.8 (Average)
Professional Growth - Improvement	2.7 (Average)
Constituencies Relations - WACTC	2.6 (Average)
Constituencies Relations - Foundation	2.5 (Average/Below Average)
College Activities - Students	2.5 (Average/Below Average)

Rated by Administration

Constituencies Relations - Foundation	4 (Above Average)
Constituencies Relations - Legislators	3.8 (Above Average)
Constituencies Relations - WACTC	3.7 (Above Average)
Professional Growth - Participation	3.6 (Above Average)
Constituencies Relations - SBCTC	3.5 (Above Average/Average)

President Eileen Ely's lowest scores by employee category:

Rated by Faculty

Constituencies Relations - Faculty	1.1 (Unacceptable)
Personnel and Labor Relations - Negotiations	1.1 (Unacceptable)
Management Activities - Consultation	1.2 (Unacceptable)
Personnel and Labor Relations - Participation	1.2 (Unacceptable)
Personnel and Labor Relations - Fair Hearing	1.2 (Unacceptable)

Rated by Staff

Constituencies Relations - Faculty	1.3 (Unacceptable)
Legislative Relations - Dissemination	1.5 (Unacceptable/Below Average)
Personnel and Labor Relations - Negotiations	1.5 (Unacceptable/Below Average)
Personnel and Labor Relations - Fair Hearing	1.5 (Unacceptable/Below Average)
Management Activities - Establishing Priorities	1.6 (Below Average)

Rated by Administration

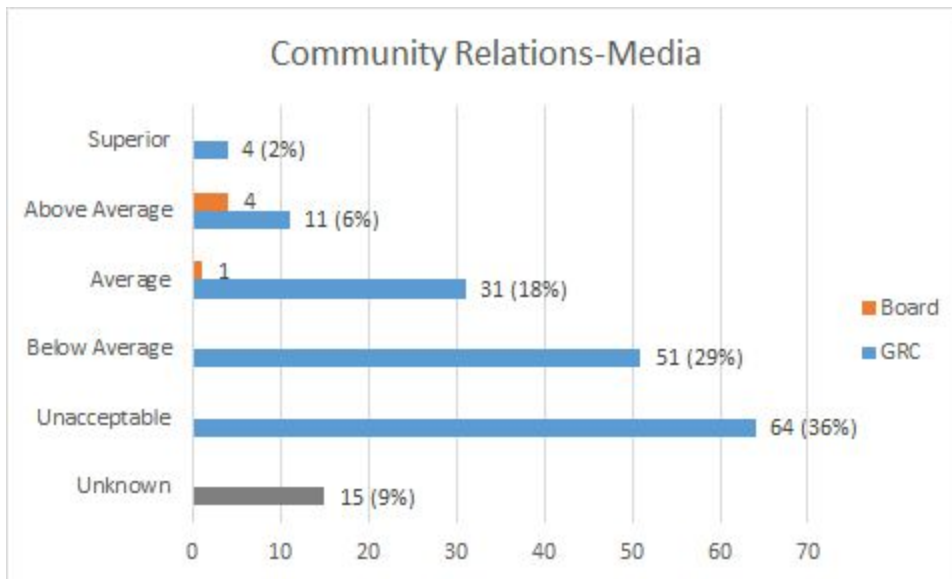
Constituencies Relations - Faculty	1.9 (Below Average)
Personnel and Labor Relations - Negotiations	2.0 (Below Average)
Constituencies Relations - Students	2.1 (Below Average)
Personnel and Labor Relations - Fair Hearing	2.2 (Below Average)
Management Activities - Consultation	2.2 (Below Average)

Detailed Results: All Questions and Comments

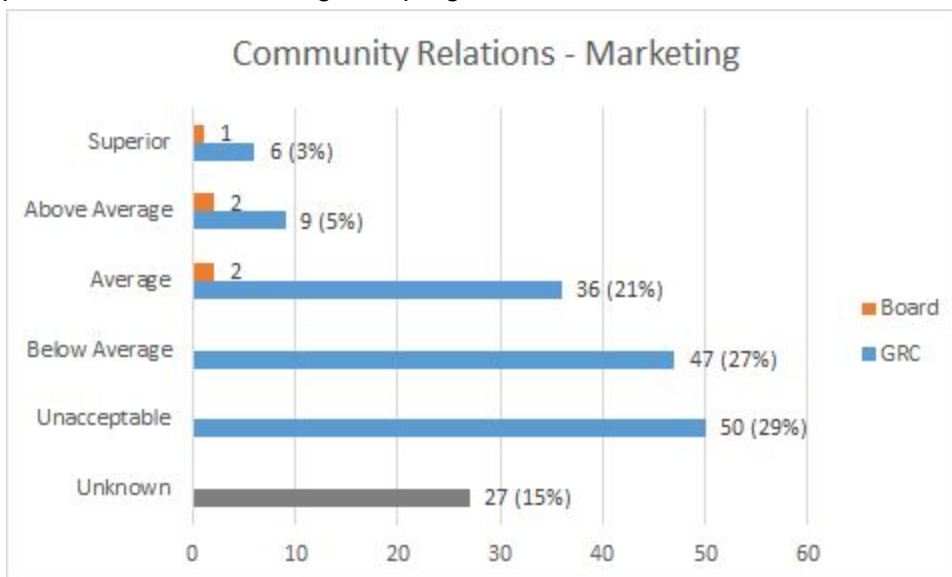
Percentages are rounded to the nearest whole percent so may not add to 100%.

1. Community Relations

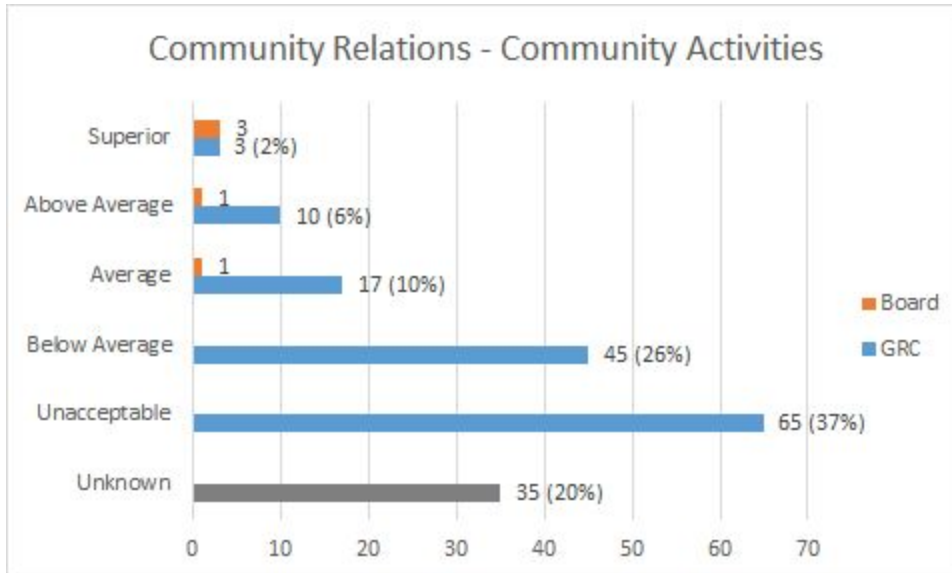
1.1 Media-maintains effective relationships with the media in order to make the public aware of the college, its programs, and activities.



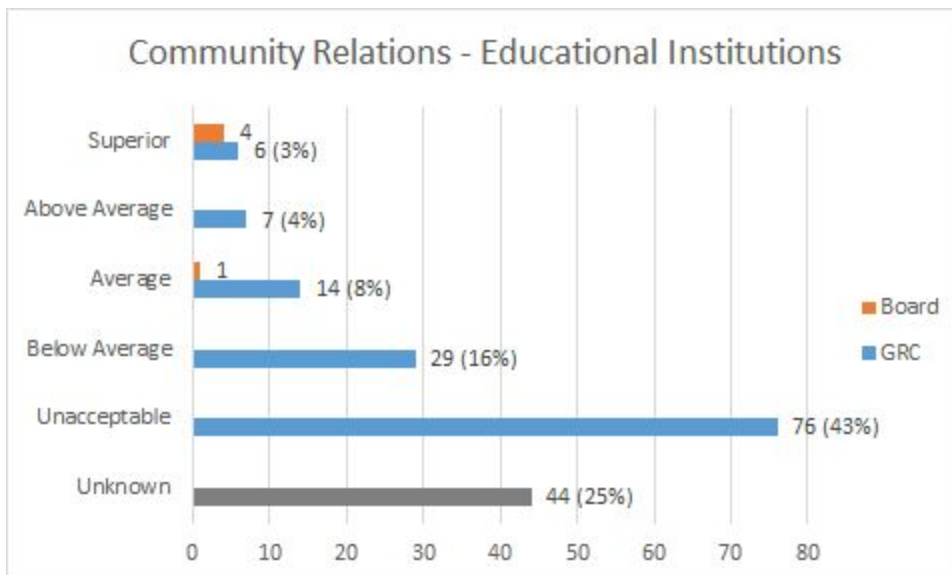
1.2 Marketing-maintains an effective planned marketing program for the college to make the public aware of the college, its programs, and activities.



1.3 Community Activities-is active in community activities and organizations to gain visibility for the college and interpret the college’s needs to the community and become aware of and sensitive to community needs.



1.4 Educational Institutions-maintains effective dialogue and communications with the local public school systems and other higher education institutions to promote coordination and cooperation.



Community Relations: Comments (58)

- Dr. Ely's public persona is entirely different than her internal persona. I have personally observed her work a room and put on a very positive image in public while berating people and instilling fear to GRC employees. The media releases contain information that I personally know to be untrue. The exodus of people from GRC and the personal accounts of how badly many of them have been treated would astound community members if they knew. I am aware of outright lies (which I verified after being so astounded) that were told to people outside GRC about employees that had been fired. I have to wonder what all has been said that I don't know about. I would not trust anything Dr. Ely says if I were a community member. Unfortunately most are afraid to speak even after they leave GRC for the sake of their future careers and/or they have been mandated to sign documents saying they would not in order to obtain some sort of settlement. It is heartbreaking to see what was once the GRC family crumble into a divisive and fear ridden culture. The president nor her executive team have any regard for the great history of the college and instead have driven scores of long-time employees out replacing them with people who believe we are broken and need to be fixed. GRC was once a thriving, nationally recognized institution of higher learning that is now the laughing stock across the state and the nation. When you mistreat and abuse people the way she has, word spreads far and wide fast. I know of an upper level administrator (who has since left the college) who was told to never question the president and another (who has also since left the college) who was mandated on multiple occasions to not answer questions asked by college employees. This is not the image one might have of Dr. Ely based on her public persona. I share this here because I believe it is vital that the community be made aware of what is happening behind closed doors at your community college. Dr. Ely will put on a façade of getting cross-sectional participation, but it is in name only and most employees know they are being used as tokens. Yet, with the exception of faculty who have tenure, have no choice but to participate for fear of losing their jobs. What the public is seeing or hearing from Dr. Ely, from her Executive Team, from the Board of Trustees, is not painting a true picture of what is happening on campus. As for her involvement in the community, I have heard from members of the community and service organizations that she is not out there in the community as they would expect. Whereas in the past, faculty and staff (myself included) were often asked to present to Kiwanis, Rotary, etc., this is no longer the practice. At the same time, she sends her direct reports out all the time. Honestly, it is unclear where she is because I rarely ever see her on campus. Hardly ever. She really only communicates and works with her direct reports, a small handful of VP's and Executive Directors, known as her Executive Team. They also are rarely on campus which makes it very difficult. I personally believe they need to get their house in order before they spend so much time off campus. Their house is definitely not in order. As for her relationship with other educational institutions, I have colleagues at multiple levels

all over the state. In public, they will be very professional and friendly, but in private conversations they know full well what is happening at Green River. It is very disheartening for those of us who have seen Green River as a leader in higher education - locally, statewide, and nationally. It is no wonder they are poaching so many of our best employees. You will hear in public about the great 50 year celebration. GRC is a great place and certainly has a history that warrants celebration, but I can tell you first hand that the last 6 years have been a true nightmare for many employees. You might wonder why you don't see many familiar faces at public events or celebrations. While many (and I mean many) have left the college, others cannot bring themselves to participate in these events because it is too gut wrenching to see the public face knowing how things are internally and how people have been mistreated - callously, heartlessly treated. I have often been told I should leave the college and I could easily get a good job elsewhere, but I have chosen (like many) to stay because I love Green River and I believe we can one day get back to the great institution we once were. However, poor fiscal decisions, the exodus of valued employees, the lack of respect and disdain for our history, our declining reputation, and the desparaging way employees are treated are beginning to make me wonder if that is really possible anymore or if we have passed the point of no return. Federal investigations, state audits, lawsuits. Is this what the community wants? At a place that used to be heralded for our quality programs, national awards, beautiful campus, amazing people. Public image? Fancy buildings? New degrees? Sure, but at what cost?

- Given the absolute lack of interaction with the Faculty, I don't really know what Dr. Ely does since I NEVER see her, never hear from her directly. It seems like she has sheltered herself in a protected ivory tower to which one can only have access by jumping lots of hoops. So, I am sorry to say, I can't answer these important questions properly.
- Eileen Ely uses the media as a tool to tell her story, and only her story. I find her stories in the Kent and Auburn reporter to be untruthful and biased to the point that they only tell one part of the story--leaving out very key pieces of what is happening. I don't trust what she puts into print in the media.
- I don't know what Dr. Ely's Job description is nor do I know what she has been directed to do by the Board of Trustees.
- Dr. Ely does not seem to have a presence anywhere. All communication is through MarCom which is not adequate.
- President Ely doesn't speak to the community directly. Instead, Allison Friedly speaks on her behalf. Additionally, the communication from Dr. Ely via Allison Friedly isn't an accurate representation of the climate on campus. She paints an unrealistic picture of the type of "shared" governance she claims exists.
- I believe she only puts herself out there for her own personal gain
- As an Auburn resident I have not seen Dr. Ely in our community.
- Marketing dollars are being wasted paying spin-doctors to spin lies about the college and its president in response to clear dissent from faculty and staff. This is a public institution so it's especially unethical and irresponsible to spend Washington State funds

paying cover-your-ass-and-make-it-smell-nice when 92% of the tenured faculty have asked you to leave, twice.

- The president or her assigned leadership team at her directive are very active in the community
- Ely does not talk to the media. I guess that is why we are supposed to have a Public Information Officer.
- The work of Ely's PR staff member Friedly is at odds with the general feeling of the faculty as I understand it on campus. A recent op-ed in a local newspaper lambasted the faculty, demonstrating the tension and disagreement between the administration and faculty on campus. If spin and unrepresentative information is "effective," then Ely has been very effective. If unbiased reporting is "effective," then Ely has not been effective at all.
- She ignored the community's needs by closing down autobody to get rid of the faculty union president
- ignores teachers, especially Adjuncts which are the core of the education system at Grcc.
- There's an obvious lack of communication & transparency in the current administration.
- President Ely misses so much with the community. She is very interested in international programs but does very little to meet the needs of the local community. She uses the media in a way where she does not tell the truth about what is really going on at the college. She claims to be transparent but is far from it.
- President Ely operates on the premise that she will makes changes to the campus ideals and image with only consultation with her inner circle of staff and then launch the new program which will affect the rest of the staff, faculty and community. She does this without regard to the image of the college.
- Makes unilateral decisions at all levels of the college including aspects of curriculum and programs without including key players and promotes an atmosphere of fear--don't ask, don't complain or get fired.
- She has published an op-ed, or at least not objected to the Board of Trustees doing so, in local papers which accused faculty of opposing efforts to improve student success. That's absurd, as any reader can easily understand, but the effort to undermine Green River is still reprehensible. She also rebuffed community efforts, including those from the city council and mayor of Auburn, to help find solutions and alternatives to closing programs.
- I chose 'unacceptable' for all of these statements because the president of the college does not communicate with the college she represents. She has directly communicated via email to the entire campus less than 10 times this year via email. She did not do a state of the union address. She does not address concerns. If she is involved in community activities, it is only to promote her agenda because she does not address the confusion and frustration at the college she is said to represent. She absolutely fails at communication for a higher educational institution. The marketing department her at the campus is a joke. She is not sensitive to the community needs because she is making it

harder and harder for those in the community to be able to attend college, either for future degrees or personal enjoyment.

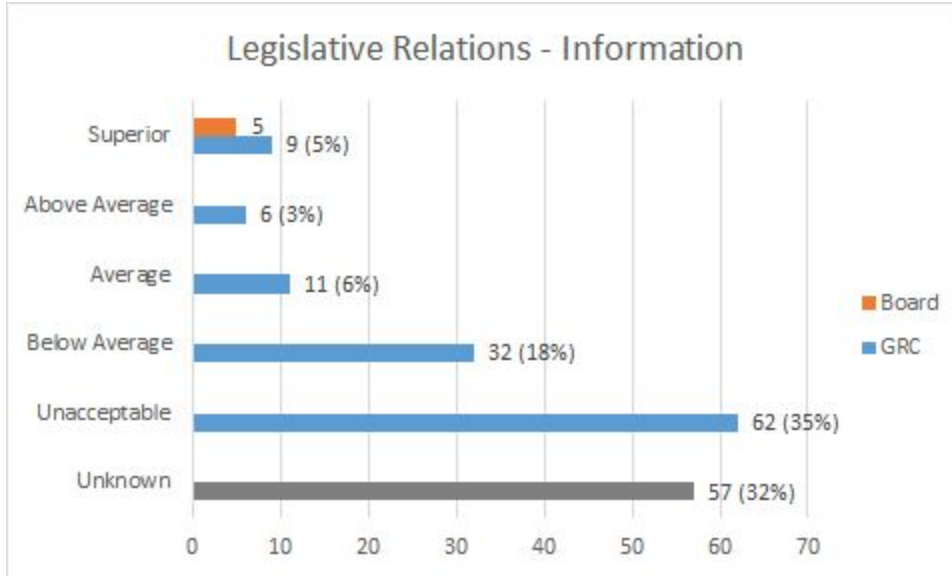
- I have worked with the MARCOM office frequently. They are understaffed and not capable of taking on projects which actively engage the community with the college curriculum. Dr. Ely's community activities are very focused on her own interests.
- practically invisible
- Negative op-eds are unprofessional and unhelpful to college. Student completion rates don't happen "despite faculty".
- I live in the GRC service district and notice no marketing or public relations efforts besides arguments against the faculty. No program advertising or promotion whatsoever. I see Highline, Pima, and Bates. Even radio spots for Lake Washington. But none for GRC.
- There is a lot of effort and tax payer money (in terms of salary) spent in trying to stamp out bad press that the President creates with her actions.
- I cannot say I have seen any marketing of GRC for some time
- I haven't heard any information about President Ely's activities in any of these areas.
- President Ely has required that news organizations present their questions to her in advance before she'll respond or be interviewed. She has also refused to respond to letters from Washington State legislators (Karen Keiser, and Laurie Jenkins) as well as Jeff Johnson, the President of the Washington State Labor Council. All of them sent her letters of concern.
- As an Auburn resident, I haven't seen much in the way of advertising for the college.
- Communications with the media have been deceptive; the media has been used as a disingenuous form of communication with the faculty.
- The President does serve on several boards in the community, but has refused to communicate with various community members that have questioned her decisions, specifically the members of the Auburn City Council. She has also refused interview requests from various media outlets including the Seattle Times and our own GRC Current members.
- She is ignoring local school officials and legislators
- President Ely actually uses the media very effectively - the problem is that she uses it only to promote her own agenda, deputizing the head of Marketing and Communications to spin facts (and in some cases outright lie) to make herself and the Administration's agenda look good and hide glaring problems.
- I hear reports about community outreach and I've seen links to YouTube messages about the college, but I live in the community and I've generally only been aware of the activities through information provided on campus. I have learned of a few instances about "partnerships" with the local high schools (I live on the border of two districts) reported in the local Reporter newspapers without ever hearing about them on campus. Sometimes I'm surprised by pledges of college involvement or support that didn't get discussed or announced prior on campus.

- The resources put by the college to serve the local community which pays taxes responsible for salaries and initial outlay for many programs and capital projects is paltry compared to the resources it puts into international recruitment.
- Ely hides in her office.
- Those that are in top positions of PIO and MarCom both of whom were chosen by the president have not done their jobs in making the college look its best. the president herself hardly shows up to events or speaks with the media it is all pushed to the PIO person who most of the time says no comment or doesn't respond to the complaints at hand.
- I have noticed recent GRC ads in the Seattle Times but President Ely does not appear to be interested in the surrounding community at large. Most communication to the community comes from a college spokesperson and not from the president herself.
- Actually seems disconnected from community needs. Has her own agenda.
- Green River needs to connect with the high schools to bring more local residents to the college.
- There is a large marketing department but not much seems to happen.
- When I am introduced as an employee of this college I am almost invariably asked what is wrong at Green River. That never happened before President Ely was hired. Dr. Ely has greatly contributed to a negative image of the college.
- The media have presented several bleak views of the college. It's easy to say that some faculty are to blame, but response to the media from the president has been tame or nonexistent. Direct challenges to the president should be answered directly by the president, not other administration. President Ely's participation in community activities and organizations (if much of it exists) should be more visible. Likewise, her work with the college's feeder schools and with other higher education institutions, if it exists, should be more visible.
- Ely does not make herself visible on any level and uses representatives to speak on her behalf. Much of what does come from her office is very "canned" and generic, lacking any vision or originality. It is as though she is not really there.
- Marketing by the school is poor, doesn't utilize social media like other comparable schools I.e Tacoma cc,highline, etc.
- As with most relations, communications with the community appear to be one sided. Dr. Ely shares information but doesn't want to answer questions. Does not seem very visible in the public.
- While the president appears to maintain community and media relations effectively, all these activities are duplicitous and undermining to faculty.
- I don't really know that much about the school and the media, but I did think it was weird the VPI would be photographed at a ribbon cutting for a new auto body shop in Auburn just a few days after getting rid of the auto body program at Green River. The picture was in the paper, and the paper didn't point out this irony.
- I believe Dr. Ely reaches out to our community stakeholders to increase support of the college and continues to strive to develop partnerships within our local communities.

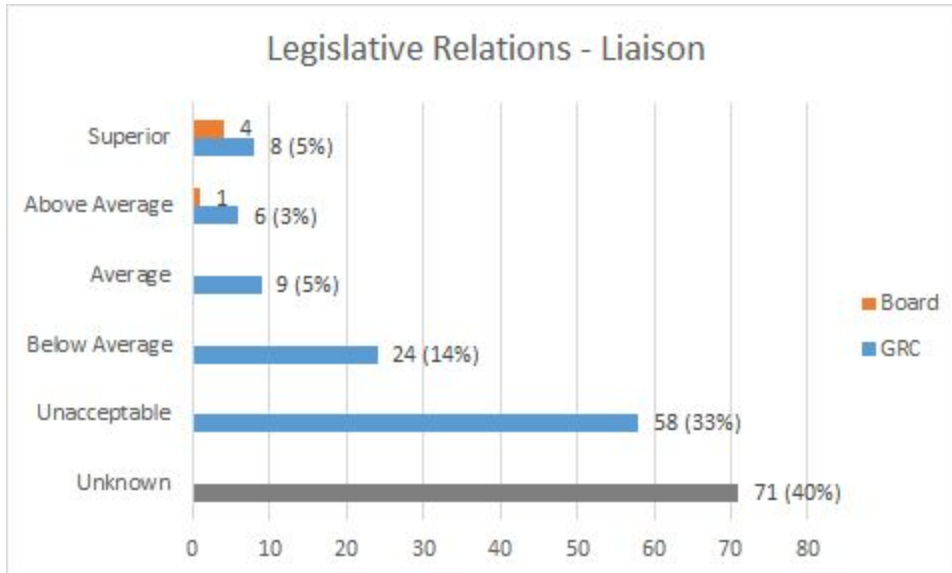
- The admin spins away the reality of what is happening on campus and does not truthfully inform the public about the dismal state of affairs in terms of staff and faculty relations with admin
- Effective communication is also accurate communication. The communication to the media has been extremely disappointing in terms of its lack of accuracy. In addition, the president of the college doesn't seem to feel she must answer student reporters. This is very disappointing as a college is a place for students to gain a sense of themselves as citizens who can ask the powers that be hard questions and expect to be answered. The president is basically teaching students that they can't have the expectations of openness that citizens of democracies have relied upon for centuries.
- The CEO has seen media as a tool for promoting herself. She has made clear even in statements to the local community that her concern for serving that community competes with what appears to be a larger concern for serving communities abroad. Her marketing efforts, rather than being designed to promote what happens at the college, have failed to acknowledge the programs and accomplishments at the College. She can hardly expect to promote the College while instructing her PIO to make disparaging remarks about its faculty. It needs to be said that she has also all but ignored the attempts to reach out to her by the local mayor when the mayor was concerned about looming program cuts. Rather than being sensitive or responsive to the local community's elected representative, she avoided communication and only did so to explain to the mayor that her concerns were not well founded.
- Dr. Ely has not truthfully represented college programs and the local community needs.
- When the mayor of Auburn reached out to this president to follow up on concerns raised by students and faculty and community members last year regarding proposed program closures during the public comment period at a city hall meeting, the mayor received no response from Ely.
- Dr. Ely has strong communication outside the college.
- The image Dr. Ely tries to convey to the community is inconsistent with what's happening on campus. Whether she is in denial or is actively trying to whitewash the problems on campus, she does not communicate honestly with the outside community.
- Marketing does not include requisite attention to the many educational programs that are not IP. Communication with the local schools must have a breakdown somewhere along the way, since Running Start students sometimes attend class claiming that "All I need is a D," and then doing very little work.
- Eileen Ely is always ready for the photo op, but is rarely if ever, in the media in an effort to defend her anathematic plans for GRC, which is to turn it on its head and make it a school of student activity as opposed to higher learning.

2. Legislative Relations

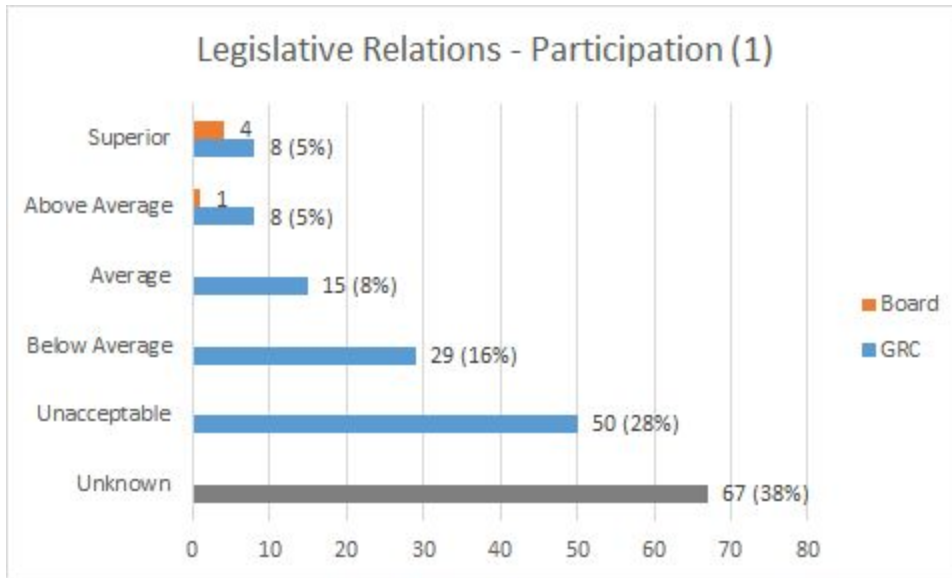
2.1 Information-assist the board and provides leadership in informing and educating local legislators of issues of importance to the college.



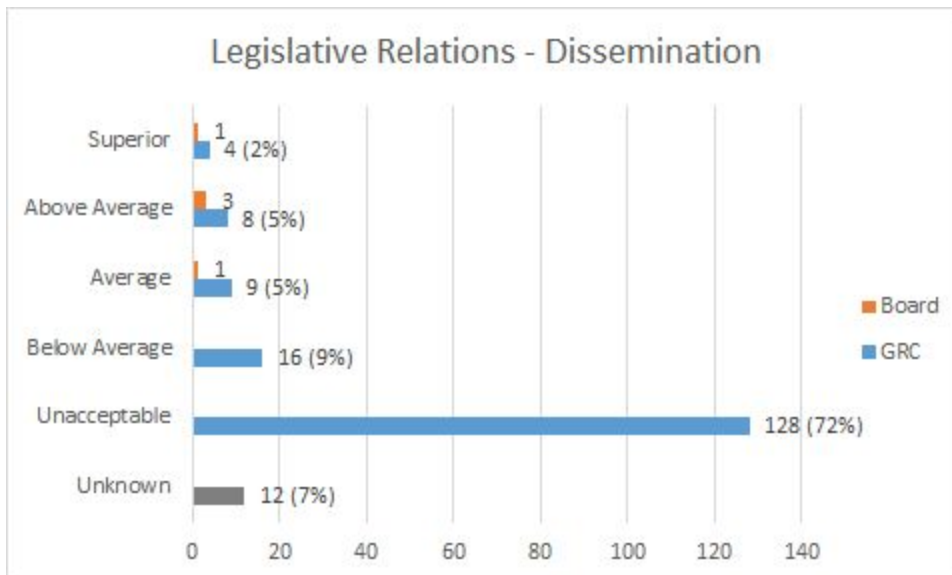
2.2 Liaison-maintains ongoing communication with local legislators on new and emerging issues concerning the college.



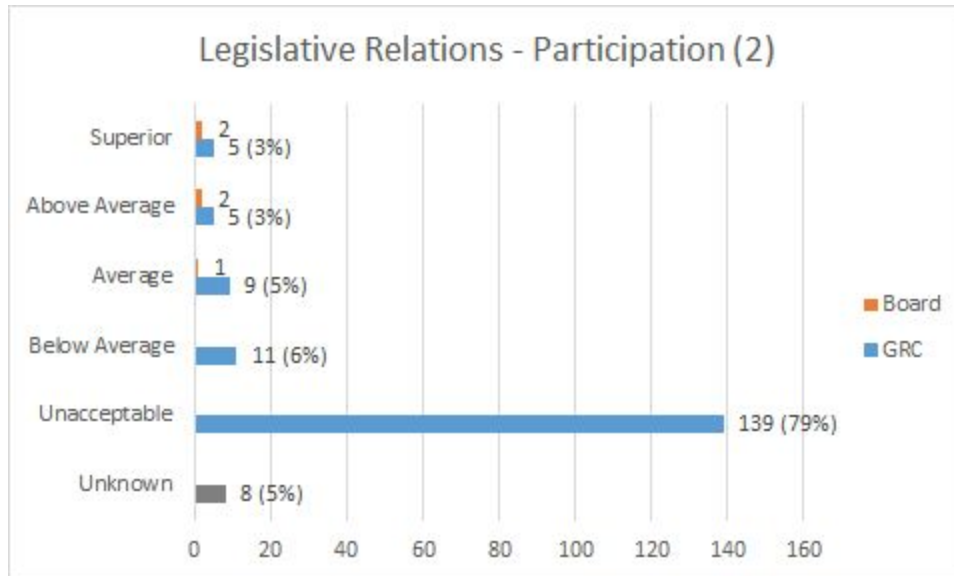
2.3 Participation-participates in community and technical college system legislative activities to support and promote issues of importance to the college and the community college system.



2.4 Dissemination-keeps the internal college community (trustees, faculty, staff, and students) informed of legislative issues.



2.5 Participation-involves college staff, faculty, and students in legislative affairs where appropriate.



Legislative Relations: Comments (57)

- I don't really know how to score her on this as I don't know what other college presidents involve college staff, faculty, and students in Legislative affairs. Many of the college programs are involved with legislative interaction when appropriate.
- I am not able to comment on Ely's relationship to the board or local legislators. I only know that there has been no response to the letters from the State Senator or State Rep.
- Here, a primary area of concern is who gets to decide what is best for the college. If faculty are supposed to be part of this process, then Ely has done a poor job. If the college is really a euphemism for the administration, then Ely may be rated more highly.
- She has refused to engage various legislators who have questioned her about what is going on at the college
- I am not qualified to evaluate Dr. Ely on any of these questions. Only the Board can answer the first question on this page.
- President Ely does not keep the internal college community informed at all. She "hides" in her office and very rarely is out on campus. I think that she is afraid of people. It is embarrassing to me that it is assumed she keeps the internal campus informed, when all she does is really interact with her executive staff. I wish she would go elsewhere.
- Regarding the first three items, I do not have any knowledge of this. I do remain concerned about what is being said to these people about Green River, though, since I am aware of things that have been said externally that were not true. As for her promotion of issues of importance to the college, I believe Dr. Ely and her Executive Team promote what they believe is important, but I do not believe that is necessarily

reflective of the college campus. There was a strategic planning effort a few years ago that had a huge committee, but many participants felt that while they gave ideas in the end it was a small group of top administrators that determined what went into the strategic plan. Many serious concerns about the direction of the college have been raised by faculty and staff, but these concerns are brushed aside often without any consideration in order to pursue goals that make the college look good externally. For example, the incredible sum of money spent on Achieving the Dream. Fancy new building paid for out of our own reserves while we are simultaneously cutting programs and firing people. The self-proclaimed budget crisis is not entirely, or even primarily, due to state budget cuts or declining enrollments. It is self-inflicted because we have spent huge sums of money on new buildings, new four year degrees, new staff for degrees we may never have, etc. There are budget cuts coming from the state due to a change in the allocation model and state enrollments may be down, but international enrollments and Running Start enrollments (a different category) are soaring. We could weather these budget issues with reserves, but we have committed our reserves to new and ever expanding buildings and programs. I am not involved at this level of the college, but I am smart enough to be able to look at our fiscal records and see where the problem lies. As for internal dissemination of legislative issues, there is virtually no communication internally from the president. In terms of involving college staff, faculty, and students in legislative affairs, she picks and chooses who she might want to involve. In general, there appears to be very little interest from Dr. Ely in communicating with or involving anyone outside of her Executive Team.

- Several times I have been to the Board of Trustees meetings and not even once I have heard Ely speak. Given her lack of contact with the faculty at large, she doesn't spread the enthusiasm and doesn't involve the faculty in legislative affairs. I imagine, given her top-down style of leading, most legislative affairs are already decided by her and the cabinet, hence, if she invites any faculty to participate it would be to rubber stamp what was already decided. Judging by how other issues related to instructions are dealt with on Campus, I imagine that is how these legislative issues are also approached.
- Eileen Ely does not listen, nor is she interested in listening to the people who work for her. She tells her version of the truth. This is so far from what I believe to be true, that what she communicates to people outside the college cannot be true, either.
- Faculty, staff, and student participation does not exist within Dr. Ely's administration. If it does, it is only done so out of fear.
- Ely does all of the decision making shares information when absolutely necessary
- Has maintained an isolated presence and does not seek nor encourage staff/faculty input on important governing issues.
- President Ely is an absent and uncommunicative president. She does not advocate effectively on behalf of the college nor does she even attempt to interact with faculty and most staff on campus. She is very seldom seen anywhere on campus, holds no public forums, won't meet with faculty, and demonstrates no leadership whatsoever.
- Nearly zero communication with staff, faculty, and students--instead shields herself with a double layer of cronies and sycophants. Makes occasional lame gestures in the form

of op-eds in small local papers asking for more state funding but shows no evidence of, or inclination towards, effecting real change in Olympia.

- never she was involved, never has informed the Adjunct faculty about Grcc. TOTALLY IGNORED.
- Unaware of any engagement with the legislature, or with system-wide concerns. Such information is not shared if, in fact, such things are taking place.
- The campus rarely hears from the President, except for perhaps holiday wishes. I actually think she is afraid to talk to the campus. She does not like to take questions. Even when she used to have a State of the College address, she was very careful to orchestrate the event and surround herself with her direct reports so that she could deflect questions in their directions. She might be slight better communicating with local legislatures and boards, but there is it a façade. She does not really tell them what is happening at the college. I would say that she is a terrible communicator....to the extent that she wanted to hire an external counselor in order to talk with faculty...and even then insisted that she choose that person. I wonder if she suffers from social disorders of some type that make it so difficult for her to engage in healthy conversations.
- With President Ely everything seems to be a crisis in terms of financial issues when trying to fund the college. Rather than involving our very capable staff and faculty she presses forward with her own ideas and then lets the staff and faculty know how "things" are bad and the staff and faculty have to live with the mismanagement.
- Only includes a small number of people in her inner circle in any decisions and is hostile to any others who question her decisions or college operations/budget/ and programs. Staff is terrified of being fired or harassed (eg desk audits, firing, demotions, intimidation).
- She has opposed legislative efforts to allow (not require, merely allow) colleges more options and flexibility in their use of local funds. She communicates rarely with the internal college community, and often late on Friday afternoon, which she either knows or should know is when it will be paid the least attention and generate the least response.
- The president of the college sent one or two email messages on to the campus community regarding legislative information. She does not break down information or give details.
- no communication with faculty and staff on these issues
- Dr. Ely lacks communication skills. She has perpetuated a climate of distrust between herself and faculty and staff at the college. Dr. Ely does not or cannot support and promote issues of importance to Green River within the system as she is unaware of what they are. She attends very few events featuring faculty or students and is unresponsive to dialogue.
- Appears to hold most faculty in disdain
- President Ely may be doing a lot of work in some areas that I am not aware of and I understand that I do not need to be informed of all her activities. However, she has a long way to go to build community within the college. There is an occasional email that informs the community but there is no direct communication, person to person. It would

not take much to build a relationship with the faculty, staff and students - meet with each constituency on a regular basis, in whatever format she is comfortable with, meet with all constituencies together for an all-college meeting. Walk through campus and greet faculty, staff and students and have one-on-one conversations. Learn about their perspective on legislation and how it impacts them directly. These are small steps to take but will make a big difference in how she leads the college.

- The Legislative Relations is again based on trying to promote a single message from the President irregardless of the entire truth.
- I have seen some evidence of "dissemination" in the form of emails to the entire campus community; I have seen little evidence of attempts to involve the greater college community in legislative affairs.
- While some information has been distributed about Olympia, there has been little apparent effort to build a cross-campus legislative team to stay abreast of issues which impact us as a college.
- Communication with faculty and students have been non-existent. Significant improvement is needed in this area.
- Decisions are made in blatant disregard to faculty and staff input, it is on a regular basis that the college community finds out a decision has been made and implemented without any consideration from affected parties. For example, the campus Print shop was downsized and the reduction in services seriously impacted the function of the college with the confusion about where orders would be processed when and by whom with no consultation with staff, faculty or other key stakeholders. A letter from Senator Karen Keiser was ignored as have other inquiries from other state legislators that have questioned the fiduciary decisions of Ely.
- "Herein is an essential problem with Ely's communication: she doesn't communicate. Except for occasional speeches on Opening Day or random ""letters from the president"" published haphazardly on the GRC website (the letter expressing condolences for the victims of the Marysville-Pilchuck school shootings was on the website for months with no other communication through that channel), staff, student and faculty are left in the dark.
- A more critical problem is that when she does communicate, she shares banal platitudes, obfuscates facts, or she outright lies. Communication is only effective if people believe you. At this point, most staff and faculty no longer believe what she says."
- Participation is not included in the information she puts out. Decisions appear unilateral and dictatorial.
- I presume the president is involved in communications with the legislature. At the BOT meetings such references are made in the President's Report each month. However, I don't recall any communications or updates going on except a general email message each spring warning everyone that tough times are ahead and faculty and staff shouldn't anticipate much, if any, improvement in our working conditions and/or salary/wage and benefit status. I cannot remember the last time we had a "general" meeting with the President. At one point she offered to have "courageous conversations" with faculty, but

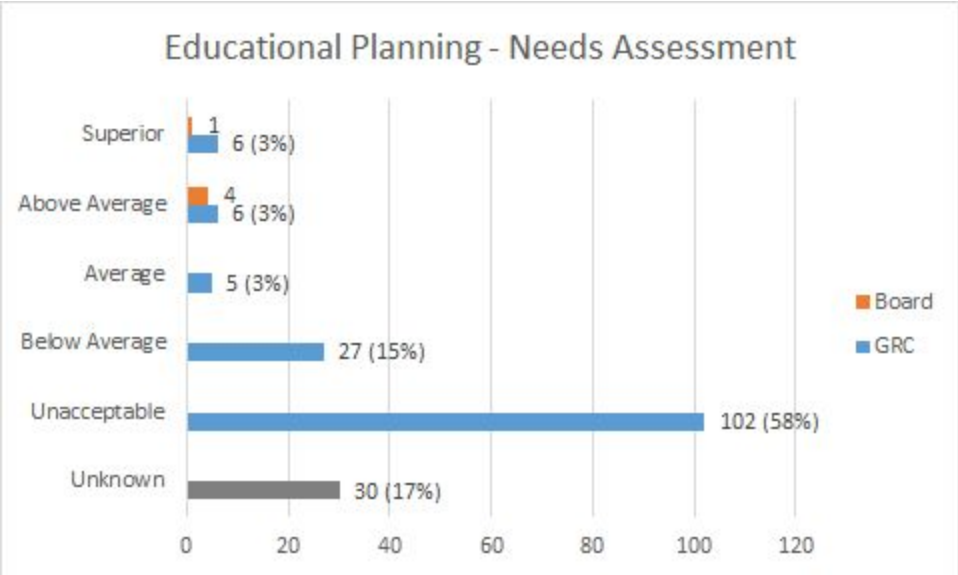
I don't recall that this happened. My understanding is that she wanted to have her "team" included with questions screened in advance and no "follow up" questions or discussions involved. How "courageous" is that? Why would it be "courageous" to meet with employees in the first place? She seems to have taken this "recluse" position dealing with the general media and even the student newspaper. What is she afraid of?

- Under president Ely the college as repeatedly rejected queries from legislators and City of Auburn officials. Cooperation with staff, faculty and students is non-existent.
- President Ely is an ivory tower administrator. She stays in her office and designates minions to deal with issues. There is a committee for everything including legislation and while she does not take the time to attend committee meetings she usually has a well trained acolyte ready to spout the party line. College staff, faculty, and students are rarely asked to participate in shaping the legislative agenda but if they serve on the committee they are informed of what the college position is.
- Participation: Seems to disdain input from college staff, faculty, and students.
- Ignores the voice of the college faculty and staff and have created a toxic environment for people to work in.
- No information is conveyed to faculty and staff except for decisions already finalized.
- Dr. Ely very seldom communicates with faculty and staff. It is unclear whether this is due to fear or lack of interest. Most employees of the college would report that they have not seen her or heard from her in months. At a recent (months ago, but that's as recent as it gets) meeting with faculty leaders she did not allow any questions even when faculty offered to submit them in advance. The stated purpose of her "visit" with the faculty was to inform leaders about legislative issues. What she communicated was that the state is short on funds and that K12 schools and fire departments would be funded first, something that has been reported by the news media for over years and was in fact predicted (and communicated) by her predecessor more than five years ago. Communication from the college president is the worst that it has been in decades.
- Pres. Ely does not meet, speak, or communicate to the college faculty with the exception of the annual well-wishing Christmas card.
- President Ely has followed legislative discussions and sessions, pending legislation, and state budget issues very closely. She could be more active in representing GRC and community colleges to the legislature when it is in session.
- Ely rarely if ever addresses the college, and never in public as she used to when she first arrived. Opening Day is the only time most will see her. Otherwise, she appears again at commencement. Again, this makes her very invisible and disconnected from the staff, faculty, and students.
- Staff are only aware via discussions with Faculty.
- Definitely keeps the BOT informed on issues (as seen in BOT meetings) and initially kept the campus abreast of legislative affairs. However, recent communication seems limited to non-existent. Dr. Ely does not seem interested in communication coming from members of the campus community. Rather, when communication happens, she shares information without taking questions or comments.

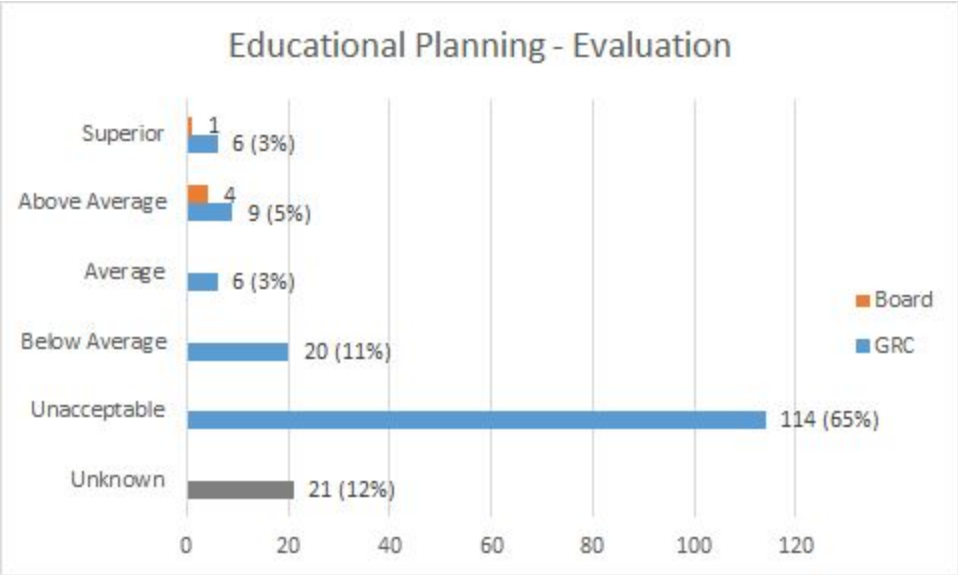
- President Ely is rarely if ever seen on campus outside of the administration building. Requests are made for meetings with no responses to the requests. Prepared speeches are read by her; she is not receptive to questions that she has not previously prepared the response.
- She does not communicate with faculty and staff about legislative issues.
- "Information" & "Dissemination": I'm not sure the president OR the board is going to bat for Green River with the legislature for anything other than new buildings. I've never heard an update about legislative issues, as a faculty member, and I sure haven't been given an opportunity to "participate" in "legislative affairs". I write my congressperson, but that's because I'm an active participant in democracy, not because Green River informed me what was going on.
- The CEO may be somewhat active in Olympia and in legislative matters. However, to say that she does so in the interest of the College would largely be to confuse "the College" with "Eileen Ely." This sometimes seems a confusion from which she suffers. I have many connections in Olympia within the SBCTC and the legislature. The consistent impression they share of her is that she is self-serving and disingenuous. Given her inability to establish credibility among those who must be won over, it seems unlikely she could effectively lobby for the College. As for involving anyone but Trustees in any of these matters, this would require regular communication and genuine collaboration with the employees of the College, which does not appear to be her style.
- Very little involvement with the faculty.
- There are absolutely no community relationship or dissemination of information --the campus community feels hostile and unwelcoming
- Dr. Ely is well informed regarding legislative issues and the impact on the college.
- Ely never reaches out to faculty and staff for support on legislative issues in Olympia. Ely refuses to respond directly to local politicians and state legislators when they contact her with concerns about the college
- As a member of the college, I find myself relying on rumor to find out what's happening. In addition, the president has refused to answer several state legislators (include a member of the Ways & Means) who have requested information about the college.

3. Educational Planning

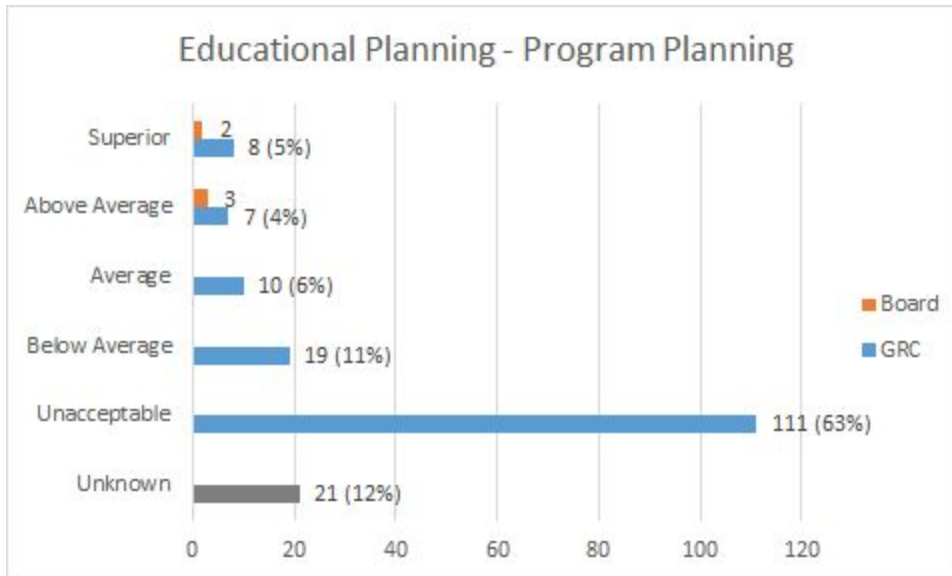
3.1 Needs Assessment-provides leadership in formally and informally assessing the community to determine educational needs.



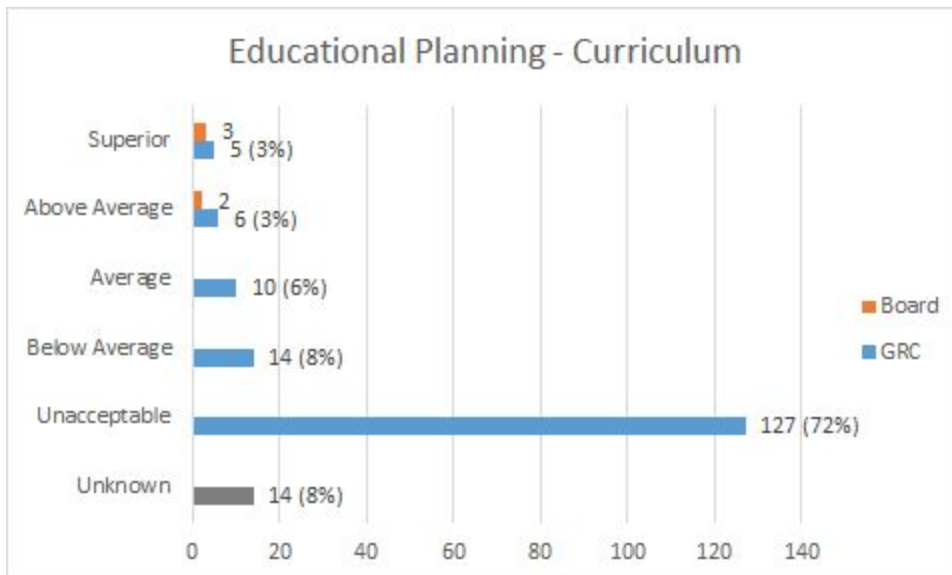
3.2 Evaluation-conducts formal evaluation and assessment to determine educational program quality and needs.



3.3 Program Planning-conducts formal educational planning activities to project and plan for future educational programs of the college.



3.4 Curriculum-provides leadership in the development of innovative curriculums to meet changing community needs.



Educational Planning: Comments (58)

- As far as I know, she is not directly involved in the actual educational program. Very seldom has she directly related to the Instructional Council, and again, all of the decisions on campus related to instruction (like the PPI) are taken by the administration without REAL input from teachers.

- Cancelling programs that the community needs is certainly not developing innovative curriculums.
- Again, I do not have the qualifications, nor any supporting documentation/evidence to evaluate this category.
- no...just no
- OMG...President Ely is absolutely NOT A LEADER. She is not inspiring, not motivational, not ethical, and not grounded in servant leadership... She is grounded in autocratic and dictatorial decision making. The program planning that is happening now should have been done 3 years ago...and done over a ,much longer period of time. Now people are asking themselves, "Why are we doing this now, when all President Ely is going to do is what she wants."
- I am not able to respond to the first question. As for the other three, the college has put together a very poorly constructed program prioritization process. This is very controversial on campus and there is a great deal of upset over it. It remains to be seen how effective this might be, but the process has been very poor and has created a great deal of ill will on campus. Regarding program planning and curriculum development, this is another case of picking and choosing. Everything is very top down under Dr. Ely's leadership and very secretive. The recent creation of a participatory governance model is nothing more than a sham and a façade. It is such a secretive environment that I find it very difficult to discern what is really true versus what is being done because it has been mandated and/or people are afraid to say no.
- The current "requirement" by the college for staff and faculty to participate in the "PPP" process totally overlooks the PA and I process that we already have in place. It was done hastily, with little research. It was forced on faculty and staff. Ely does not respond to workers except through op ed pieces in the Auburn Reporter. She is a poor communicator.
- There is a huge demand for jobs in the trades in South King County. Closing the Autobody program hurt the local economy immensely.
- Sly seems more interested in shutting down programs than supporting the ones she has
- No leadership -
- "Needs Assessment" would be a 5 if it were "Money Grubbing"--does not assess the community at all, instead chases dollars wherever they may be and no matter what the cost to the soul of the institution. Justifications for program cuts are claimed to be based on community needs and budget but then President Ely and her staff scramble to make up numbers (for weeks) once the budget justification is requested. "Evaluation" has been nearly entirely absent or useless for five years under bungling, incompetent Institutional Effectiveness staff.
- Is the Prioritization Process supposed to be a formal assessment of program needs? If so, then I'd say it's a bastardized version than what the author of the process had in mind.
- The tension on campus between faculty and the administration is distracting, and takes a lot of time away from productive activities like curriculum planning. In addition, the PPP assessment model is unbargained and unpaid additional labor, and a choice that has not

been demonstrated to work well. The unintended consequence of the PPP planning process has been, again, to increase tension between faculty and the administration, and to promote fear within the faculty.

- Her leadership style is to get rid of anyone who challenges or questions her. She has done her best to eliminate shared governance of the college. Her version of participatory governance is a joke.
- HER LEADERSHIP IS A COMPLETE JOKE. SHE ABUSED THE ADJUNCT FACULTY IN EVERY WAY.
- This particular aspect has been disastrous--it is difficult to quickly convey how fundamentally bad this administration has been in managing the College. Nothing comes to mind that can be cited as a positive.
- President Ely is terrible in this area. She has always made decisions behind closed doors and yet claims she is transparent. Most faculty and staff are now convinced that her new systems of prioritizing is just a sham. She, along with her loyal direct reports have probably already decided, behind closed door what programs they will eliminate, or at least they will only pretend to look at the results of the rubrics they are drafting. If faculty and staff participate, she will just claim that it was THEIR decision. And, the only reason they are now looking for ways to cut money is because the administration has way over-extended themselves on land and building deals. When will they finally admit that!
- With President Ely everything is done behind closed doors rather than being transparent and involving the gifted staff and faculty in the development of an educational plan and evaluative tools. Nothing is said before the decision is made only after the decision is finalized and staff and faculty have to implement an unknown plan.
- These efforts have been very narrowly focused on BAS programs
- Doesn't follow any agreed upon means for program assessment. Creates a system of her own to punish certain individuals or programs or to promote others that will bring more International Student dollars to the campus.
- As previously noted, she rejected community offers to be involved in planning. She will claim that the so-called Program Prioritization process constitutes evaluation, assessment, planning, and so forth. PPP is many things, but not evaluation, assessment, or planning, at least not on any even remotely valid level.
- She does not provide leadership. There has been a series of willy nilly ideas provided by either her team, the vp of instruction, or the institutional effectiveness team in the last 5 years. Anything from core "somethings" because I forgot what they called it to WIGS - which was a gigantic failure - they have been pulling at straws to figure out how to run this college to an embarrassing failure on everything except scare tactics, which is where they are now with the PPP.
- Dr. Ely does not participate in curriculum development. In all my time teaching at Green River, she has never been a party to my program's outreach and development, and as evidenced by the Program Prioritization model currently in effect, clearly has no understanding of the nuances between programs and how they address needs in the community. She is very focused on internationalization of the campus to such a degree

that the local community often takes a lesser priority to the dollars coming in from abroad.

- "Needs Assessment - President Ely might be doing this but I have no information about the results and I am directly impacted by the results. I do know that when AutoBody was shut down, there were several community members who came forward to talk about the impact on the community to no avail. It would have served the President well if she had come forward with the assessment results prior to taking action.
- Evaluation - If the purpose of the evaluation of the program was to evaluate the program and seek ways to make it stronger, then this did not happen last year. Several programs (AutoBody is the most well-known example) were terminated without proper evaluation and even when enrollment and need was high.
- The evaluation that was in place when the President took office died for a couple of years. The new program has been proposed in a hurry without input from faculty and staff. Programs will be divided into quintiles and more assistance and support will be given to the top quintile program. What happens to the bottom quintile can be left to your imagination. This may work in a corporate world but students come to an educational institution to get a balanced education and to satisfy the requirements for an AA degree or transfer. Can we stop offering certain courses because the program does not "perform well" in a certain year? A person in a technical field still needs to have some knowledge of culture, society, philosophy and art. A balanced education will lead to a better worker and member of society.
- The program evaluation that is being implemented is being done in a time far shorter than what is specified by the proponents themselves.
- The term, "program", itself sits rather uncomfortably in a community college - there is the "transfer" program but to call, say, Math or History a "program" does not make sense. But this is what we have to work with (not the President's fault!)"
- Very Poor! The President shuts down open dialogue and fires those with dissenting voices. Our division has never met with the President to discuss her vision. Her open college forums are nonexistent. She makes decisions in the cocoon of her office, cushioned by her "yes" people, and rejects any other opinion. Leadership to our President equals dictatorship.
- PPP project has promise - waiting to see how it goes
- President E has her own agenda. She is not a leader but a dictator.
- The main planning/evaluation tool--the PPP process--has been implemented too quickly and without sufficient buy-in or collaboration from the college community. This violates the central purpose of the Dickeson model, which is designed to encourage all-college collaboration. Such models require trust and time. Rushing through them to save time can further damage trust.
- The administration has worked contrary to, not with the faculty on all initiatives. The president has ignored or worked around the Instructional Council. Efforts of leadership mainly consist of imposing a new concept instead of engaging in a purposeful dialog with the faculty. The result has been an atmosphere of total distrust so that the only incentive

for participation is to avoid elimination. This is not leadership, it's counterproductive and displays a disregard for the faculty and their leaders in the Instructional Council.

- "Perhaps 'PPP' is an attempt to evaluate and 'needs assess' programs, however, the implementation of this program is extremely poor. The timeline imposed ensures poor quality and unreliable results. The lack of cooperation by all affected and knowledgeable parties is a direct result of ineffective leadership by the President.
- As a member of the STEM faculty, I am unaware of any program planning or curriculum development initiatives. If this is happening, faculty should be aware and be participating. This area needs improvement, likely in implementation, and certainly in communication. "
- The responses to these questions would be different if the 'community' is defined as the 'global community' that Ely promotes. She has ignored the requests and pleas from our Washington state resident community. This is evidenced by her choice to grow programs/classes that are more than 75% filled with international students.
- Trying to comment on Ely's disastrous lack of educational planning is difficult to do in a succinct manner - most of this was detailed in the two publicly-available Votes of No Confidence delivered against Ely in the past two years. Ely does not do an adequate job of assessing the colleges needs. She assesses what she needs to look like she is being a good leader (providing funding for new buildings, creating a BAS program) which on the surface look like good ideas, but both of which lack vision (using local funds for building which could have been spent on instruction needs for students and cutting important community programs like Auto Body while starting programs without attending to the future staffing needs that those will create).
- Again all evaluations seem to be ersatz evaluations in that they are designed only to fulfill a predetermined plan.
- In terms of "leadership" about innovative curriculums (sic), I perceive she is "leading" but I'm not really sure about the destination. It's like the joke about the husband and wife getting lost while driving in the countryside and they say "I don't where I am, but I'm making such good time that I don't want to change directions." Unfortunately, the joke is on us in the back seat. The "investment" in "Achieving the Dream" in hopes of getting priority consideration for future Gates Foundation funding was thrust upon the college curriculums (sic) without faculty insight solicited into the validity of such curriculums, (sic) outcomes and obligations. Now the Gates Foundation agenda and impact are under fire in Europe. Yet Green River seems committed to "making good time" down that road. The current attempts to impose the PPP and the waveringly contradictory statements from the administration regarding its purpose and application seem like another network of side roads to another vague destination - Wait! What's that signpost up ahead? Is that Rod Serling waving us forward?
- She doesn't assess for student and community needs; she tells us "how it is going to be."
- President Ely refuses to work directly with faculty on program assessment and improvement through the contracted, negotiated, process. She has dictated a new program prioritization review process and set an unrealistic schedule for the completion

of the process. She has refused to bargain this new process and has repeatedly lied about how this new process is going to be used. At first this was an executive decision for a one-time review in response to a 'budget crisis'. Now this process, which every reputable reference says should take at least a year, has been compressed into a 2.5 month timeline, and administrators are now saying the process will be repeated every 3 years. Program Prioritization pits colleagues and programs against each other and puts all programs into quintiles with the bottom quintile ranked programs being targets to eliminate. This process was not discussed, alternatives were not considered, and the college employees were ordered to 'voluntarily' participate in the process. The faculty were so appalled by this that they have refused to participate in this flawed effort.

- In Ed Planning, she seems to have her own agenda and predetermined conclusions. There is no sense that she values the experience of staff and faculty. Even her experienced deans, the conduit to faculty, were dismissed from her cabinet and have been largely sidelined.
- Communication with specific departments ineffective
- There was no leadership in the creation of implementation of the president's official program evaluation process, called Program Prioritization and as a result participation is poor and the data being presented is worse. Every detail of the program was dictated from the top providing no participatory motivation other than fear. The president's staff publicly reported that the imposed timeline for the program was too short as was also confirmed by supporting documentation. The president did not heed the advice of her staff. Data used in this process is also created by administrative staff with no basis in reality. Full classrooms are reported as having anywhere from four students to 60% fill rates, but there is no mechanism for correction of the administration's predetermined numbers.
- In developing programs that affect the greater Puget Sound and northwest Washington, like the new applied science degree programs, President Ely should remember to give as much, or more, attention to the community the school directly impacts (Auburn, Kent, Maple Valley, etc.--the southeast King County region).
- Ely gravely mismanages program assessment and needs. Her actions are more about driving up revenue and less about quality control, academic integrity, or fiscal responsibility. She might be more appropriate running a small business, and seems to be confused as to how an academic institution needs to operate effectively on all levels. Consistently ignoring input from various college leaders negatively impacts Ely's ability to govern properly and effectively.
- Last year's actions were enough to realize careful thought re: community need vs college need of programs does not exist
- Eliminated the Auto Body program. One of the community's most important programs to support the local economy and provide jobs for students. We need these jobs. Poor choice.
- Dr. Ely definitely has an agenda for meeting community needs. No one seems to know what the agenda is, but it seems to exist. Developing BAS programs and STEM fields and eliminating small programs seems to be her vision, but she has not shared this

vision. The campus is trying the PPP process, but given the short timeline and lack of buy in it is difficult to see how this will help.

- Does not conduct genuine assessment of educational needs or program quality; program planning and curriculum development is done capriciously without sufficient data;
- She does not provide leadership in any area.
- ""Needs Assessment"": It seemed to me that there was no needs assessment performed in the closing of those two programs.
- ""Program Planning"": I think the only thing the new program review initiative has done is anger the faculty and staff. It's a VERY divisive idea.
- ""Curriculum"": I think that there have been some great curriculum ideas (CollegeLink, for example), but the ideas are backed for a short while, then forgotten or no longer emphasized. That class and the great work it's meant to do will NEVER be successful if students aren't referred into the class, or required to take it. Other colleges, like Pierce-Puyallup, have huge first-year-experience class numbers, because it's supported by faculty and required and recommended by the administration. I believe the numbers will show this class helps, but it has to be a whole-college-on-board thing, and not an idea that divides us."
- In terms of assessing programs, union activism rather than the viability of a program in a formal process. Elimination of Autobody and the firing of the union president illustrate this. Also, given the wildly inaccurate numbers produced by IE necessarily means that any evaluation of programs is arbitrary and subjective.
- Clearly doesn't do any of the above after cutting programs for no other reason than to get rid of unwanted faculty. Now they have to reconfigure a building using millions of dollars after saying the program she cut was not cost effective and not needed in the community. That makes A LOT of sense!
- On her watch, the program assessment and improvement process used to assess educational program quality has not been conducted for 2 1/2 years. She is now attempting to put in its place a new process that asks little about educational quality and focuses almost exclusively on fiscal efficiencies. Though the CEO is happy to glad-hand in the community, there seems little real engagement with community leaders over their needs. As for program and curriculum planning, it may be true that the CEO has initiatives she wants to advance, but there is almost no evidence of planning that is shared with other than her direct reports. Her decision to pay to join Achieving the Dream without so much as mentioning it to the Instructional Council is a prime example. This also speaks to the total lack of leadership. Having authority and making decisions does not make one a leader. This CEO has never led.
- Appears to have little concern with community needs. Decisions are made regardless of community feedback.
- Ely has myopic vision and deaf ears when it comes to listening the faculty, students, or the community. On at least two occasions, students and faculty attended Board of Trustees meetings to express their complete dissatisfaction and fears in having traditional programs eliminated, ones that have served the community since the college's

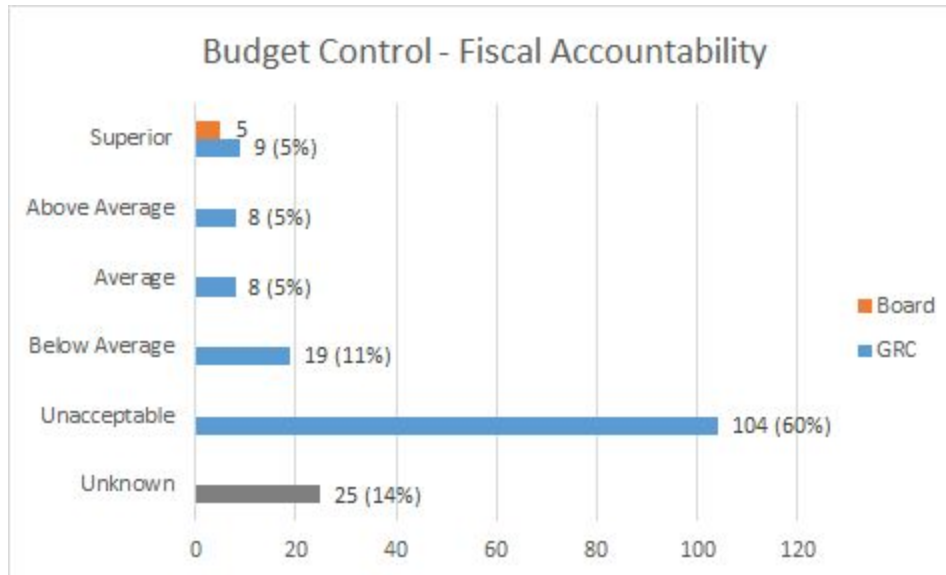
inception. Furthermore, despite spread sheets and data showing how these programs could remain viable from faculty leaders who had spent dozens of hours preparing these documents, Ely already had her mind made up to cut the Auto Body program in the near term, and the faculty coordinator, who coincidentally was our union faculty president, and the GIS program this year. Her calculus is to advantage IP and STEM, those areas that will bring in the most revenue, all at the expense of what used to be a community college. How fitting with her vision, the word community was taken out of our college name, equally fitting without any faculty awareness or input. This woman operates this college as a dictatorial CEO of a business, not a president of an educational institution whose mission is to serve the best interests of her community. She closets herself in her office with her singular vision of what's right; never does she avail herself to the faculty and staff who worked with great respect and openness with the last president.

- Dr. Ely does not illicit the help of school educators when determining curriculum and educational priorities.
- I have seen no meaningful educational planning from the President. When she should be mobilizing staff, faculty, and exempt, she chooses to dictate. Instead of collaborating, she makes unilateral decisions. She identifies as the college's CEO, and that reveals it all.
- This area is where the president does not solicit input from staff or faculty in good faith. In general, the president's actions indicate to me that she sees faculty and staff as enemies to be whittled down with aggressive psuedo-business cutting tactics. Evaluation and assessment of programs is geared towards finding areas to cut based on some near-random financial calculations imposed through the PPP.
- Eileen Ely has incredible, transparent disdain for instruction and instructors. She thinks she is being clever, but she is as transparent in her distaste for the faculty that I'm amazed she has the nerve to sit on that stand with "her" board like an imperial goddess. As for prioritization...the PPP is as corrupt a program for evaluation as has ever been invented. Examples of it's corruption: questions being unilaterally altered or changed in order for a particular program to answer it; the fact that many of us have heard in the past that it is "not meant to be meaningful"; that we can see that the Administration pillar has had, to this point, ZERO participation in the process; that larger programs like English refuse to participate -- so when English receives a score of 0, will that program be cut over a small program like Journalism, which has participated. Of course not. The whole exercise is a sardonic joke wasting time. And finally, even the lame-brain who came up with this program recommends at least a year for the process to play out, preferably two. So when Ely gives the process months, it is clear that even she doesn't take it seriously.
- It's not that she doesn't attempt to do all these things--she does--but she does so in an unacceptable, authoritarian way such that any studies only seek to justify decisions already made, exhibiting a very strong Confirmation Bias.
- Programs are judged using false data, that the president knows to be false. Ely is ineffective, uninspiring, bullying, and uncommunicative in her leadership. Ely is not innovative; instead she jumps on any current fad in education policy, then fails to follow

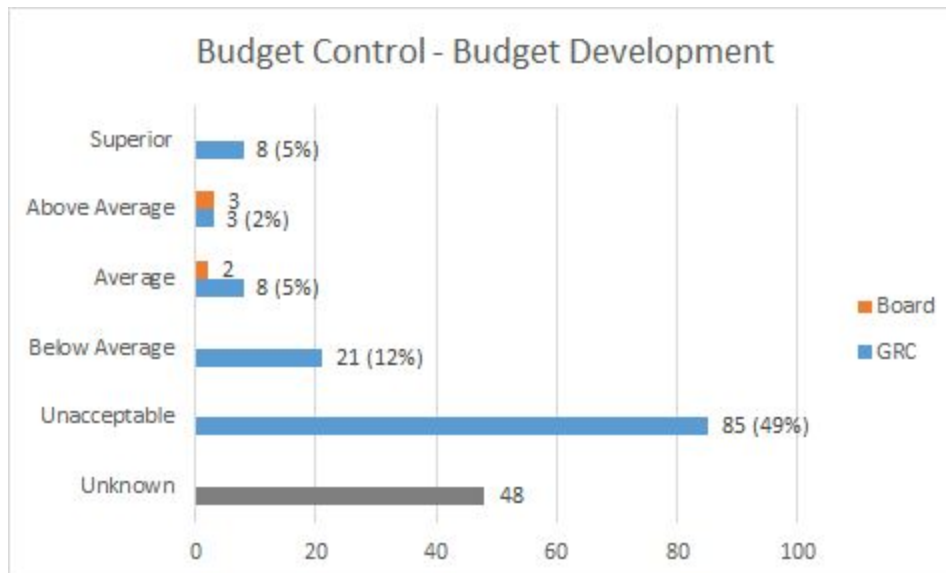
through or lead faculty and staff to buy in to that position. Every year there is a new plan that is discarded the following year.

4. Budget Control

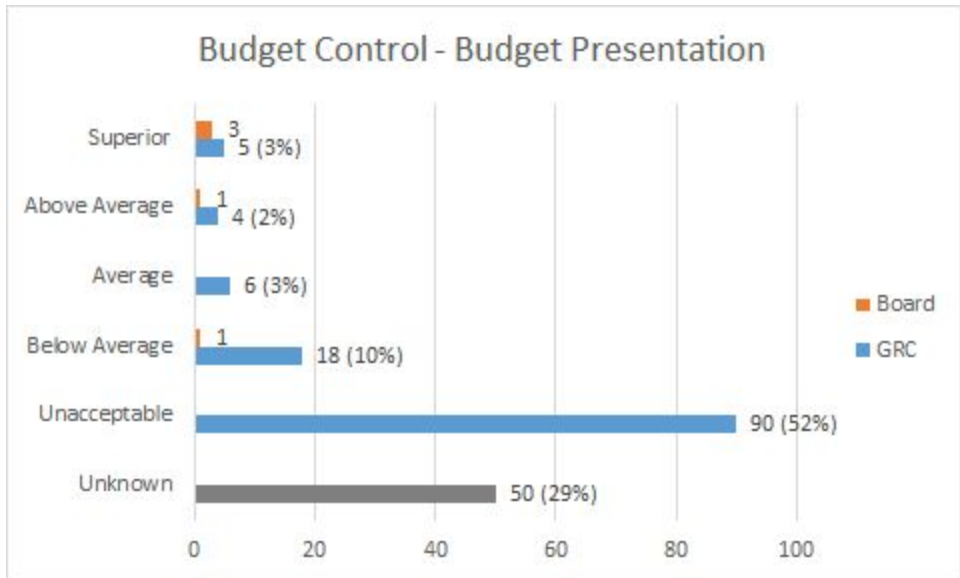
4.1 Fiscal Accountability-assumes the lead, as chief executive officer, in instilling awareness for fiscal responsibility and accountability among members of the staff.



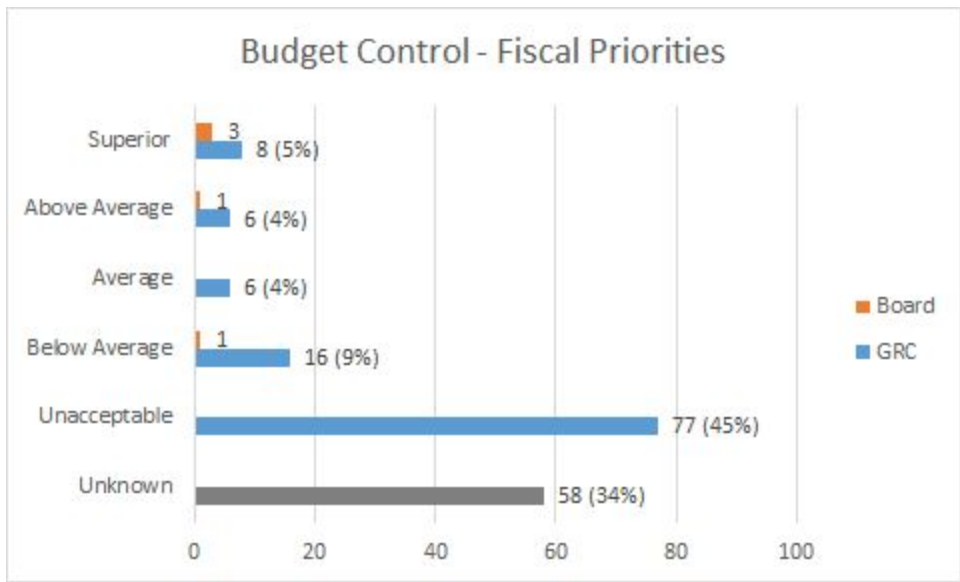
4.2 Budget Development-conducts a thorough and sound process of annual budget development for presentation to the board.



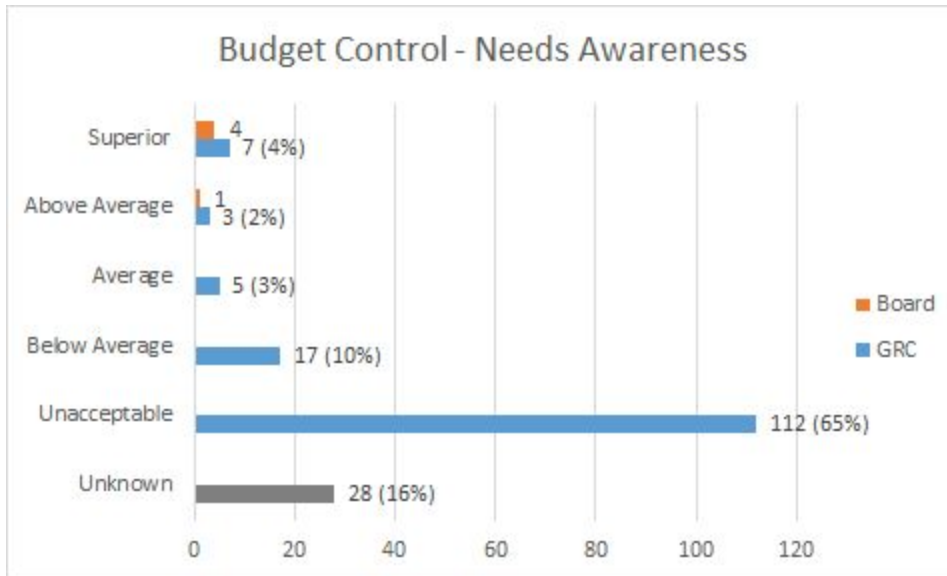
4.3 Budget Presentation-presents the budget in an organized and understandable manner.



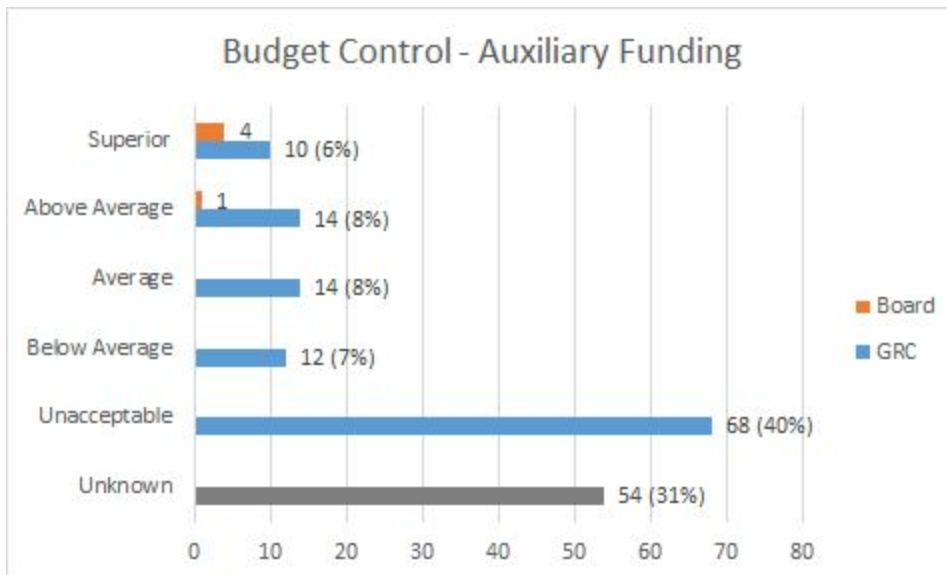
4.4 Fiscal Priorities-recognizes the approved budget as the board of trustees' expression of fiscal priorities and coordinates deviations from the budget prior to their implementation.



4.5 Needs Awareness-is completely informed on the needs of the college program plant, facilities, equipment, and supplies.



4.6 Auxiliary Funding-pursues external and supplemental funding and resources to support special college projects and to augment the regular fund allocations.



Budget Control: Comments (57)

- Since the majority of this category deals with Dr. Ely's interaction with the Board, I feel only the Board can properly evaluate her performance.
- Dr Ely has allowed other administrators to consistently waste money with seeming impunity. The amount of travel by some administrators is inexcusable. The wasted money on positions that are not necessary. The rampant hiring for the last year has been

incredible and yet many of these people don't seem to to be very productive, especially within Student Affairs.

- My suggestion...get a forensic accountant to see what is really happening with the budget.
- Whistleblowerers are escorted off campus by safety while the criminal element remains on campus - EPIC FAIL
- The fiscal state of affairs and the poor fiscal decisions that have been made are of grave concern to me. I believe the college is being fiscally driven into the ground. I do not know what will happen if fines are levied as a result of the federal or state investigations currently underway or the lawsuits (current or pending) that I am aware of. The drive for new buildings, new programs, and four year degrees is at the expense of our existing programs and facilities. I cannot express strongly enough how concerned I am at the fiscal state of the college. As I mentioned earlier, this is not because of the state funding and enrollment issues that all of our community colleges are facing. This is because of poor, internal decisions whether that be to expend our reserves or our current budget or to create an environment that invites serious federal and state investigations and opens itself up to significant lawsuits. When both our longstanding VP of Business Affairs and our longtime director who stepped in as interim VP left under unhappy circumstances, my concern increased significantly. As for budget process and budget presentation, I have not seen one. I could say that I have no knowledge, but I find it unacceptable that there is not a campuswide opportunity to see this information. She does not have campuswide meetings. Nothing is sent out campuswide regarding the budget either. In fact, in a recent move on campus, no one other than her Executive Team members are even allowed to send a campuswide message out. They must be screened and approved by her Executive Team first. In an educational environment, I find this very disturbing. I will give her slightly higherr marks for auxiliary funding, but that does not necessarily mean I agree with the direction of the college in this regard. There is a huge push towards international students and it is no secret that it is all about the money they bring into the college. This causes me serious pause as we become more and more reliant upon this potentially unstable revenue source. I am not sure this is wise fiscal leadership. I love our international students and I want them to have a good experience on our campus, but I do believe it changes the dynamics in classrooms and is sometimes at the expense of our domestic students. I am also not sure they are really getting the American experience if they are in classes that are predominantly international students. There have also been several grants pursued without consulting the parties that would need to be involved. It would be better to start with the parties involved if you want the grant to be a success or you may risk future funding from that grant source.
- Obviously Ely oversees the budget but not necessarily taking into consideration the real needs of the college, judging by the decisions taken related to creating very few new instructional positions and cutting important educational programs, while spending money and resources in bogus programs like the PPI, the GUided Pathways, the Wigs, etc. Same with putting money in programs that are not proven to provide resources,

while not funding others that have been serving students since the first establishment of this college.

- Eileen Ely seems to be inadequate to the task of managing the budget at Green River. Faculty have been asking her to answer budget questions for months. She asked that these questions be put in writing. They have been. She has still not responded. She constantly tells us that we are in a budget crisis, then uses this "crisis" to doing controversial things such as firing people and shutting down programs.
- Dr. Ely and her administration claim there is no money and in fact, we are in a fiscal crisis. However, capital projects continue to go on, and administrators, including Dr. Ely, have received exorbitant raises.
- Ely doesn't share information with the staff and faculty
- President Ely pursues international dollars, but that seems to be to fund pet projects and buy buildings rather than contribute responsibly or equitably to the educational fund
- Currently the president is very engaged in determining fiscal sustainability for the college
- I gave Ely a 2 for Fiscal Accountability only because we are all aware that we have a \$5million deficit and why we are going through the PPP. As for Budget Development - has the process changed at all, or is it the same process? Fiscal Priorities - Doesn't the board just approve what's fed to them; do they ever have a conflict with Ely? Needs Awareness - 3 facilities employees are laid off due to loss of capital project dollars, SA remodel received \$4+ million for renovation, and a new building currently being constructed in Auburn... I would say Ely is either not aware of program plant needs or facilities needs, or she is aware and plans to contract out those services. Auxiliary Funding - guess that is why she is on the Foundation Board.
- Dr. Ely has created a partially fictitious budget crisis at the college.
- There is no transparency on the budget. Faculty that have requested information are reprimanded.
- Her priorities are not people or human side, but other things. She runs Grc at a business or a company and NOT AS AN EDUCATIONAL PLACE.
- It appears GRC is the least competently managed community college in this regard. No other institution is projecting such large deficits. Deficits which seem, for the most part, to be self-inflicted (and, to a degree, fictitious). It raises the question as to whether these projected deficits serve an ulterior purpose, and deflects attention away from the weak performance of this administration.
- President Ely should be fired for her handling of the budget alone. She has budgeted over \$76 million in local monies over a 3 year period when normally building are mostly funded through the State....in the past the average for the college could have been to kick in \$3-\$6 million in local funds...not \$76 million. All of this during a period when faculty and staff got 0% raises but she rewarded her loyal followers in the administration with raises of 30%, 40%, and above, often by just changing their job description. But I really fault the BOT here as well because they are responsible for the budget and should have stopped Ely's desire for land, new buildings, and continuing renovations of existing building, including her move to the Welcome Center. How much will this move to her new suite cost? I've heard that GRC has bond debt now going out to 2035.

- Financially the college is being run by a select few without the involvement of the staff and faculty.
- There are many contradictions in the budget. Supposedly we are broke, but there is still money to renovate a building and give Dr. Ely a raise. Hmmm ...?
- She has created the budget crisis we are in due to bad management and budget decisions--especially money spent on Capitol projects. Does a shell game with moving money around, including IP money.
- Auxiliary funding: She has opposed legislative efforts that gave the college more flexibility in its use of local funds. To be clear, these efforts merely opened more opportunities, not required anything, and fortunately her efforts were unsuccessful.
- Our college budget is a convoluted, confusing phenomenon. It appears to occur via back room dealings in which pots of money are being hidden to avoid having to provide the basics such as staff/faculty raises, maintain facilities employees, maintain print shop employees, run programs and the like. Perhaps GRC is more corrupt than Wall Street with this current administration. I would love to have a neutral third party come in and explain aspects of the budget via an Excel spreadsheet and also be able to pose some questions.
- Failure on all budget related items. What budget crisis? Where did it come from? It has been inflicted by her and her board at the expense of taxpayers, faculty, staff, and community members. All long standing financial experts at the college have left and been replaced with new people who have no history of the college and the problems that have been faced and corrected in the past. Custodial and facilities are operating on bare bones staff, overworking and being ineffective. Example - when is the bridge over the pond going to be fixed and useable. Its an embarrassment that it sits half finished or unusable for over a year now.
- As evidenced by the serious budget shortfall currently being experienced by the college, her decisions regarding new building management is questionable. External funds (specifically from International Programs) are not well managed. Dr. Ely is quick to earmark funds and overspend projects and is unwilling to augment regular fund allocations or seek other resources when necessary to keep the college and its core programs and structure afloat. The current contract negotiation with faculty regarding salary is clear evidence to this end. The laying off of facilities workers is another indicator that she cannot fund the day to day but pours money into buildings. She'll soon have beautiful buildings with nobody to care for them and nobody to teach in them.
- "I chose ""unknown"" because I am giving the President the benefit of doubt. I do know that a large amount of local dollars has been funneled for capital projects - the face of the campus has been changed dramatically. The amount? \$76 million dollars for three years (usually this is around 1 to 2 million dollars per year). It is no secret that international programs is contributing heavily to the general funds of the college. This is like running a private college within a public institution! With this kind of fiscal leverage, this public institution will soon be primarily serving the needs of students on the other side of the world.

- I welcome the international students - they bring a rich diversity on campus but I think today we have to seriously consider the direction of Green River College. As a public institution, is it serving its primary community, the one in the neighboring school districts? Is it okay to have a freshman class that is 80% international or more when the students can barely understand what the instructor is saying?
- I think faculty and staff could contribute to this discussion but the President has not fostered such conversations."
- Budget processes, and the priorities and values that inform decision-making, are two of the most problematic aspects of this administration.
- We are in fiscal disaster because of how the President has handled the budget. Way over expenditure on capital projects and new administrative positions being funded by money that was historically used to make up any shortfall with enrollment, etc. In a time when staff and faculty are being cut, the President has made the budget decisions to fund exorbitant raises to administrative positions.
- I feel that my input is actively DIScouraged
- There doesn't seem to be much transparency or meaningful involvement of faculty and staff in the construction of the college budget. Furthermore, there are excessive investments being made (\$76 million) far into the future which are dependent on local money. If that money dries up, which certainly could happen with an international crisis, the college will have to make significant cuts to its operating budget to meet the commitments currently being made. I feel these commitments are extremely imprudent and raise questions about where the money is going and who it passes through. There seems to be little or no accountability for these funds and that is worrying.
- The Board may find the budget presentations 'informative' as the Chair has mentioned, but the campus community finds it secretive, deceptive and manipulative. There is a sense of the few budget information that we receive to be based on urgent scare tactics to convey the college is in a budget crisis. But despite repeated requests (some through the PIRC process), the campus community has been uninformed at best and misinformed on a consistent basis with numbers changing (to suit Ely's agenda) with no clear explanations being delivered on where shortages exist and why certain cuts are being made when some of the cuts cost the college more than they save.
- Unacceptable on every level. Wasting taxpayer money with no accountability or explanation.
- It seems the president's office is doing a superior job of soliciting "Auxiliary Funding" but the real question might be where the funding results are applied and what areas are being neglected by that combination. The budget process and the open (aka "transparency") nature of the process all seems to be done behind curtained windows with "window dressing" in between the glass and curtain. The budget gets presented at the BOT meeting and it gets approved. Who questions or discusses it? Where is the "open" meeting that involves the college community as a whole? The college council has the name of "participatory" input, but any results from their meetings are only "advisory" with no authority of implementation. Any disregard for council

recommendations does not need to be explained nor justified. As it says, the council was "participating" prior to the done deal decision.

- I believe President Ely has not made fiscally responsible decisions. More emphasis has been placed on buildings and landscaping than on instruction, support staff, program development, and student needs. The mismanagement of funds has created the current "budget crisis" and could easily be remedied by using local funds to support salaries of faculty and staff.
- Fiscally irresponsible to the point of being criminally stupid. How many tens of millions of dollars has she obligated us to spend on buildings, while the faculty will just now get their first raise since 07-08?
- With a 4 million dollar debt I don't trust her budget keeping skills. We have building that need to be rebuilt or remolded and nothing is happening.
- Ruling through fear and intimidation is not leadership. Refusing to justify budget decisions such as pouring 25 million dollars of local funds into capital costs in the same year she declares a 'budget crisis' is not sound fiscal leadership. There are more budget charts but less clarity than at any time in the past. Employees who ask questions about the budget are swiftly silenced by threats of ethics violations for daring to ask. Funds received by International Programs are never clearly accounted for in terms of how much money per student goes into the operational/instructional budget. And whether that money covers the instructional costs for each international student.
- This was perhaps the most fiscally sound college in the system before Dr. Ely arrived. Now, huge amounts of local money have been diverted to capital projects and suddenly staff are told that we are inefficient and have a budget crisis. Long standing programs that serve the community are on the chopping block.
- Faculty and staff reminded to restrain funding but administration grows in pay and staffing.
- The president has consistently denied any responsibility for the fiscal problems of the college and yet Dr. Ely routinely relies on allegations of financial crisis to justify her actions. Awareness for fiscal responsibility is impossible since all requests for financial information are denied unless required to comply by the Public Records Act. The existence of the alleged fiscal crisis has been in widespread doubt for years and yet the president has been unable or unwilling to convince faculty and staff of the legitimacy of her claims.
- If she has not already done so, President Ely could benefit from a thorough review of budget practices in the past, especially when the college was in greater financial jeopardy than it is now. Sadly, GRC falls behind a great many other colleges in funding from other sources than state funding and income from international programs.
- Ely fired or forced retirement of well-respected budget director, Debbie Knipscheild, without cause. Debbie was always prepared for meetings and the information and judgements she presented were esteemed by staff and faculty. The reason for her termination remains unclear.
- Our college has had our ups and downs financially through the years but nothing like what we are going through now since president ely took office. I don't know what she's

done in the few years she's been here but it seems very strange that the board would offer her a new contract and a raise with what conditions we're in there.

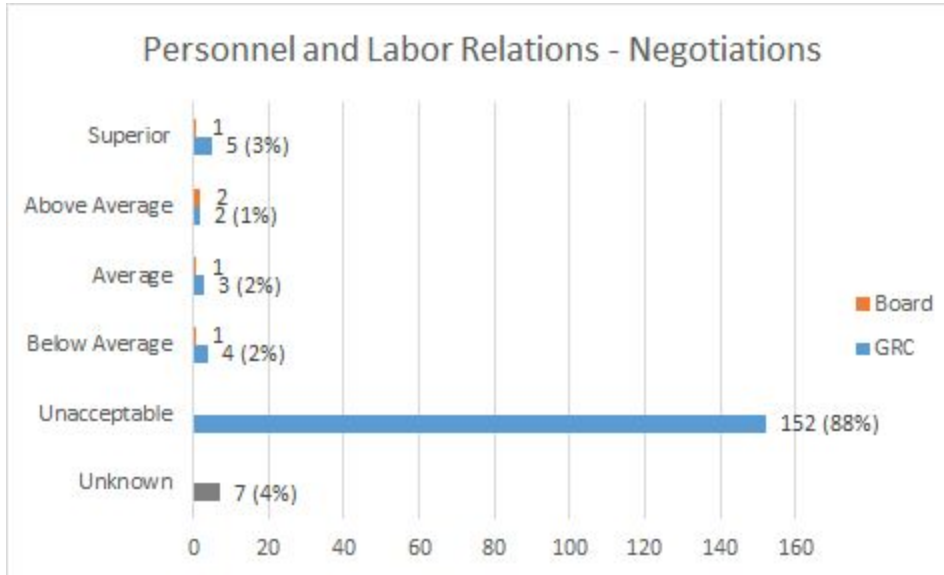
- This is one of the worst traits of Ely. She is fiscally irresponsible and has gotten the college into financial trouble both on a state and federal level. Budget reports that come from her office are always inconsistent and confusing, demonstrating not only a lack of fiscal clarity on her part, but also on the part of her cabinet members. When these reports are questioned or when clarification is asked, there are never any follow-ups or there are just more inconsistent responses that don't provide clarity.
- I feel Dr. Ely is fiscally irresponsible. During times of financial crisis, investing in several BAS programs (which cost money) and continual construction and remodeling of buildings does not seem fiscally responsible. The capital projects are using local dollars. Making cuts while investing in so many different things doesn't seem like good planning. Building a new building and changing what is going into the building does not seem like good planning.
- Claims budget shortage while still spending money on numerous special projects;
- I'm pretty low on the faculty food-chain, as it were, so I don't really know anything about the budget -- I'm assuming that people who are full-time and more active in the college know about the budget. They have time to go to these meetings, if there are any. Budgetary information hasn't been presented to me "in an organized and understandable manner." All I know is that the college didn't give the faculty much of a raise in the new contract because there wasn't money in the budget; I've taught at the college for 10 years and NEVER gotten a raise before (I made the EXACT same amount per credit for years!), but there sure are several beautiful new buildings on campus...makes me wonder where the president and her administration's priorities are. My family and my friends who have jobs in private industries don't understand why I'd stay at a job with no raises -- not even a cost of living increase!
- Over \$70 million spent on new buildings and office suites for SA and admin. The boondoggle of the new Auburn Center, the bait and switch with the trades building and the various remodels for new admin offices is occurring at the same time that Ely is arguing that the \$1 million budget cut from the state necessitates program reductions and faculty RIFs. I wish this was a joke....
- She has wasted millions of dollars that could've gone to improving programs and raising instructors salaries, but instead used the money to create unnecessary buildings and projects. Also, gave raises to administrators up to 13 percent, but there is no money for instructors? Really?
- The president is determined to pursue auxiliary funding, but that appears to be her fiscal agenda, start and finish. While she may see budget requests that come through her direct reports, after they have sifted and narrowed, her lack of engagement with the College community cannot create genuine awareness of needs. Further, when needs have been pointed out to her that she finds incongruent with her fiscal priorities, those who raise them are labelled "negative" for "complaining." While she has directed her staff to share budget information, it is a canned presentation repeated over and over. Constructive, sensible questions are ignored, and there is very little transparency about

the budget decision-making process. As for carrying out the approved budget as an expression of the Board's priorities, that criterion seems to have it backwards. By all accounts, the CEO is leading the Board and not the other way around.

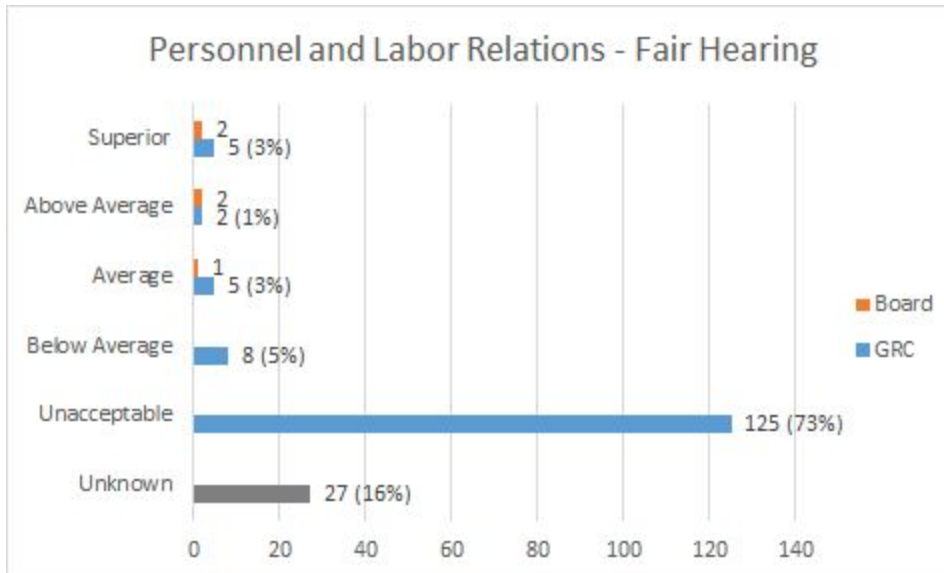
- The Board of Trustees appears to simply act as a rubber stamp for the President's agenda and priorities.
- We hear that we are in the midst of a budget crisis. Any college in America would love to have the millions of dollars in available funds that this college has. Yet despite this crisis-- which has prevented faculty from receiving any raises in 7 to 8 years-- key administrators have received raises, while buildings are irresponsibly being built on the main campus and in downtown Auburn to house an Aviation department training center, one that we have learned is too small to successfully house its equipment. These numbers were not found easily, openly and transparently, but through the Freedom of Information Act. As I noted above, presenting a budget in an organized and understandable manner is not difficult to do. But being fully forthcoming to faculty and staff is another matter. Regarding the last two categories, I would hope the answer is yes, but I don't have the knowledge this is the case.
- Dr. Ely has not exhibited fiscally responsible budgetary practices in the best interest of the college. Because of the lack of communication within the college, no one outside her inner circle knows what the spending priorities are.
- If you want to maintain tight control on an institution, then make the budget and its process as confusing and closed and opaque as possible.
- I lack information on most this, as communication from the president's office to the college community at large consist mostly of statements that the budget is in a state of emergency, with no further data. I do not believe the president is fully informed of plant, facilities, etc. issues, because if she were, I hope that the dead lightbulbs and other basic issues around campus would be addressed.
- Eileen Ely and HER Board are bankrupting this school due to unbridled and irresponsible capital campaigning. This is why GRC is the only community college screeching budget crisis. How to alleviate that somewhat? Simple. Fire teachers. Oh, we can't fire tenured faculty? Ok, how about just getting rid of programs then. That'll do it. Shameful and detestable.
- Ely's administration has been fiscally irresponsible. Why are we in a budget crisis? It is only 5 years since Rich left us in good shape. If we are in a crisis, it is through complete fiscal mismanagement. Presentations of the budget have not been clear, and sudden budget cuts and firing of staff are done with no warning or cogent reasons. Cuts are made such as the print shop and autobody which do not save any money, and excessive spending on new buildings at the expense of poor maintenance of the existing buildings.

5. Personnel and Labor Relations

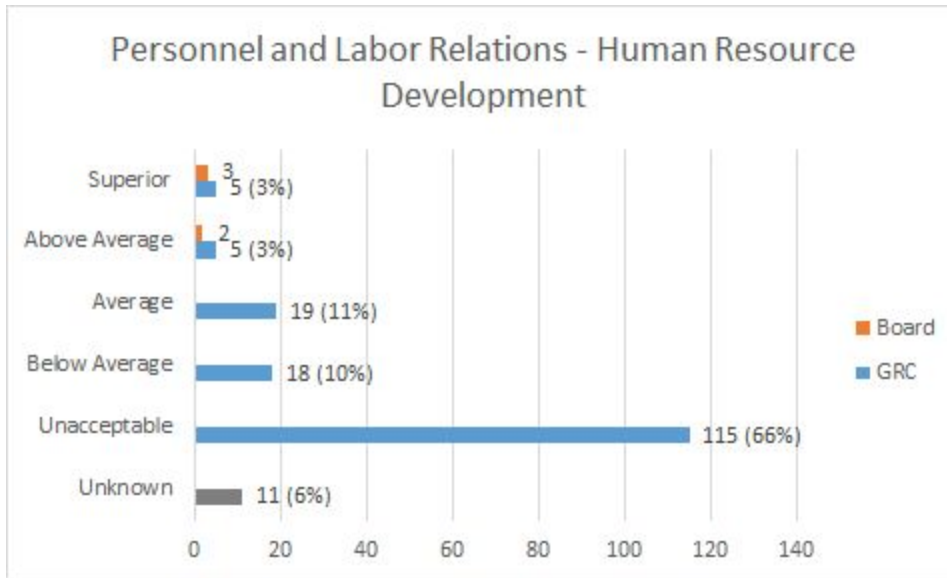
5.1 Negotiations-supports and pursues good faith negotiations with employee groups and associations.



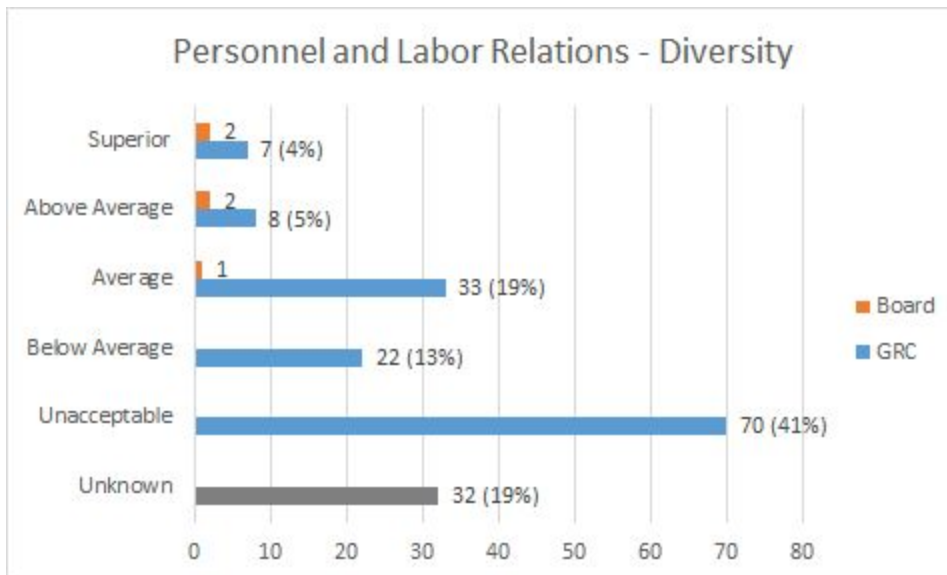
5.2 Fair Hearing-assures all employees a fair hearing if disciplinary action is initiated against them.



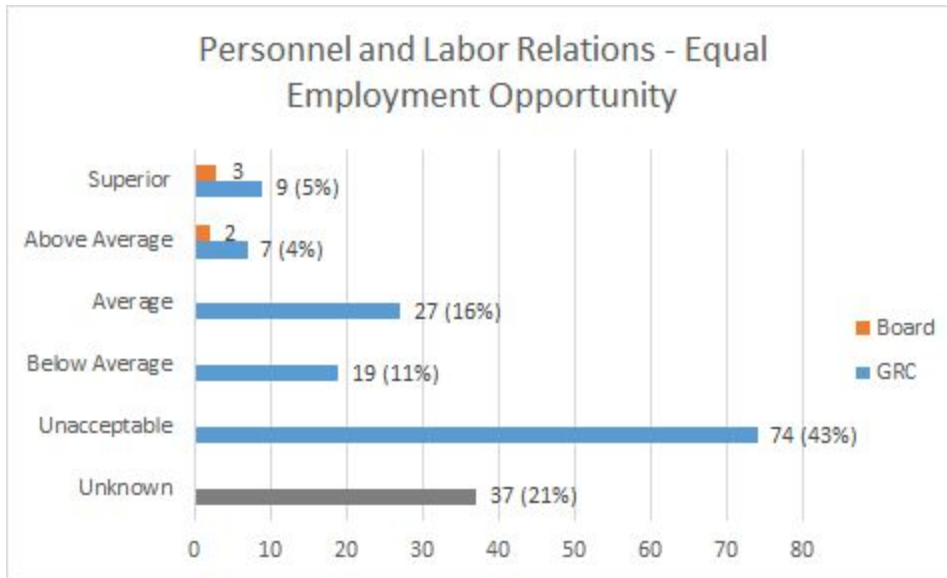
5.3 Human Resource Development-develops and promotes professional development activities and promotional opportunities for faculty, staff, and administrators.



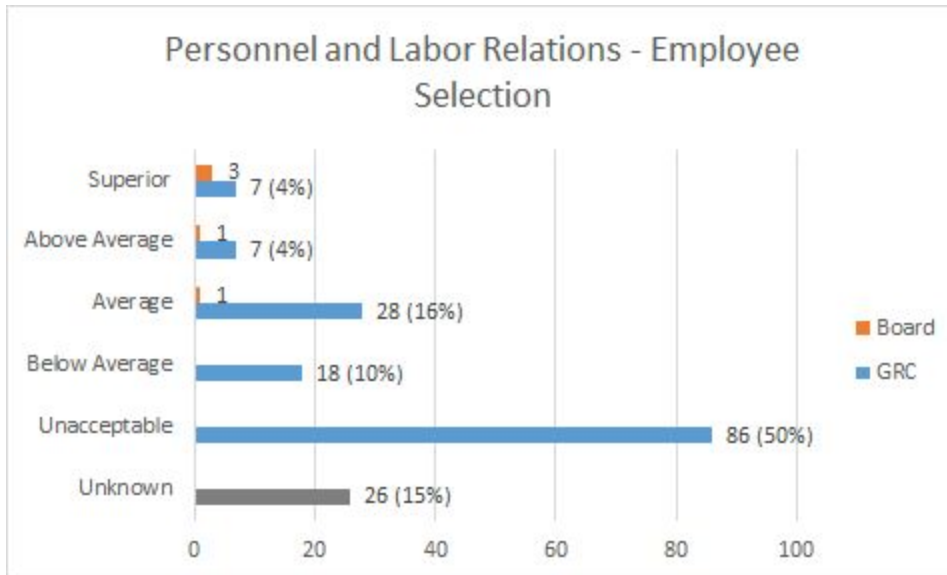
5.4 Diversity-supports and promotes diversity in hiring and promotion of staff, services to students, and all college activities.



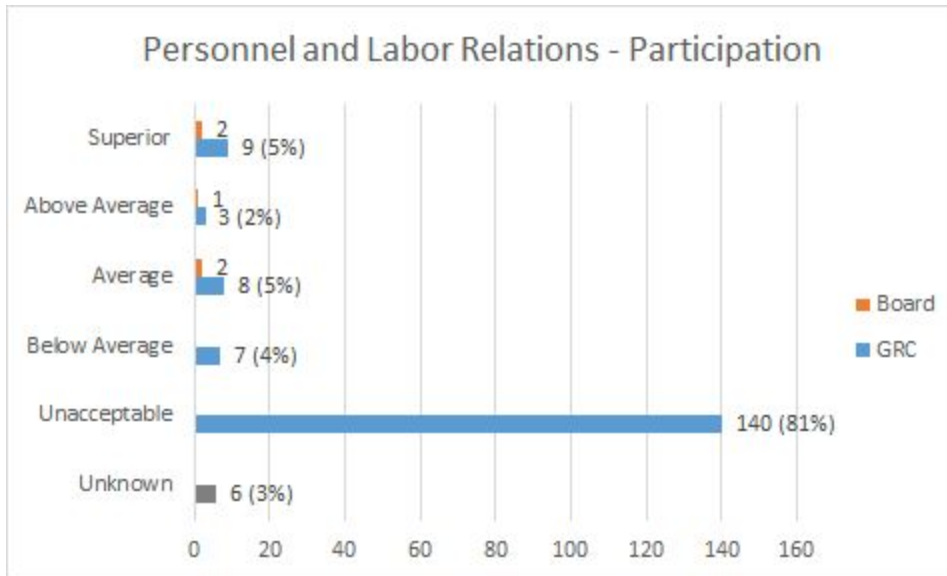
5.5 Equal Employment Opportunity-employs a personnel department that conducts fair and equitable employment selection and promotional practices.



5.6 Employee Selection-recruits and selects highly qualified and capable employees through thorough selection processes.



5.7 Participation-provides opportunities for all members of the college community to be represented in college governance.



Personnel and Labor Relations: Comments (72)

- Should be rated at less than "1" in this category.
- whistleblowers are escorted off campus-CRIMINAL ELEMENT REMAIN
- I have no knowledge, information, or statistics to judge the majority of these categories. However, Dr. Ely has made concerted effort to move forward with a Participatory Governance Model that does provide an opportunity for all members of the college community to be represented in college governance, despite the opposition of the faculty.
- She doesn't negotiate, she and some of her administrators regularly violate rules and no one is held accountable. Favorites are promoted and hired for newly created positions that are not opened up to other candidates. Other people are harassed and fired. Favorites are left in positions for which they are not qualified and they are unable to perform and yet there is no accountability for this non-performance. Anyone who makes waves is disciplined, moved to a different job or outright fired. There are many professional development opportunities for administrators, especially at expensive resorts, but no one else gets to attend these. On one hand I have seen incompetent people hired and retained because they are "diverse" when there were more qualified people. Other times diversity doesn't seem to enter the equation, especially among administrators. Speaking as someone who actively engages in Participatory Governance, it is a complete sham. We are willing to try and know that it is a long road but ultimately I don't think anyone actually believes Dr. Ely will follow the College Council recommendations.

- Regarding negotiations, it has been over a year and half since the faculty contract expired. I have heard the negotiating team has come to an agreement, but it has been two months and there still is no printed document for the faculty to look at. There have been two meetings set that I am aware of to review the contract and start the ratification process, but both have been cancelled because the document is not yet printed. I am baffled by what the delay could possibly be. It seems this should be of the highest priority. As for fair hearings, I could not disagree with this more. I am aware of many cases where long time Green River employees were fired without cause and escorted off campus the same day. Having talked to some of these people, they were not even given reasons and they felt humiliated by how it was handled. It is this mistreatment of people that disturbs me the most. While the poor fiscal management may be my most serious concern for the future of the college and while I may not agree with the direction the college is being taken in, the way people have been treated is far and away the most disturbing aspect of Dr. Ely's leadership. The people I have talked to have suffered immensely and it breaks my heart to see good, hard working, dedicated, long time employees being treated this way. I have never worked in an environment that is so filled with fear of retribution and where people cannot express their opinions. This is supposed to be an institution of higher learning - one where people learn to explore new ideas and express their views in a safe environment. Students may learn this in class, but the environment for employees is the farthest thing from this. I honestly feel I am taking a great risk by even filling out this anonymous survey, but there comes a point where you need to say something. I owe it to all those that have suffered at Dr. Ely's hands. It is not just at her hands. It is also, in some cases, at the hands of her Executive Team members. One, in particular, has been caught in many lies, but is protected by Dr. Ely. Others are protected as well. Until they say something wrong and then they may find themselves escorted off campus as former Executive Team members have been. Stories will be spun about why they left, but those are usually easily seen through. As for participation in college governance, the process that was set up was a sham and the idea that this council has any authority is misleading. The council was developed to address an accreditation concern, but it is just a façade as are so many things happening at Green River now. There used to be true, meaningful participation, but now most people know they are just tokens.
- This is the worst leader anyone can imagine: relation with the faculty is based on fear, on top-down mandates, on corporate models. Bargaining and negotiation of contracts with both faculty and staff has been a painful process of trying to squeeze the workers while spending huge amounts of money in positions that really do nothing for the students, like Chris Johnson, the lawyer negotiator, and the aforementioned programs. This president doesn't have the students as her first priority.
- I have been teaching for 30 years. Eileen Ely is the worst president I have ever worked for. She is a poor communicator. I believe she is scared and incapable of dealing with conflict. She makes others stand up and support her controversial policies, but she is never the one to take questions. I think she treats her workers as having little or no value. We can no longer hire good people at Green River. I tell people not to apply

because I cannot in good conscience recommend they work here. It is not a good place to work. The workplace is toxic with people fearing for their jobs, fearing to speak out about any problems.

- Shared governance does not exist at GRC.
- Ely seems to promote using the "good ol boy" system, she also has no desire for staff and faculty input into governance
- Her communication skills are horrible. That's it!
- President Ely performs exceedingly poorly in these areas. Staff are fired and walked off campus by security. Morale is horrible on campus - among staff and faculty. She absolutely shows favoritism, promoting employees who either share her vision or are afraid to disagree with her. She has promoted a cadre of supporters to form a circle around her and insulate her the rest of campus. Top admin positions should be open to open searches, not given to loyal staff and friends as forms of promotion. Unethical.
- Email went out yesterday to Classified Staff showing Dr. Ely's support of staff members on Program Prioritization Panels. However in all the years I've been on campus this is the first time I've seen her support there. Her email doesn't actually say participants will be reimbursed for the time on committees, just that she wants to support them in whatever ways necessary. It seemed very general.
- Contrary to all of these descriptions, President Ely: pursues negotiations in bad faith and with malice; peremptorily terminates employees out of paranoid delusions and has them escorted off campus by security; develops and promotes a climate of fear and general ill will under which most employees labor; does nothing to promote hiring diverse staff, pays lip service to diversity initiatives targeting the student body; creates a campus environment that discourages the application of anyone well qualified for the job that could work elsewhere, in fact promoting the abandonment of campus by those who can find employment elsewhere; and denies members of the college any chance whatsoever to have a meaningful role in college governance.
- Negotiations: Faculty is without a contract for 500+ days; apparently still ongoing. Fair Hearing: why are employees asked to go to Human Resources and then escorted off campus a few hours later? Where is the "fair hearing" in that; or were all of them dismissed due to budget reasons? Human Resources: Ely doesn't run HR and HR doesn't really do much other than collect applications and get the selected candidate into the system. They rely on hiring committees to screen all the applications and pretty much do the work for them. Participation: There's Participatory Governance, but there have been concerns brought forth by supervisors of classified staff that are involved
- Dr. Ely has disciplined employees for exercising their rights and marginalized employees who disagree with her.
- Green River has turned into a toxic working environment under her reign. People are afraid for their jobs. Contract negotiations have been slow and difficult. She has done her best to break the union.
- UNSATISFACTORY.
- It wouldn't be unfair to say that human resources has become almost totalitarian in its mission.

- Again, President Ely should be fired for her poor relations with staff and faculty. Even many in her administration know she is absolutely terrible here but they have to pretend in order to not be fired. Ely fired most of those close to her when she first arrived and has surrounded herself with devoted followers...at least she thinks that most of them are loyal. If only they could talk with their true thoughts. She would be so surprised to learn that many close to her are only trying to stay afloat, keep their jobs, until she is fired. Getting rid of President Ely is the only solution at this point, but the BOT seems to fail to recognize this. The college is totally dysfunctional and Ely will never change. GRC used to be only of the leading CCs but now we are they joke within the systems. Mention to anyone that you work at GRC and they will ask you what is up with the President. It is unbelievable that the BOT thinks she is doing a good job. And yet, they always turn to her to ask how things are going. They are unwilling to investigate themselves. It is too bad that the Governor can't replace Board members. We are stuck and will continue to be ely and the BOT members are replaced.
- This is an area that is kept completely behind closed doors. Member of our staff have been terminated, people have been hired, and given raises at the whim of the administration and not involving the staff and faculty. We are a community.
- This is an area that Dr. Ely needs to seriously work on. It's a bit of a disaster.
- In the short amount of time she has been here she has completely changed the atmosphere from mutual respect to fear, intimidation, and retaliation.
- "Good faith negotiations?" LOL How can it take two years to negotiate a three-year contract? And long-time employees have lost their jobs without warnings or explanations, and escorted from campus like common criminals.
- Communication between faculty and administration is a joke. The admin wants to retain students, help them reach their goals, and achieve success. What do they think instructors want? The same thing. Instead of canvassing Instructors about drop rates, as we tend to know our students personally and are aware of their trials and tribulations, the college signs up for "Achieving the Dream." This is a costly venture that could have been avoided via communication and a well executed plan. Information that have been shared through collaboration or shared governance-whatever the new catch phrase is.
- Negotiations: Brave conversations with mediator of her choice which ended up failing. Human Resources: they've added position under Ely's term, but are doing less. HR does not screen applicants. They send them to the interview committees (of which they have not vetted) and the interview committees need to screen dozens of apps to find those qualified to interview. They do not collect interview notes after the process. They are completely not involved until the person is actually hired, then they do the paperwork. Diversity is left to faculty and staff to make it happen. I don't believe the HR/personnel department does anything to help with fair and equal. Employee selection - left to interview committees which HR has nothing to do with. Participation: This is the problem child. The staff and faculty are encouraged to participate AFTER decisions have already been made - its as if we are asked to participate because that is a box the administration needs to check off in order to be in compliance, not because we actually have a chance

to participate. The new participatory governance model is not functioning - it is just like the WIGs and other previous attempts at college leadership - FAILING.

- Absolutely unacceptable. Dr. Ely has replaced faculty with people who support her views in strategic roles, and as a result has created an HR department that actively retaliates should anyone question decisions made. Further, they are downright unfriendly and unsupportive of staff and faculty in any endeavor attempted be it a simple matter of process clarification or paperwork (it takes weeks to get a response from them, if they bother to respond at all). Dr. Ely is disinterested in community interaction when it comes to governance and adheres to a top-down approach leaving no room for participation, even after the board of trustees as well as the accreditation board has made recommendations to this end. Evidence - the college has provided a website and community question/feedback regarding the PPP process. Smoke and mirrors to look like community involvement is valued. Just try to ask a question on their site. They are completely unresponsive. Dr. Ely seems interested in diversity these days as a forced reaction to climate but not as a genuine response to the changing needs of the community. Finally, it took more than 2 years to nail down a contract with the Faculty Union, and it required an arbitrator. Administration was not interested in negotiating at all, simply holding the party line. Ely's team seems disinterested in the welfare of the college and its students and her negotiation tactics are far from good faith.
- "Negotiations: This has been a tough year. My understanding of negotiation is a give and take but if the other side will not respond (or has been asked by the attorney to not respond) and not even engage, it can hardly be called a negotiation. Overall, it has been top-down.
- Human Resource Development - This has taken a downturn. The workshops have deteriorated in quality. I thought there is a ""budget crisis"" in the college and am willing to tighten my belt to save the college. But I am now seriously wondering if there is a budget crisis. Lack of communication leads to toxic environment. Furthermore, morale has sunk to a new low as more and more long-term employees are being given very little notice and escorted out the door. Sometimes we do not know who has been hired or fired. A new employee in HR is now putting out a newsletter that presumably posts this but we feel disconnected.
- The print shop - a vital resource for instruction has been going through some sweeping changes. A long term employee was ""demoted"" i.e. was told she would have to accept a fraction of her original salary if she wanted to keep her position. To my knowledge, she is an extremely hard worker who has bent backwards to keep up with print requests. A temporary employee (who had to move from permanent to temporary due to the above-mentioned changes) was laid off because he came to work when he was sick, fearing for his job? I understand some things are confidential but keep the college community informed of impending changes and the reason for changes. There is a sense of paranoia and fear due to lack of effective communication. "
- Ely's disrespect for faculty permeates the college. VP of HR has cultivated an atmosphere of fear, bullying and harassment. The Administration has not maintained an institution grounded in basic human decency.

- Many back door hirings in my division not within normal hiring processes or practices. Not sure of her awareness.
- There is no good faith coming from the President. She leads by fear and intimidation. People have learned that if you want to rise to power on campus, you agree with whatever she says, only tell her good news even if you have to make it up, and play her game. I am disgusted by how she is treating the layoffs of dedicated staff who have spent their careers dedicated to this college.
- Recent Job description evals with zero explanation and no union involvement are very troubling
- President E does not negotiate in good faith. She penalizes staff, administrators, and faculty who do not share her vision.
- On Participarion--the College Council is a good step in this direction. However, the advisory board was formed and then given an immediate job--evaluating PPP templates--which it refused. An advisory board must be allowed to set its own priorities in order to successfully advise.
- "The President hired a negotiator to deal with the faculty during contract negotiations. This person was often unavailable and unresponsive, which only dragged out the negotiations for an inexcusable amount of time. Furthermore, the negotiations were a step back from interest-cased bargaining where the needs of the college are raised. Instead the negotiations were constantly confrontational and non-productive. Through this process, the message conveyed to the faculty was that we don't respect you and we are not going to give in to any of your requests. This total commitment to destroying the morale of the faculty has been relentless as if it were the only means by which this administration knew how to operate.
- The staff exist in a climate of intimidation and fear which is only confirmed when long-standing staff members are fired and then escorted off campus. As far as I can tell, there is no belief that this administration cares for faculty and staff and will be loyal to them at any level. It's a toxic environment which only gets worse the longer President Ely remains at the college. "
- Participation by faculty and staff in governance is highly controlled and manipulated. The agenda is entirely 'top down', effectively silencing employee input and only allows input on trivial issues. This President has completely dismantled the effective governance program that preceded her employment at GRC.
- Ely's method of a 'fair hearing' is to have Campus Security show up unannounced to escort the fired employees off campus after informing them that they are fired (usually with no reason given). Many staff fear speaking out at all given the Gestapo nature of the firings and inquests from Human Resources staff.
- The GRC Admin reputation is so poor and widely known that nobody wants to work here. Potential diverse hires have many other places they can go for employment where they will not have to deal with the adminstrative drama an inequity they would find here.
- Several of those should 0 or negative 10 but those were not options. Never have I worked at an institution where the opportunities for all to be represented has been crushed more than here in her tenure.

- In answer to recommendations by the Accreditation team, Ely created a smokescreen called "Participatory Governance." She had her media team create a website that describes it. That's what she has done to satisfy the Accreditation team. The joke around campus is "Yeah, "participatory governance" that means Ely will tell you what to do and you will participate." The staff and faculty are looking for genuine Shared Governance where all sides can share wisdom and make better decisions together. Ely is unwilling to do this. The motto of Green River (Community) College is "Think Students First; Then Decide" Ely's motto is "Think Dollars First; Then Decide" This is an imbalanced way to run a college that creates an atmosphere of tension and mistrust.
- There is no meaningful participation from the staff
- The HR department has been directed to seek diversity, but the "trickle down" isn't very effective under the current toxic atmosphere. With two votes of no confidence in President Ely, followed by an additional such vote in the BOT, all by a 92% margin part of the public record, would an intelligent highly qualified applicant make a serious effort to join the faculty and staff here? Perhaps the kind of diversity that can be "celebrated" is the dilution of the highly qualified and motivated community of administrators, faculty, and staff of the past with the toadies and bottom feeders who now have a better chance of competing for the vacancies resulting from personnel dismissals and ship-jumping! In many ways, it seems the college has gone from upper tier to lower middle tier.
- The current college council is an example of a ineffective attempt to create the illusion of shared governance at the college. All final decisions are made by the President--the council only has the power to recommend.
- The budget for faculty development has been stagnant even though costs to attend meetings and professional conferences have increased. This results in a net reduction in the number of faculty who can receive reimbursement for participation. As to governance, she axed the shared governance model the college has used (successfully for more than two decades) to go to a form of participatory governance. Of course the new governance model was dictated, employees were told that this is how things are going to be handled. The College Council was just formed fall quarter of 2015 and has not yet adopted a constitution and does not include an adjunct faculty council, leaving 2/3 of the faculty with limited representation. However, the college council was also immediately tasked with the Program Prioritization Process and when they objected to the abbreviated and unrealistic timeline, the president stated something along the lines of 'This will happen and will be completed by the end of March'. Providing a venue for participation but completely ignoring any of the concerns of the participants is not participatory governance.
- Dr. Ely has undermined the previously good labor relations on this campus. Contract negotiations have been repeatedly delayed by the administration, thus delaying the eventual implementation of small raises or other benefits. It seems petty and harms campus morale. There is no clear and strong leadership in promoting diversity and equal employment opportunity. Representation by members of the college community in college governance is largely a relic of the past. Staff and faculty have been clearly told that their experience and education are not valued. One of the saddest things is the

very high number of staff who have been fired or laid off or demoted during Ely's tenure. Why is it that even laid off employees are escorted from campus by security? This is so demeaning to them and demoralizing for the whole campus community.

- Green River lacks Diversity and it not because there is a lack of qualified applicants.
- Faculty are discouraged from sharing opinions that differ from administration
- "Negotiations: I have never heard an employee, staff, faculty or administrator suggest that Dr. Ely negotiates. Her direct reports speak of what they have to do. The Prioritization Process is an example of a case where more than one of her advisers publicly said that the timeline was too short and that they had stated as much in meetings but it was just what we were going to do. More often, when asked why the college is pursuing one program or another the upper administrators respond with silence. I cannot speak to how Dr. Ely herself would answer such questions since in my experience she does not allow them.
- Fair hearing: Since Dr. Ely was hired it has become standard practice for employees to be surprised by contract terminations and immediately escorted off campus without permission to speak with anyone. This did not happen before Dr. Ely became president. Many if not most college employees refer to their working conditions as a climate of fear."
- Very unfriendly and elitist
- Somehow, despite lack of a contract, a pay scale lower than most other colleges, and contracts that go out after the start of a quarter, GRC has maintained a top-tier full-time and adjunct faculty. Still, whenever any nearby college has openings, we lose faculty to them. Highline, Pierce, Tacoma, and South Seattle colleges all pay more and have few of the problems or little of the strife that exist at GRC. As for fair hearings, the reasons for an employee's dismissal are, of course, kept private, but no employee should be surprised by an unexpected dismissal or demotion, as has happened several times in the past six months. College governance has become weighted toward administration and upper echelon management.
- Ely earns poor marks in labor relations. Several HR employees have left or been forced to leave the college, including the HR director. Her replacement was required to have a law degree in addition to HR experience. Contentious contract negotiations with staff and faculty unions have convinced many GRC employees that an HR director with a JD is meant to intimidate employees.
- Ely has generated a culture of distrust regarding her policies and actions. In meetings, she will listen to requests or suggestions, but dismisses them. Decisions are usually made and then the college is asked for their input. The notion of shared governance at the college is more of an illusion since the system she has implemented doesn't allow for authentic checks and balances. Despite the rapid change in demographics in Green River's service areas, Ely continues to pay "lip-service" to the issues of diversity and equity, but never really follows through with initiatives that will promote and foster greater diversity and equity. She also has undercut the efforts of staff and faculty leaders of diversity and equity at the college but blocking initiatives that are in alignment with what most other academic institutions in Washington are following. In meeting, she generally

seems to be confused, uninformed, and ill-prepared, which is unfortunate for a college president.

- Unclassified staff have no voice although very important to the success of the school
- I have met the President twice in my entire five years at GRC. Unacceptable that she does not communicate and form relationships with instructors in a positive manner. We are the ones keeping the college alive!
- Dr. Ely appears to have no concern for employee relations. Ignores complaints and only seems interested in people who agree with her and share her opinions. Developed a new governance system that doesn't work.
- Has not conducted good faith negotiations with faculty nor given a fair hearing in disciplinary actions; president's staff is not diverse; human resource department is entirely under president's thumb; cannot handle negative feedback from any quarter, and as a result, has barred faculty from any kind of genuine participation in governance
- Who know what she does? But she definitely DOES NOT provide opportunities for all members of the college community to be represented in college governance.
- Personnel issues are what I've heard about most on campus. I guess there's a teacher who asked good, respectful questions, and had some sort of disciplinary action taken against him -- I think it's crazy this would happen (it smacks of fascist states, where you aren't allowed to speak about the people in charge), and I hope that this teacher will be given a "fair hearing". I think that I have NOT been given the opportunity to be represented in the college governance, but that just may be because of my need to work at more than one job to make a living. I think that if I had more free time, I could find a way to participate, but I have to pay my bills. Or at least I THINK there'd be a place for me to participate -- I'm not even sure.
- No support for diversity programming
- This is probably one of her weakest areas - all points in this category are less than satisfactory. She definitely needs to work on her communication and interpersonal skills.
- Dr. Ely, contrary to the belief of some faculty, genuinely cares about faculty and staff and desires all to be supported in their personal and professional goals.
- Shared governance is a joke. IC has been gutted of influence. Ely watches over college council meetings to see who dares to say something critical. According to the model, Ely is supposed to have regular meetings with the UF president. This doesn't happen. Communication is abysmal on this campus
- Governance and hiring practices are currently questionable at best. Many recent hires--such as last years' head of campus safety--don't stick around for one reason or another. Why?
- Really, it's as though much of this is not even a part of her job description. The CEO's disdain for anything labor-related has been pronounced and felt. She pays lip-service to diversity and so, as a figure head, may provide some minimal change, but attempts at substantive change where diversity and equity in hiring are concerned have been met with blockades and even harassment of employees trying to advance that work. The CEO does not want participation. She has made that eminently clear. The College

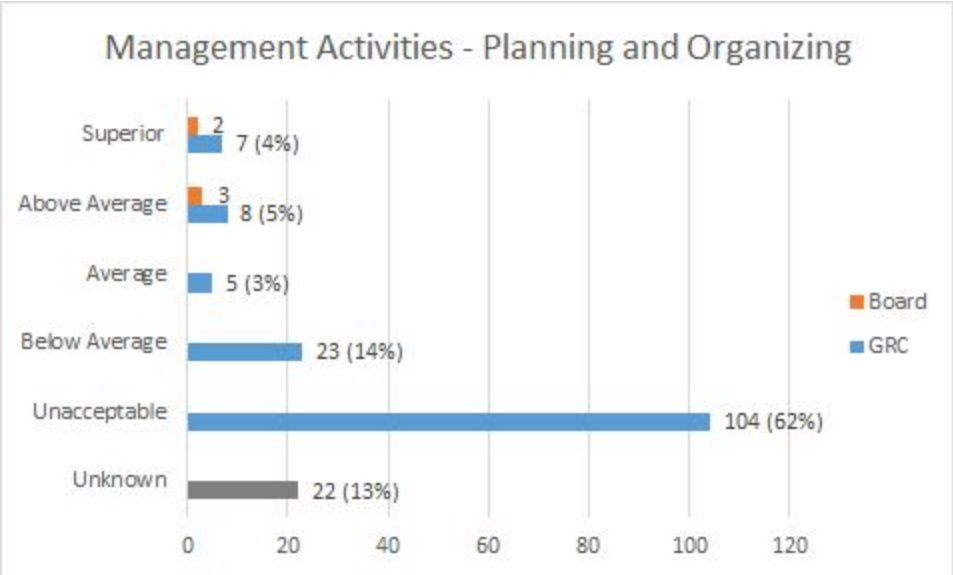
Council is a kangaroo court where anyone who does not have tenure speaks very carefully or not at all. She even shows up to make sure her direct reports don't step out of line. HR is nothing but a regulate-and-punish board. They do surveillance and look for ways to make life difficult for whomever they deem bad actors. Provide professional development opportunities? That would be nice.

- Dr Ely has little concern or involvement with the faculty. People are hired and fired with no explanation.
- The president hired an outside third party business consultant to negotiate a new faculty contract rather than have in-house college staff conduct those negotiations as has been done in all prior contracts. The third party showed no sensitivity with respect to the sense of community and shared interests in the fostering of collegial relations for the well-being of the college by acknowledging the critical role of the faculty. Instead her appointment established an adversarial relationship between the faculty and the President (and her administration) that has broken the normal bond of trust. Allowing the negotiation process to be dragged out for almost 18 months instead of making it a priority demonstrated a serious lack of leadership on the part of the President.
- Negotiations? Shameful, disrespectful. Fair hearing? Over a hundred and thirty people are no longer here under her tenure. Dozens have been forced out and escorted off campus as if a criminal. Any chance of exit interviews of these dismissed colleagues? Development category: no interest in developing any relationship with her minions, read faculty and staff. She resides in a one-room office, cloistered away, completely out of touch with the people of this college. She has not earned our respect; instead, 92% of full-time faculty have unequivocally stated on two separate occasions, we have no confidence in her abilities as a college president. She must go if this college is to regain a healthy, functioning esprit de corps. Diversity: she must or be sued. Employee selection: hand-picked to fill positions, though surely "open" to all. Participation: this is her greatest failure. She had the opportunity to work with the most open and committed group of faculty, but she single-handedly for the last five years has tried to wrest complete control and usurp governance to the point where the word "shared" is but a joke as it doesn't fit into her leadership style
- Dr. Ely has created a Human Resource Department that is not accessible to its own employees. GRC has an HR VP who does not make himself or his employees available to the school community and continues to impose escalating restrictive policies without involving employees.
- "On Negotiation: she has adopted a demoralizing, adversarial stance toward the faculty's bargaining agent, relegating negotiation to professional lawyers. She has NOT negotiated in good faith with the faculty EVER.
- On Human Resource Development: Uneven. Top cronies get new job descriptions and raises. Faculty get next to nothing. Her regressive disdain for faculty has effectively CRIPPLED GRC's ability to attract top-tier educators."
- Only lip service is paid to diversity. Poor pay is making it harder and harder to hire qualified staff and faculty as our pay compares worse and worse to other colleges. Negotiation on the contract was a farce.

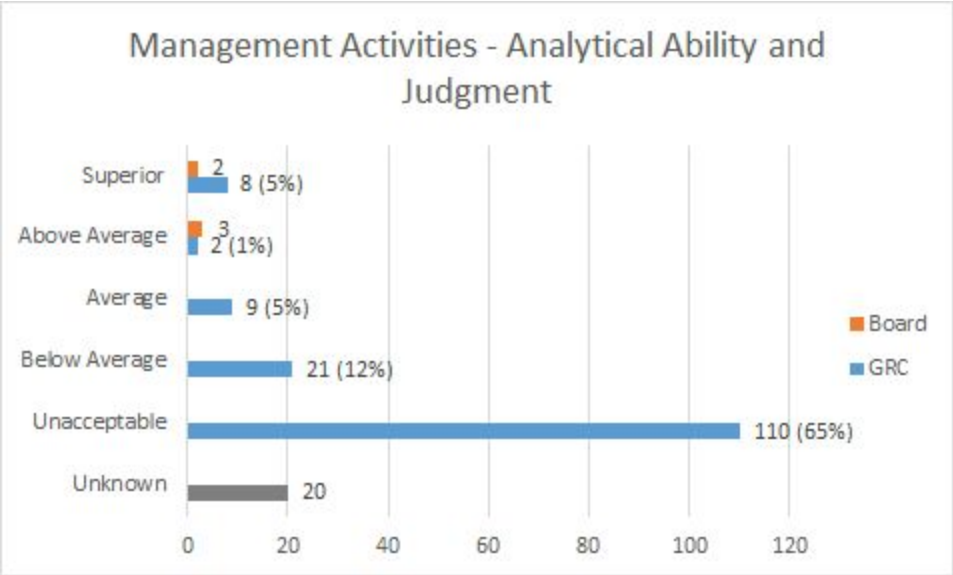
- The President has established no personnel or labor relations. She is utterly uninterested in establishing vital relationships with Green River employees. Instead, she seems to prefer to keep her circle very tight. It breaks my heart to write this. What a waste of creative, energetic, and innovative people looking to do good work.
- Negotiations with the faculty union have been entirely conflict-oriented. The recent passage of the "new" contract is a matter of resignation to the hostility from the president's office to valuing faculty. I mentioned the terms of the contract to friend of mine who works at a local large telecom company, and at first she didn't believe my description of the raise offered by administration. When I told her I was serious, she looked at me and asked why I stayed. For recruiting and selection of employees, the turn-over in adjunct faculty is very high in my area, and reasons for leaving include poor pay, lack of respect from upper administration, and higher offers from other jobs. To be fair, this is a retention issue, not a recruiting issue, but as the reputation of the college as a workplace decreases, I do worry that we will have fewer and fewer excellent people applying.
- If Eileen Ely has any presiding qualities, they do not live in interacting with actual humans, member of her own species. She does however love "yes men/women" see the current board. The woman simply will not be said "no" to. This is the fundamental reason so many people have been fired and escorted off campus, quit or simply won't accept a position at this snake pit of her own making.

6. Management Activities

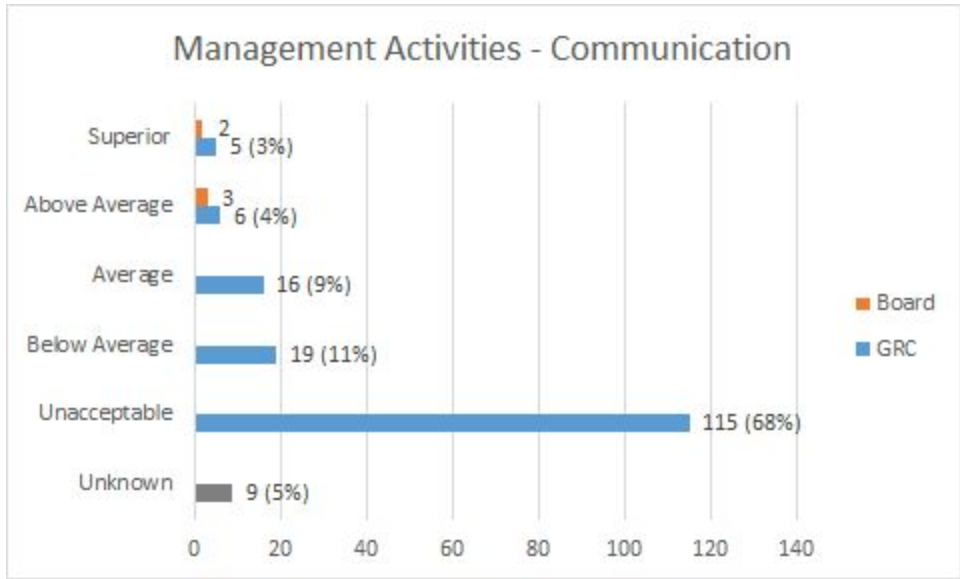
6.1 Planning and Organizing-able to plan ahead anticipate problems and use resources effectively.



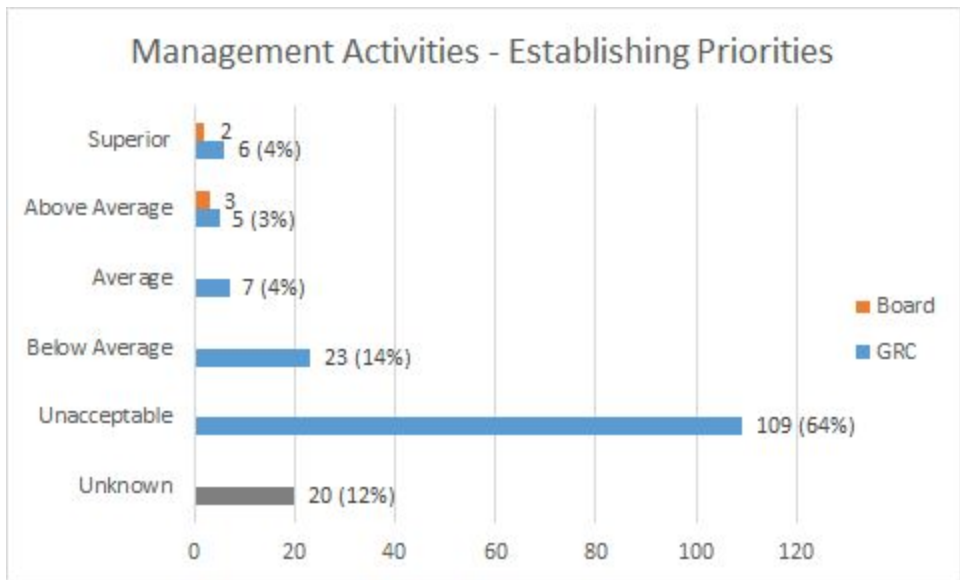
6.2 Analytical Ability and Judgment-able to size up a problem, gather and evaluate facts, and reach sound conclusions.



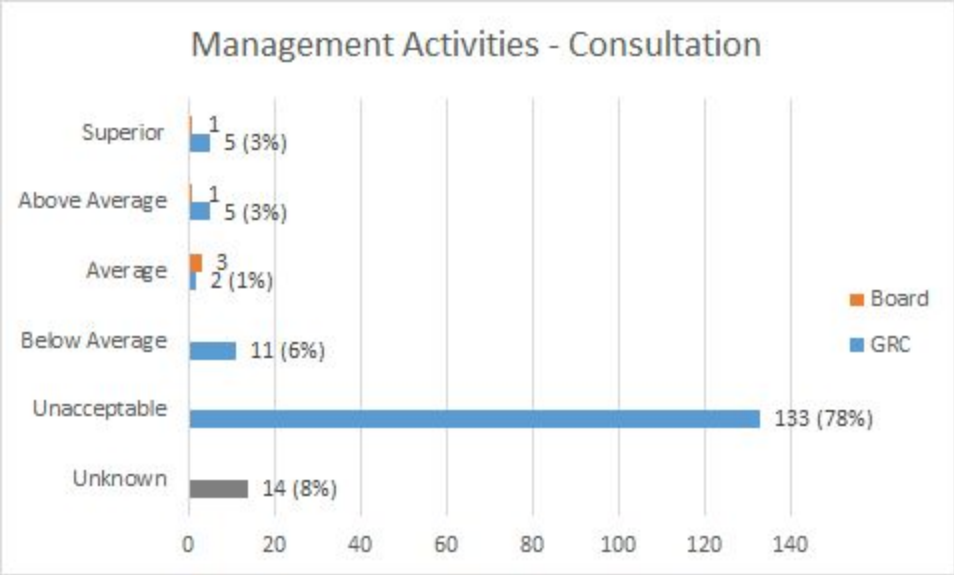
6.3 Communication-able to express ideas both verbally and in writing.



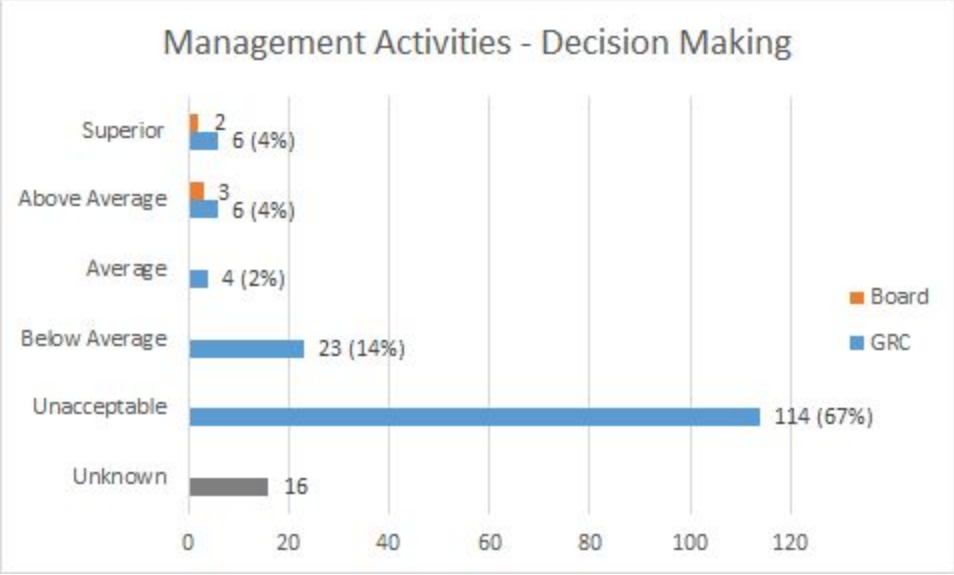
6.4 Establishing Priorities-sets rational priorities so that the implementation of decisions takes place in a timely fashion.



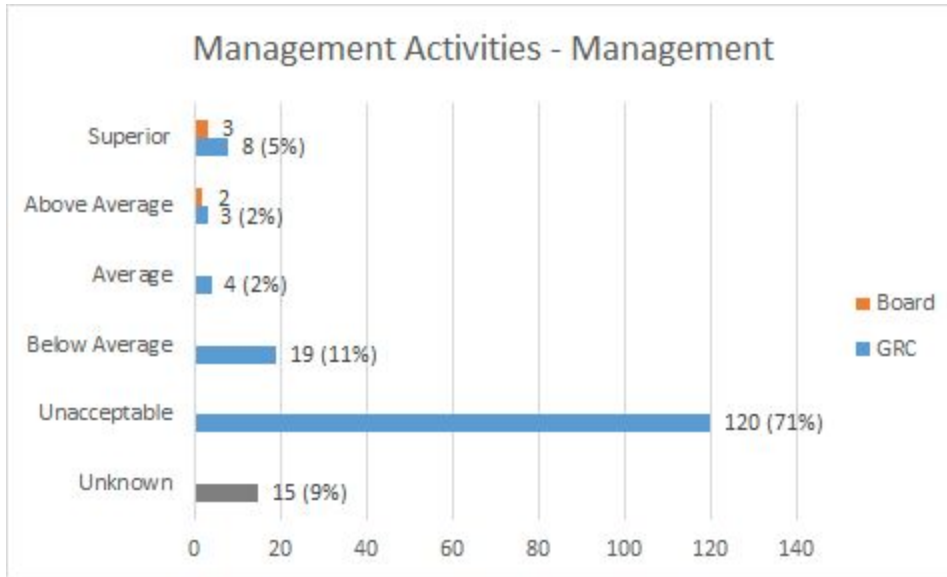
6.4 Consultation-consults willingly with appropriate constituencies as a part of the decision-making process.



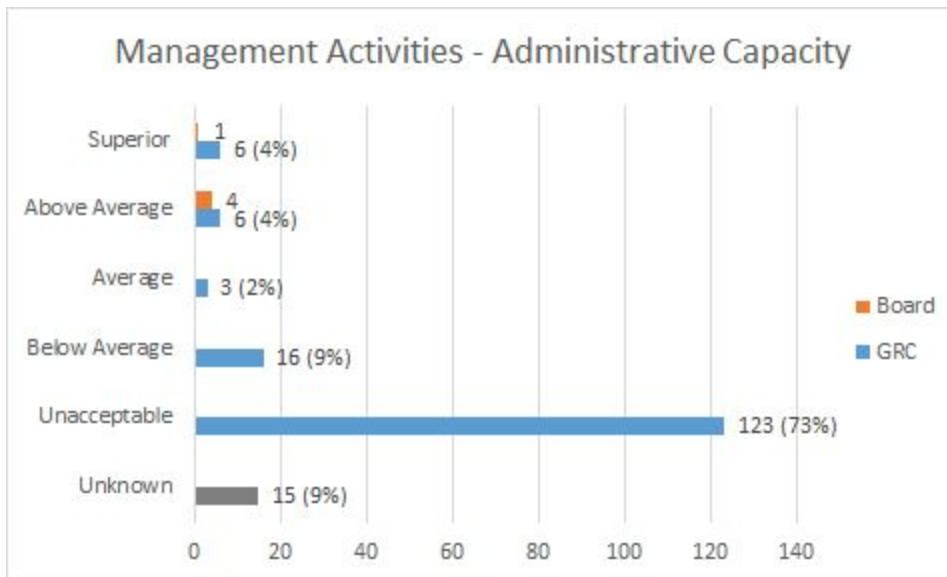
6.5 Decision Making-usually makes the right decision in new or uncertain situations.



6.6 Management-manages institutional affairs calmly and effectively.



6.7 Administrative Capacity-provides directions, has the confidence of colleagues, delegates tasks and responsibilities.



Management Activities: Comments (64)

- I am not qualified to evaluate these management activities.
- The budget situation we are in speaks for itself. Part of it is out of her control but the rampant spending (most of it wasteful) has largely contributed to our current deficit. Communication is non-existent from her and her administrators. Dr. Ely consults far too much with a very few of her administrators and several of them have far too much power. No one else seems to matter. I don't know how she manages, she is not visible.

- Let me see--a person who hides in her office can't really anticipate problems because she is unaware of what is really going on around campus, let alone being able to size up a problem, evaluate it, and reach sound conclusions. The conclusions she reaches are fraught with weak areas because she hasn't really taken the time to consult, or to experience new situations, or to get to know others so they would have confidence in her. There is no confidence in her leadership...and the BOT should have been questioning her inability to peacefully and successfully negotiate with faculty. There is no, "win-win" with her....what she wants is to be the winner, and others be losers...and what has resulted is that the College as a whole has lost. This is so so sad. It will take a decade to get past the deficits that 5 years of Ely's "leadership" has resulted in.
- EPIC FAIL
- I cannot in good conscience give any other mark than unacceptable on most of these. My earlier concerns about the poor fiscal decisions that have been made at Green River are indicative of her poor leadership in terms of using resources wisely. As for her analytical ability and judgment, I can only say that serious problems arose within the first few months, certainly the first year, of her presidency. She has never been able to comprehend or resolve these problems. They have increased each year in number and in severity. It baffles me that the Board of Trustees has continually rolled her contract forward in the midst of what have really become immense problems that she has been unable to resolve or even improve. As for communication, there is no real communication. Communication is a two way street and top down pronouncements via email or CommuniGator articles are not what I call communication. We actually rarely even have those. Other than to wish us happy holidays with a choir video or something. The lack of responses to questions posed is concerning. There was a big issue when interim VP of Business asked a faculty member to collect questions on the budget and send them to her. When he did, there was a very public back and forth with the VP of HR and Legal Affairs which ended in threats of a state ethics complaint about the faculty member and then the ultimate new policy that no one other than Executive Team members can send out campuswide emails. This in a place where open public discourse is supposed to be taught and encouraged? I do not know whatever happened and I only know about it because it was on campus email, but I found the whole thing very troublesome. I cannot speak to establishing priorities because everything is done behind closed doors and is very secretive. I rarely ever see her and have no way of knowing what her priorities are or how she establishes them. As for consultation, in my experience, and to my knowledge, she only consults with her Executive Team. I have never been consulted on anything even when they may directly impact my area. I am aware of decisions, though, that were made without consultation of parties that were integrally impacted by the decision. This is true of at least some of her Executive Team members as well. I am aware of decisions that have been made without thoroughly thinking through the consequences. If the parties involved had been consulted, I think costly mistakes may have been avoided. As for management, the mere fact that it has come to this campuswide evaluation by an external group is proof that she has not effectively and certainly not calmly managed Green River. It is a nightmare to work and

it is spiraling downward fast. Faculty and some staff have spent years now pleading with the just about everyone we can think of to help us. So far, it has been to no avail. If someone does not step up and help soon, I fear the downward spiral will continue until there is no saving Green River. As for Administrative Capacity, as already mentioned she really only works with her Executive Team. She may have their confidence and delegate tasks and responsibilities to them, but I would not say that is true across campus. She does not have mine.

- Communication is her worst area: the very few times she has come to the faculty to speak, it has been in a very controlled environment, with her whole entourage "to protect" her, with her icy demeanor and confrontational air of superiority. She lost the trust this faculty put on her, and she will never be able to regain it. We simply don't trust this person. We don't think she has the best interest of the students and the workers in her mind.
- I have no trust in Eileen Ely.
- Awful people skills and management style
- One example - PPP. Horrible plan and bad communication. only one direction communication. bad.
- Delegates a bit much, I'd say. We wanted to hear from the President about tensions on campus, but instead we hear from her subordinates.
- Green River is supposedly in a financial hole - which seems dubious given the building campaign and how much money is in other funds. That said, to be in debt five years in a row and have a sudden emergency that requires cutting programs, positions, staff? Poor fiscal management. She communicates poorly. Policies seem cobbled together. The PPP for example is taking place at a ridiculous pace, guaranteed to render it meaningless - except, of course, for the pain it will cause. P. Ely does not consult with constituent groups she should. She and her admin team (HR, etc) go back and cover their tracks to try to make decisions seem thought through. They are not.
- No evidence whatsoever of planning, careful decision making, or delegation. Rather, appears to "rule" campus with arbitrary and capricious decisions, rewarding cronies and punishing any who dare to question her decisions or abilities.
- The board and president has implemented participatory governance which has allowed for all stakeholders to participate in the decision making process. This is a change from faculty largely being those who were able to participate previously. In the current culture, her ability to manage calmly should be congratulated!
- Planning & Organizing and Communication: Ely and her "leadership team" tend to respond in a reactionary manner. By the way, emails sent on her behalf or by the Public Information Office have a lot of typos and grammatical errors. Establishing Priorities, Consultation, Decision Making, Management: Prioritization Process is not realistic, nor does it go by a timeline or manner that the author of the book would advise. Again reactionary to issues. Administrative Capacity: Unknown about providing direction or confidence in colleagues, but excellent at delegating tasks and responsibilities to her VPs and PIO

- Ely has alienated the largest part of the paid college community--the faculty. It's hard to lead if you've lost the confidence of the people that you are supposed to lead.
- Communication from Dr. Ely rarely feels authentic. On opening day she failed to conduct appropriate audience analysis and therefore failed to address very real climate problems amongst the faculty and staff of the college. This rendered her communication here, and in other places, unclear and ineffective.
- She wasn't even in the room during contract negotiations. She tried to foist the PPP on us without faculty input.
- She talks to faculty as little as possible. I believe she has contempt for faculty.
- As this administration refuses to share its thought processes, it's nearly impossible to know what planning or organization actually exists. From what is known, analytical ability is definitely weak, and judgment exercised so far is suspect.
- I guess I've said much of this earlier...she is a terrible manager, a terrible communicator. She tosses out the word "transparent" but she is far from it. She and the loyal reports that she hired operate in a vacuum. She delegates only to them...not to the staff and/or faculty who are the real experts.
- For a president that campaigned for the position from the premise of having a transparent administration everything that happens from the administration is revealed to the staff and faculty after the deal has been struck.
- This is another area that needs considerable attention
- The PPP process was thrown together haphazardly without nearly enough time for adequate implementation (even if it were a useful process, which it clearly is not). As to the rest, she hardly communicates at all. When she does, she times it so that the least possible number of people will see it or take the time to react or respond, often late on Friday afternoons. When she was applying for the job, she talked about having an open-door policy, but now does not even bother responding to requests to meet with the Instructional Council leadership, never mind rank-and-file employees.
- Wow, the management style at GRC operates by firing individuals that challenge or disagree with the all mighty Ely. Just ask anyone affiliated with the Autobody repair program that was eliminated, AFTER the trades building was completed. Carpentry and probably other programs such as Journalism, Broadcasting are probably at risk of being terminated but faculty have no idea. The administration LOVES diversity however that is limited to nationality only. It doesn't transfer over to diversity in programs/classes.
- This boils down to communication and direction. Since she started her term as president, it shows through her decisions regarding programs, buildings, etc., that there is a plan as to the direction of the college - yet, she has never stated where the ship is heading. There is not a concrete vision that has ever been stated. There are changes in course, new ideas, but never an end point as to the direction she plans to take the college. I believe that is where a lot of the frustration is. We are being guided by someone and an administration who changes course every year yet expects us to follow them when we don't know where they are going. It is very confusing and leads to distrust.
- Several votes of no confidence by the faculty illustrates the final point in this section regarding administrative capacity. Dr. Ely is unwilling to work with people who have

been at the college many, many years longer with an institutional history in which she could draw solutions to problems the college has seen before. She does not seek advice, does not want advice and therefore finds herself running into budgetary problems. She clearly has not used her resources effectively and appears too proud to seek help when it is warranted.

- "Communication and Consultation: As mentioned in previous comments, President Ely has a long way to go in learning (or choosing) to communicate with her constituencies. The editor of the student newspaper wanted to talk with her because she was spotted near the newspaper office. She refused and insisted that she would only answer questions if she received them beforehand. A good leader should be willing to talk with students, staff and faculty anywhere at any time. I am not sure why she is afraid of being open and approachable. By keeping channels open, she can foster trust and the community will rally behind her - it has happened before between another President and the same community and great things have been achieved!
- As mentioned earlier, decisions in the college are often made without consulting with the relevant constituency. The college chose to participate in the ""Achieving the Dream"" program, a national program committed to helping students achieve at the community college level. The catch is that the college has to pay \$225,000 over a period of three years. What is gained by this? Why was not faculty and staff involved or informed prior to making the decision?
- Likewise, the college has launched a new process of prioritization and review. Faculty and staff who are most closely involved with students and instruction were not consulted before making a decision to adopt this program. The goal of the process is to rank programs based on some criteria and focus more resources on the top programs. What does this do to the bottommost programs some of which are essential for students to graduate? Most likely students will have lesser choice of offerings. This brings down the quality of education."
- Ely has the confidence of a few who benefit from her decisions. That's a very basic managerial problem; they way one gets to excellent quality is by providing an atmosphere in which all voices, all ideas are heard, especially those with different opinions.
- refuses to meet with concerned employees
- There is no confidence in this President.
- There is an atmosphere of fear and animosity that rarely addressed. When addressed it is done so in a negative and sometimes threatening manne.
- President E does not have the confidence of the campus.
- A general comment--as relations have soured between administration and faculty, the President has withdrawn further and further from her public role. Leaders must be open and receptive to criticism, especially when it is hardest to do so. This process of evaluation is a good first step. We are years in, but this is a good first step.
- Her management style is entirely top down, with an agenda that is very opaque. This has created distrust between administration and faculty/staff and a hostile work environment. College resources have been diverted into high cost buildings and non

academic projects. Budget shortfalls that should have been anticipated, and effectively managed, have turned into 'emergency' budget situations. Academic programs and student education has suffered as a direct result. The college reputation in the community has been damaged and enrollment is likely declining as a result.

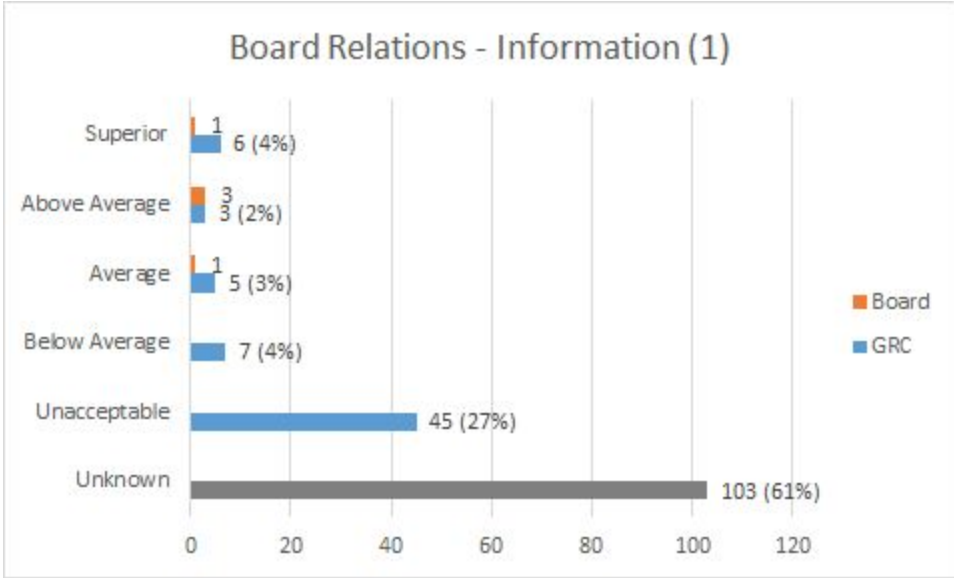
- There is no communication with the campus except within the inner circle, management is confrontational (i.e., desk audits - has anyone timed your bathroom breaks lately????!!)
- Simply said, Ely is not a good manager. You would think that a President of a college should be; that is one reason why so many are dismayed with her.
- There is not much confidence among the educational and administrative staff regarding priorities and implementation of plans. Again the plans implemented are plans ordered according to a predetermined plan and are not plans which involved the staff.
- Communication? Confidence of colleagues? There is no communication. When she was hired, Dr Ely said that she always had an open door policy. Her door is now locked most of the time--and she is rarely seen around the campus. She clearly does not want to hear from her employees (or colleagues)--ever.
- This president is reactionary and retaliates swiftly against any who disagree with her or her decisions. She isolates herself and refuses to meet with people who question her decisions. She claims to base her decisions upon sound principles and data, except if she doesn't like what the data say, she ignores it. She does not handle spontaneous questions well so she requires that all questions posed to her must be first sent in written form and then she will decide if the questions are important enough for her to answer. I have no confidence in her ability to lead and she is the antithesis of inspiring.
- The college was financially sound before Dr. Ely's tenure. Now there is a budget "crisis." Deceiving numbers are made public. If staff and faculty are her colleagues, she does not have their confidence.
- Ignores the concerns of the campus community.
- "Planning and organizing: Many new initiatives have been started under Dr. Ely. Very few are remembered a few months later because there was no popular base of support or organized support structure. Achieving the Dream, resilience, and WIGs were all programs that were introduced with a great sense of urgency and then at least publicly abandoned (I believe that some money is still poured into some of these programs but public involvement or awareness is gone). We have now been told that the college is embarking on a five-year implementation of a program of "redesigning" the college by implementing "pathways." In the five years of Dr. Ely's presidency it is hard to find a program which has been sustained for five months.
- Communication: As previously stated, the president very seldom communicates with staff or faculty. In cases where meetings are held the participants are often restricted from asking questions. In one case the president entered a meeting, read a prepared speech without looking up at the attendees, and then promptly left. The reasons for the lack of communication are unclear.
- Establishing priorities: See previous discussion of the prioritization process. Staff and faculty have been told by the president's direct reports that a meaningful process is not

the goal. The goal is prioritization. By the admission of the president's staff, the process underway is too short to effectively gather data and make informed decisions, and yet it is an unusually long process for autocratic decisions. It appears to combine the worst of both.

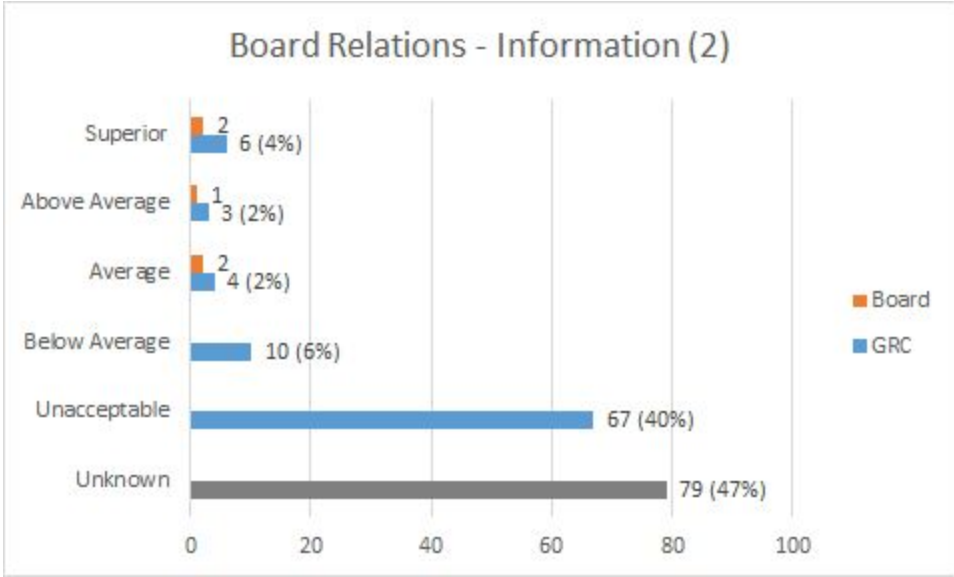
- Consultation: I have not heard anyone claim to have been consulted in any decision that the president has made. I have heard about a lot of decisions.
- Administrative capacity and having "the confidence of colleagues": I am continually hearing from more sources that they do not have confidence in the president. High ranking and well-informed members of the college have confided that the problems of the college will not be solved while she is in charge."
- President Ely certainly does not have the confidence of faculty and classified staff. However, if they are not considered colleagues, then maybe she has the confidence of whoever is left.
- Ely doesn't manage GRC--her underlings do. If she is in charge of decision making, staff and faculty don't know it, because she has stopped communicating with us. Our relationship is distant and constrained to Ely's prepared remarks on Opening Day and a electronic Christmas card created by the Marketing department.

7. Board Relations

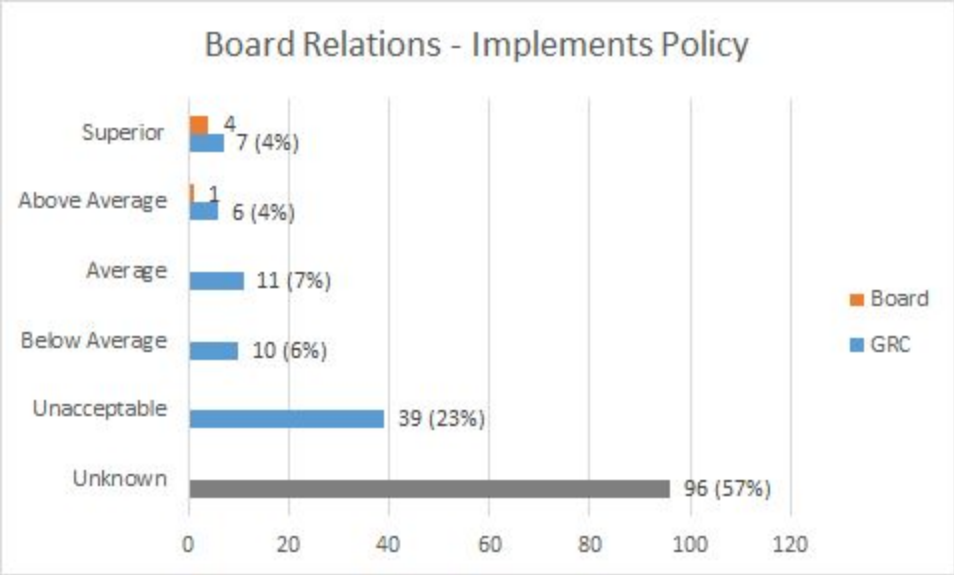
7.1 Information-provides adequate background information for the board in advance of meetings.



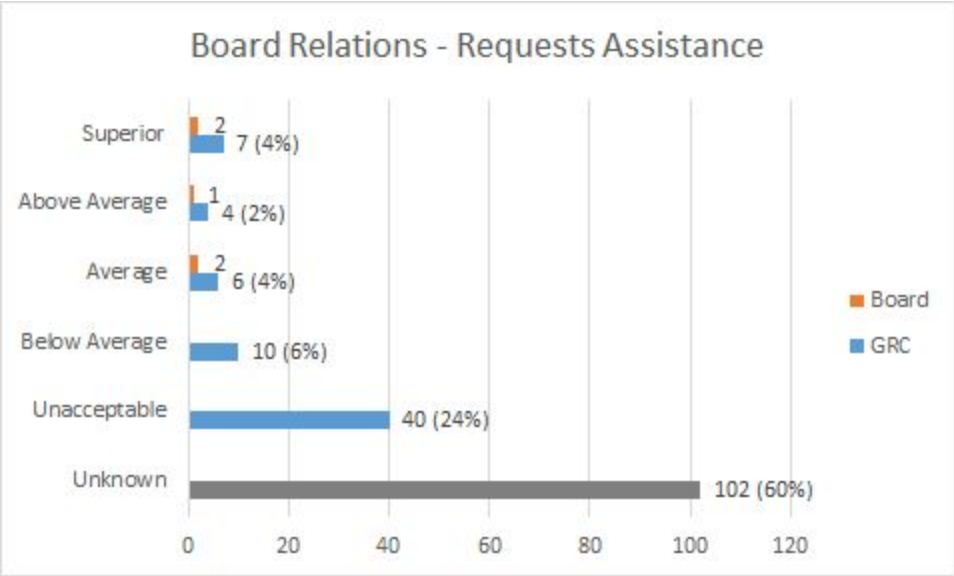
7.2 Information-provides enough information for the board to make intelligent decisions.



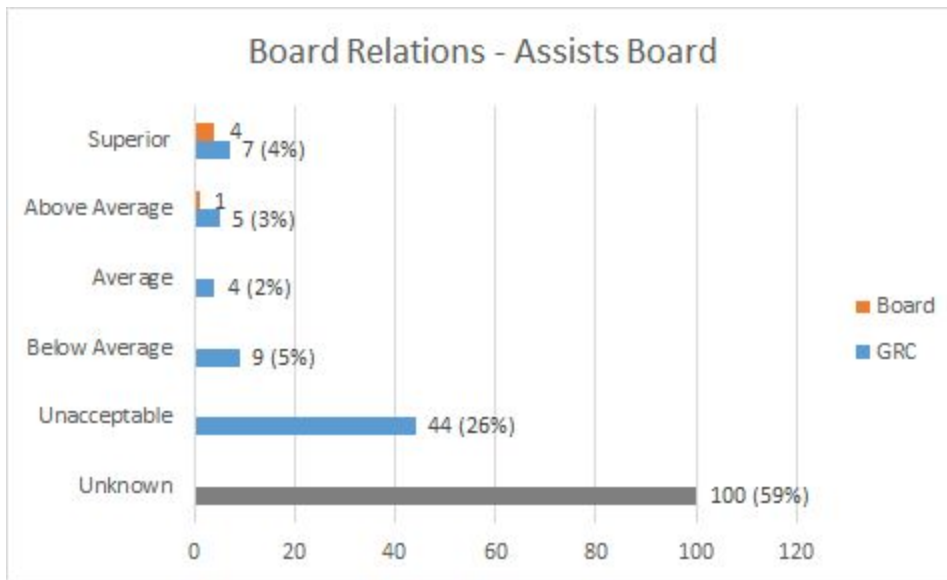
7.3 Implements Policy-carries out the policies of the board in a timely manner.



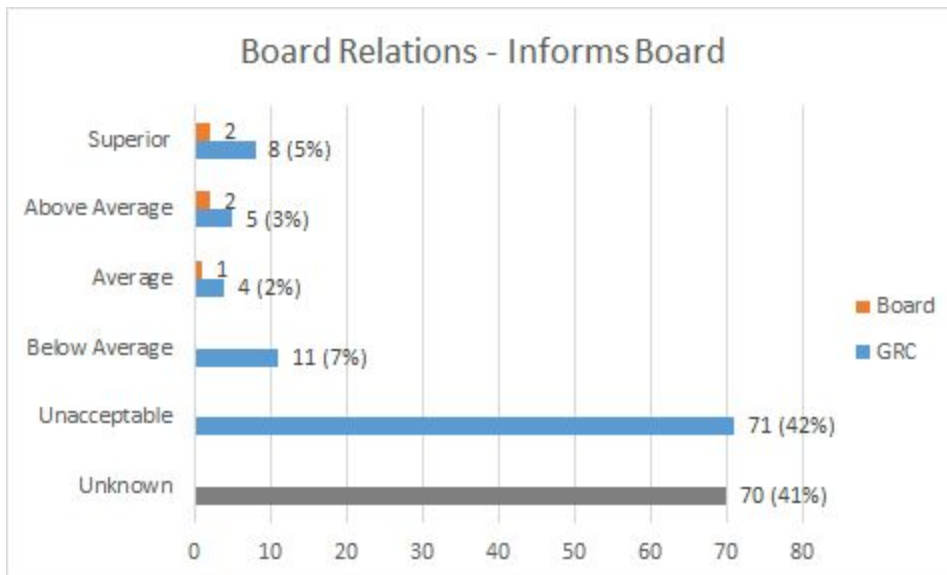
7.4 Requests Assistance-seeks guidance from the board on important matters when necessary.



7.5 Assists Board-helps the board understand its legal responsibilities.



7.6 Informs Board-keeps the board informed on matters of importance to the college.



Board Relations: Comments (55)

- I have as little confidence in the BOT as I do with Dr. Ely, Dr. Casey and Dr. Sampson.
- I totally believe that President Ely doesn't inform the BOT of what is really going on at Green River. I've been to many BOT meetings, and it is a joke as to what is presented to the BOT. The BOT are so ill-informed that they do not know that they are being snowed.
- If the rest of board knew what she & Pete were up to....

- I have no knowledge of her interactions with the Board. I would just like to express my concern about whether what she tells the Board is accurate and a fair reflection of what is happening on campus. Since I know she has been untruthful to people outside of the college, I have to wonder if she told those same untruths (and what else) to the Board. I honestly don't know, but I just cannot believe that if the Board really knew the truth they would still continually roll her contract forward and dismiss the concerns raised so easily.
- I don't think she has conveyed to the board all the complaints the faculty has made and the real environment she has created.
- This is not how it is supposed to be, but somehow it seems that the board does whatever Eileen Ely says. I think the board is derelict and need to exert oversight on Ely.
- Dr. Ely keeps the Board informed of issues that only she deems are important. Issues raised by faculty and staff go unheard.
- Provides the Board with inaccurate or incomplete information, which they apparently rely on to make decisions.
- How can anybody but a Board Member evaluate this Category?
- I don't have enough information about board relationship. Apparently they were working together well while excluding faculty.
- I have no idea how Dr. Ely communicates with the Board.
- I can't comment on many of these but my impression is that she could provide the Board with coloring books and crayons and they would fall over themselves in praise of her amazing information and materials. She has done a very good job of keeping the Board fully MISinformed about how completely shitty things are on campus and what a terrible place it is to work.
- as I am not aware of the interactions between the president, I am not qualified to address these questions, and there is not a does not apply, I feel it is only fair to give her highest marks for these questions
- Is the Board considered intelligent or marionettes? I thought I heard Ely consider the Board of Trustees "her Board" as if to imply that she provides suggestions to the Board expecting them to agree with her and implement the suggestions. The Board has looked to the assistant AG if they have questions to show the audience appropriateness of handling situations.
- She not so much gets guidance for the board as lead it around by the nose.
- The Board is serving her instead of the college.
- This entire relationship between the administration & the Board of Trustees is suspect. The administration is dishonest in its presentations to the Board. The Board, in return, fails to live up to its responsibility to represent the College (rather than rubber-stamp the proposals of the administration). It's truly sad.
- President Ely has a very strange relationship with "her Board". You will notice that she constantly refers to them as "my Board". The last time I check, the Board is her boss, not the other way around. But, I blame the Board here for not putting her in check. The relationship that they have with each is unhealthy for the campus and is the reason why almost all faculty and staff will tell you they have lost any respect for them. Of course, many have to speak quietly out of fear for their jobs.

- President Ely provided the Board from what I can tell with the information she feels they need to hear. With being non-transparent with faculty and staff how could she then be transparent with the board?
- The Board seems to answer to Dr. Ely more than the opposite. Information given to them is filtered through her and is often slanted or tells only part of the story. There is a big disconnect between the Board and the faculty and staff at the college, and there is no way currently in place to close that gap through open communication between these groups.
- The Board has certainly made some unintelligent, uninformed decisions, but whether that is President Ely's fault or a result of their own incompetence, or a combination of the two, well, I'm sure I cannot say.
- This board, led by Pete Lewis, is about as dysfunctional as the President and her administration. It is easy to see why education is faltering in this country when board members don't have a vested interest in the classroom and what is happening within it! Become familiar with your school and actually visit a classroom to see for yourself what is happening. Not a novel idea but just basic common sense. Insight will be gained and you will see for yourself what is occurring, and be able to realize that the President is ineffective, misguided, and in general a wrecking ball.
- Because they are so hush-hush, I don't know what she does with "her" board.
- no communication with faculty and staff on these issues
- I cannot speak to direct correspondence with the BOT, however clearly she is not communicating the depth of the issues the college is currently facing in an approachable way as the BOT seems utterly clueless as to the climate on campus. This is evidenced by the fact that a secondary performance review is being conducted to illustrate the point.
- I don't think the Board is made adequately aware of established processes and procedures as they pertain to negotiated agreements. For example, some Board members appear unaware of how the Instructional Council works.
- These questions are between Board members and the President and is not relevant to me.
- The below average responses are due to the fact that the President and the Board have a cozy relationship in which critical thinking is not valued. However this has happened, it has created an environment in which the President is never held accountable.
- Board meeting agendas and minutes are not shared in a manner that makes it easy for general employee population to know and understand.
- The Board is President E's main focus--not the campus.
- If Ely had kept the Board informed on matters of importance to the college, that would include matters that are of importance to the college faculty, staff and students and that is obviously not happening.
- it is hard to know whether she is hiding stuff from the board or they are incompetent. I lean towards the former, but both are factors

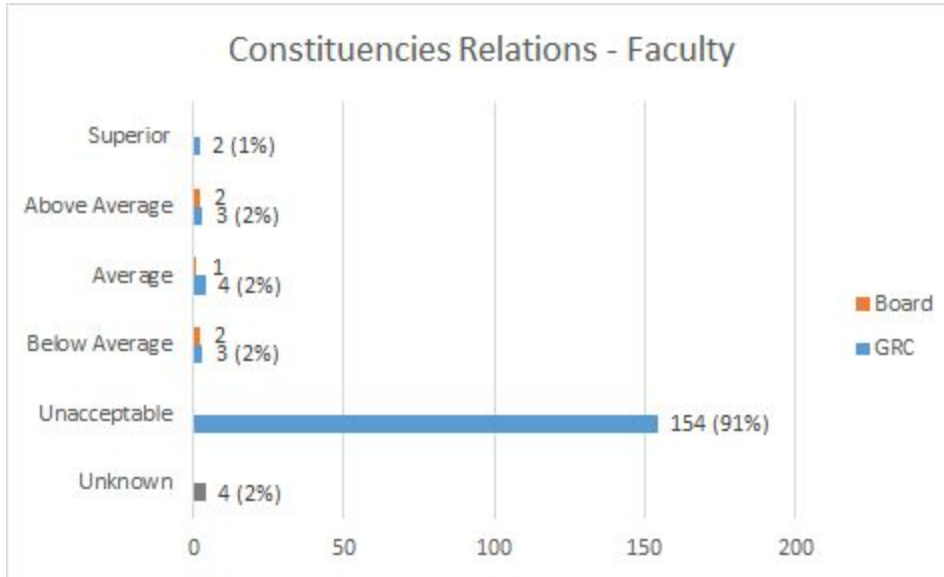
- My perception is that the BOT carries out the president's policies. Otherwise, the BOT would have spent more than just a short executive session before declaring unanimous support for the president after each vote of No Confidence.
- Information provided to the board is one-sided and biased.
- I believe that the President does not tell the truth to the BOT. She informs them that the faculty and staff are mostly happy--that it is just a few complainers that are vocal. This is just not true--it is difficult to believe that someone could work at GRC and not see that the climate is one of fear, sadness, and unhappiness. It has not always been this way. This college used to be a true community, where everyone cared for each other from the top down. Sadly, that is not the case these past few years.
- She spins a good tale, the Board of Trustees approve of her. In fact, the Board of Trustees voted to give her a 6% pay raise. Of course they voted for that pay raise behind closed doors in an executive session because they 'forgot' to bring it up during the public part of the meeting. This is also at the same time as the college put forward an offer of a 1% raise for the full-time tenured and tenure-track faculty, who have not had a raise since 2004. This has also taken place during our so-called 'budget crisis' when the college has poured millions of dollars of local funds into new buildings and cut the facilities budget to the point that current buildings cannot get much needed maintenance work done.
- I am not qualified to answer these questions.
- Sucks up to board
- There has been above average turnover in GRC employees and in the GRC Board of Trustees, so it's hard to say that the BOT has the experience and expertise to make good use of the information that Ely provides.
- The board is just as corrupt as the president
- The members of the Board seem very ill-informed about the policies and needs of the college. They make superficial recommendations to the president and rarely question her tactics. As such, Ely seems to be able to say and do whatever she wants (despite the negative impacts on the college) with the Board's unwavering approval.
- Dr. Ely seems to be the only source of information for the BOT. In BOT meetings, she relays an alternate reality to the climate on campus. Maybe she doesn't understand what is going on because she does not get out on campus, but seems to think everything is great. To not acknowledge the discontent of staff and faculty shows either a lack of knowledge of the day to day happens on campus or a lack of transparency with the BOT>
- As far as someone on the outside can tell, the board is not clearly informed on important issues
- The board blindly supports her, even in spite of votes of no confidence. The board does not make intelligent decisions, which may or may not have to do with whether she provides enough information for them to do so.
- I'm not sure our board can make intelligent decisions. I heard that the chairman of our board doesn't have a college degree -- how can that be a wise decision?? And I think I read that the president has gotten a raise for doing an effective job, because in her

position, she gets to have performance reviews with monetary rewards. Can I have that for my job?? I have performance reviews of a sort (by students and peer review), but I think the only way I can get more money is to go back to school (in all my spare time) and get another degree. Or work additional credits. Or get a second job. I also have worked in the past at non-profit organizations, and the most effectively run ones have been organizations where the board of trustees listened to the staff about the executive directors. I do not believe our BOT does this here -- in my perception, they seem to think that the faculty is whiny and wrong, and gives the president raises anyway. It's asinine.

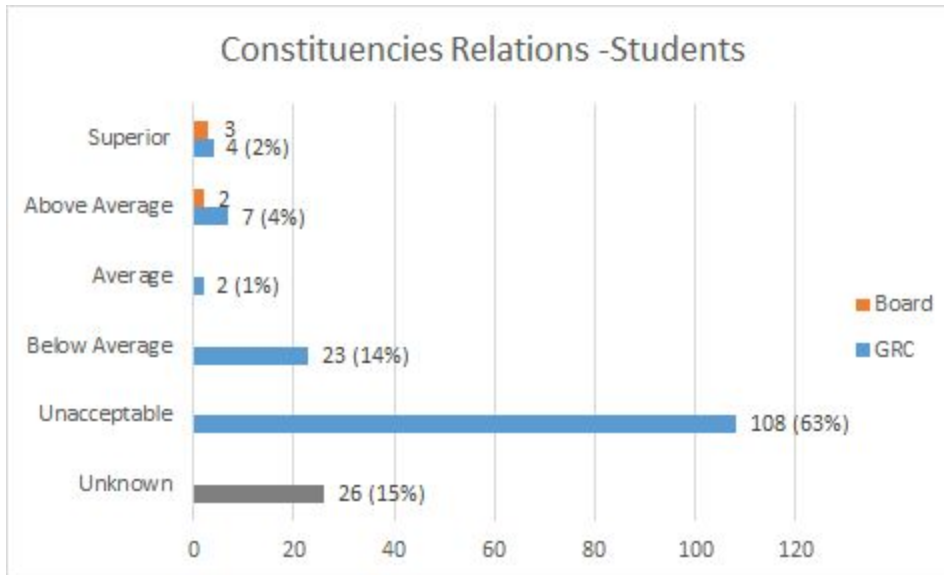
- I am not present at the Board meetings and thus cannot rate Dr. Ely on these criterion.
- She gives the board a slanted and inaccurate view of the college. The board lacks critical inquiry skills and just takes her at her word. Sigh.....
- I cannot assess how the CEO interacts with the Board other than at public meetings. My observations at those meetings have been that the Board often seems unaware of or even surprised by concerns or critical activities reported to them by different constituencies. Whatever the CEO reports to them, it appears to be rather disconnected from what is really happening on the ground.
- The board carries out Dr. Ely's policies; Dr. Ely makes all decisions and the board approves them.
- Board meetings are generally not inviting to anyone with opposing viewpoints. Board meetings have been known to be held in secrecy.
- The Board of Trustees, who need their own honest performance evaluation, seems to be so disconnected from what's happening at the college that I can only infer that the President has been lying to them. If not outright, then she must be manipulating the truth in some way. How else could they be so utterly clueless.
- Since I do not sit on the board, these are not really mine to address. However, were the board to answer these questions they would have to have a benchmark to compare to, and I don't think they always do. For example, keeping the board informed on matters of importance to the college would require that the board know all the matters of importance, and compare this to the information they receive from the president. I believe the president routinely brings forward to the board lists of her accomplishments, without including issues such as staff and faculty brain drain, lack of institutional continuity, etc.
- The Board doesn't oversee Eileen Ely, Eileen Ely oversees them. And they seem to be content with that. Cowardly sheep.
- The Board simply rubber-stamps her decisions and has no independence from the President.
- The board must not be getting correct information from Ely.

8. Constituencies Relations

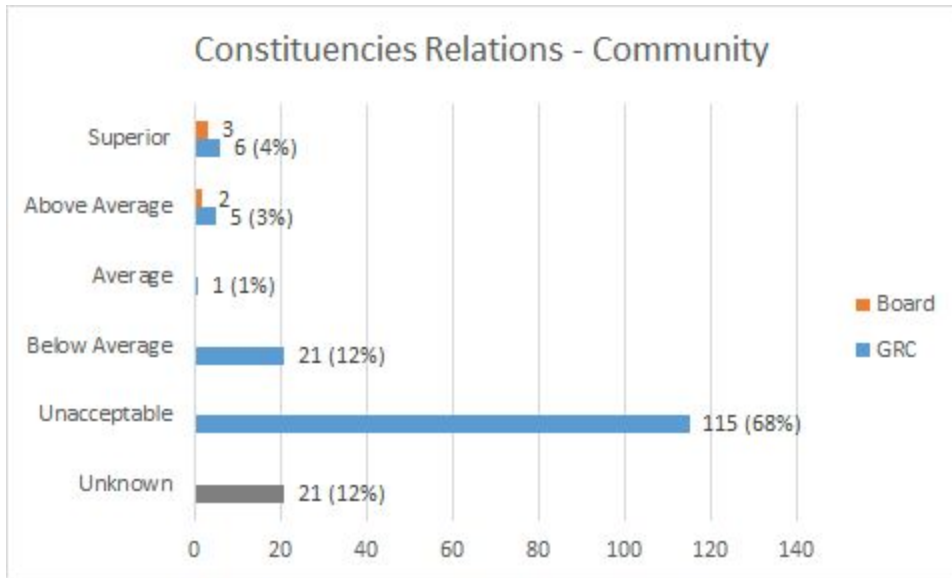
8.1 Faculty-maintains effective relationships with the faculty in carrying out college programs.



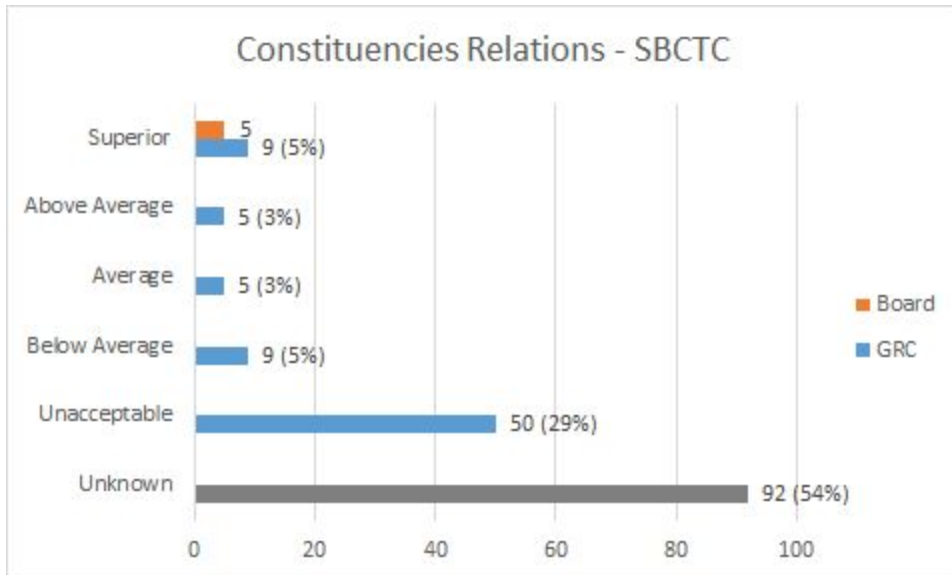
8.2 Students-accessible to students and concerned about their welfare.



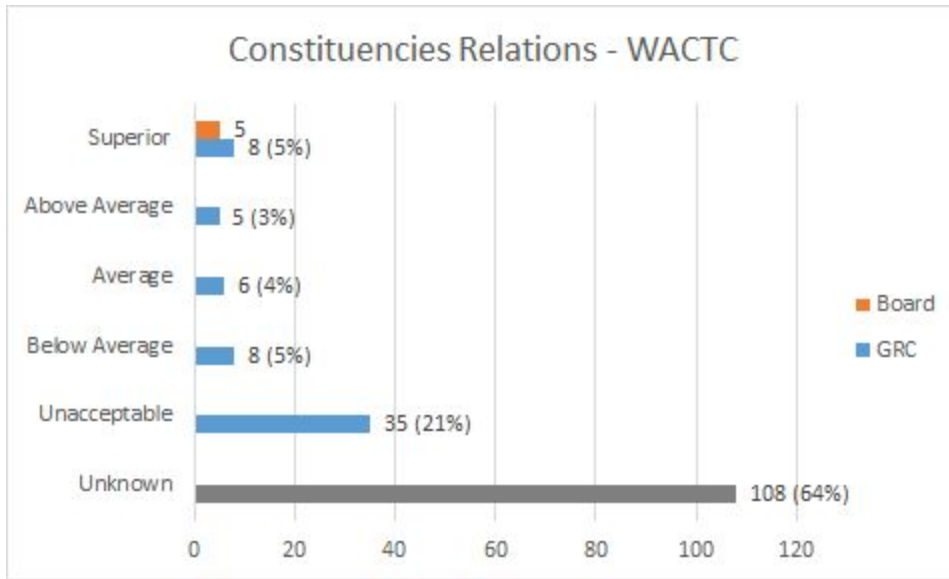
8.3 Community-sensitive to community needs; interprets the college effectively to the community.



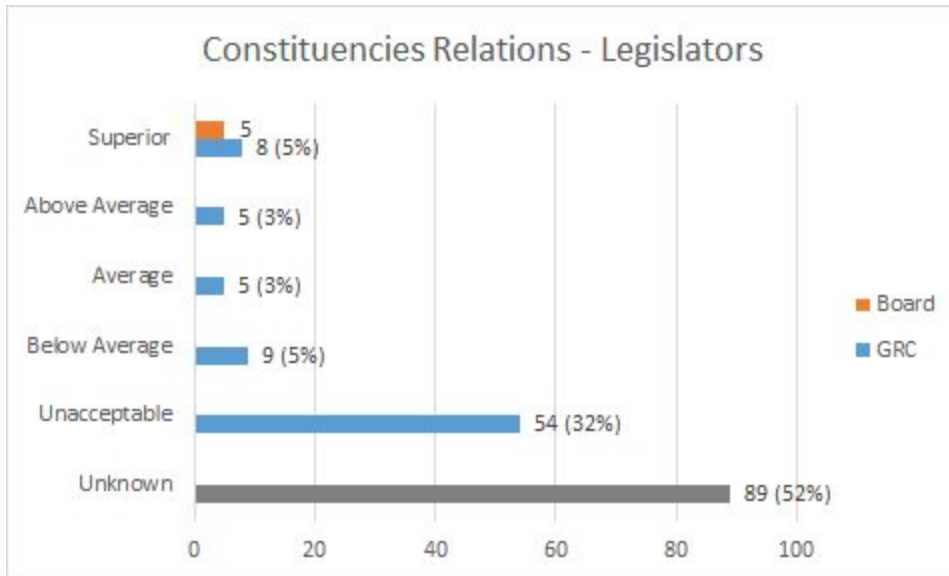
8.4 SBCTC-establishes effective working relationships with the state staff; represents the college effectively to the State Board for Community and Technical Colleges.



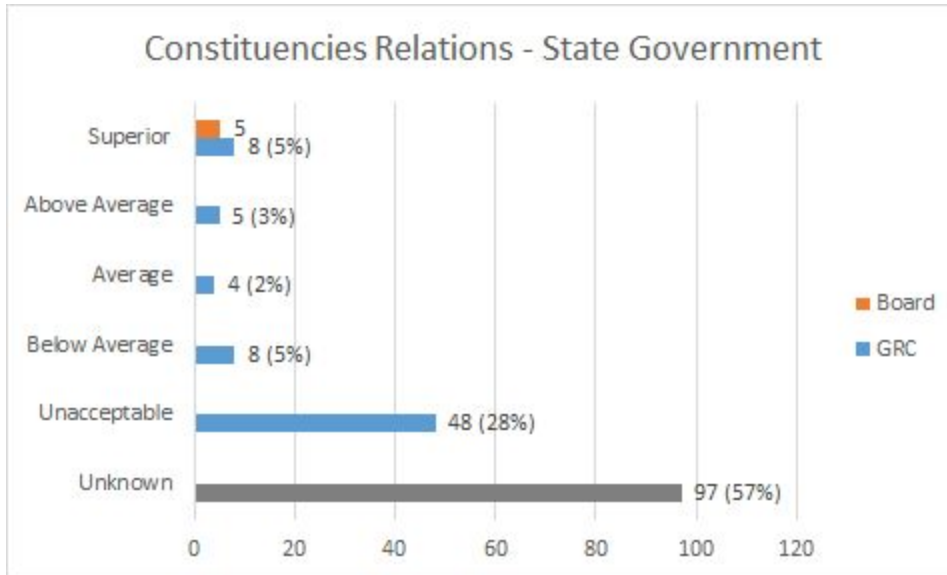
8.5 WACTC-contributes to the operation of the community college system by participation in the activities of the Washington Association of Community and Technical Colleges, Board of Presidents.



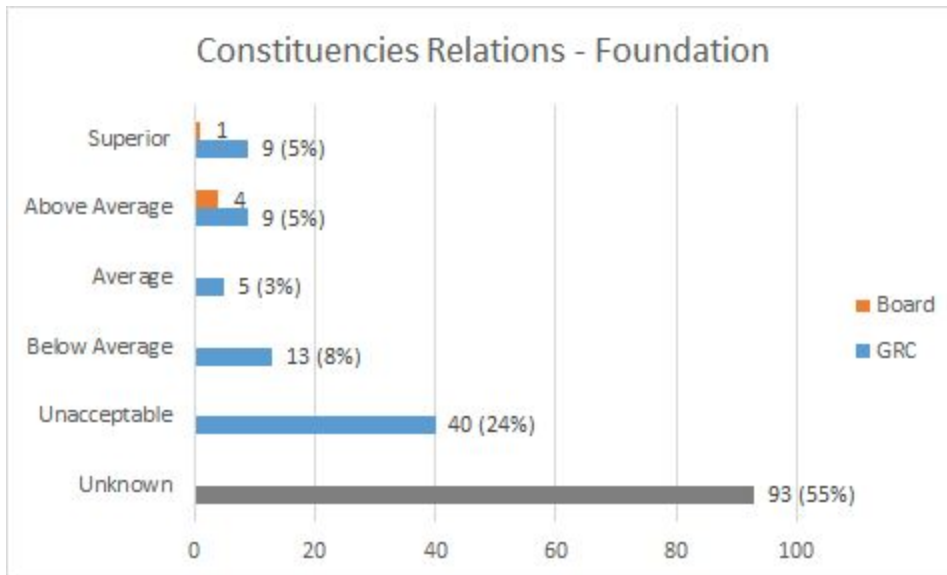
8.6 Legislators-maintains contact with legislators, promoting the interests of the college and the citizens of the district.



8.7 State Government-maintains contact with other agencies of government (Governor’s Office, Office of Financial Management, Higher Education Coordinating Board, Washington Personnel Resources Board) promoting the interests of the college, college personnel, and the citizens of the district.



8.8 Foundation-actively involved/offers direction to Foundation, interprets college to foundation board, and listens to board members.



Constituencies Relations: Comments (55)

- Dr. Ely has a very negative relationship with the faculty.
- I have sat in meetings where she was politely asked about solutions to campus tensions, and all we got in response were disrespectful comments and defensiveness.

- President Ely is disdainful, dismissive and disrespectful toward faculty, seems callous about the needs of students, and ignorant about issues and needs in the larger community.
- Again, I am not qualified to evaluate the president on these items. As faculty, I believe the president is willing to work with faculty during a difficult time where faculty are not willing to see past their own wants and desires, for the need for changes due to the change with higher ed nationally as the newer generation dictates.
- Faculty refuse to work with her or the college on important issues like program prioritization.
- Unbelievably inaccessible to faculty and students.
- Again, I am not qualified to evaluate Dr. Ely's relations with other constituencies.
- I am mostly unaware of any of this, she does not communicate with the campus, she has not responded to legislators concerns about the college so I can only assume that she does not communicate well with any other agencies.
- I think it is very clear that she does not maintain effective relationships with the faculty. I notice there is no question about staff, but I can tell you that she does not maintain effective relationships with many, if not most, of the staff. As for these other groups, I can only repeat what I said earlier that her public persona is very different from her internal persona. The way she has treated good, dedicated, hard working employees is disdainful. The picture painted in public is not always accurate and these constituencies should all be aware of that.
- I ask my students many times if they know who their president is, and her name: None of the students have known her name or who she is, NEVER
- Considering Ely's response to a State Senator, State Rep, the Current... The faculty have been without a contract for quite some time. I do not know Ely's current involvement with SBCTC or WACTC. I do know other departments on campus have involvement in SBCTC. Would Ely be relying on those other relationships as part of her own?
- The Foundation, which should be neutral on issues of administration/faculty negotiations, has been politicized by her influence.
- She ignores or dismisses anyone who doesn't agree with her.
- TOTAL DRESPECT TO THE ADJUNCT. FEELS AT THIS PLACE A THIRD CLASS CITIZEN.
- Where I have experience, this administration is abysmal in the relationships it has on-campus. Faculty, students, community are routinely excluded and ignored.
- Relations with faculty and staff are terrible. I noticed that "staff" is not mentioned here so perhaps the BOT doesn't care about them? I don't have as much knowledge about her interactions with others in State government but have heard a few I know say that she can put on a charming façade. She does have a better relationship with the Foundation, but in the end that will hurt the Foundation. I've heard that many faculty and staff have stopped contributing to the Foundation because it has become a tool for the administration. Community members will no doubt stop contributing too now that more are becoming aware of what is happening on campus.

- Dr. Ely was much more open and available at the beginning of her tenure at the college. Now faculty and staff see her only fleetingly and in venues she controls and invites such as her speech on Opening Day. She often does not respond to emails or invitations to meet with faculty and staff. She is closed off and unavailable. Communications as a result have been highly filtered and shut down.
- She flatly refuses to communicate or meet with faculty (when she can even be bothered to respond to meeting requests). She, along with the Board, tried to prevent students from speaking to the Board during the public comment period when they were concerned about program closures. She has told the Auburn mayor and city council that their opinions and help were not wanted on that topic. She opposed a legislative proposal (unsuccessfully, fortunately) that gave the college more flexibility in its use of local funds without even requiring that the funds be used in that more flexible way. Her actions have also hurt the Foundation, as many long-time donors have suspended their contributions as a direct result of her poor leadership.
- This administration communicates with no one as to their big plan until after the fact. Cutting programs that serve our students and greater community at large is ignominious.
- She does not communicate. She may dictate, but rarely. There is no real communication with her. There is confusion and frustration.
- no communication with faculty and staff on these issues
- I am unaware of her conduct with other agencies, but I can speak to the fact that she has flat out ignored a request for response by the state labor board when it comes to external complaints from her own faculty and staff. Clearly she does not maintain a strong relationship with the faculty. She is unwilling to work with the faculty and avoids interaction whenever possible.
- "Relationship with Faculty is broken. 92% of full time faculty members voted that they had no-confidence on the President, not once but twice. The members of the Board of Trustees, as her direct supervisors, sent a memo through the College Relations office saying that she was doing a wonderful job. On the second vote, which coincided with the decision about the AutoBody program, over a 100 community members crammed into the Board Room. Many of them (including students) spoke eloquently about how shutting down the program would be devastating to their lives. The President's response? Silence! All it took was one reassuring statement that she could hear their pleas and would see what she could do to avert the decision. The Board's response? Nothing. The next day, they came back with a very positive statement saying the President is doing a wonderful job. This basically undermines feedback from the students, staff and faculty.
- Legislators - I am not qualified for commenting on her relationship with all legislators however when a state senator from Kent wrote directly to the President concerned about what she was hearing about the happenings in the college, the President chose not to respond."
- When the mayor of the college community cannot get a response from the President, when the President will either not respond nor answer anything from the press without first seeing the questions, when the college website asks for community questions but

never responds, when the climate exists that the Foundations VP feels comfortable to send an email to the President ridiculing faculty, you have a problem.

- If there has been any activity on these items, it needs to be publicized more. I know faculty is generally displeased.
- I have no evidence of the president's effectiveness with other constituencies, as I never really see her interact with anyone. I can say that her lack of interaction with faculty is unacceptable. It is painful interacting with angry constituents, but the anger must be heard--or it build and festers.
- She has effectively ignored and cut off communication with faculty and students. Her relationship with the faculty has declined to the point of irreparable harm. She demonstrates a complete lack of value, consideration and respect for the faculty of this college. Student input is only taken when it agrees with her agenda; dissenting opinions are ignored and silenced.
- The faculty have given Ely the benefit of the doubt for many years. She has eroded that trust and created a hostile environment. If she treated faculty with respect, they could be her strongest allies, but her contempt for faculty's desire for shared governance and for their insight into student needs has created a barrier. Faculty would like to break this down and start anew, but at this point faculty realize that this is not going to happen. There needs to be a sea-change in leadership. Green River (Community) College needs a new and effective President to restore the heart of this college.
- I don't know what President Ely is doing on the campus; I can only guess about what she does when she is not on campus.
- Ely is completely inaccessible to faculty and students. Hides like a coward in her office behind her underlings and campus safety. That is, when she is even on campus at all.
- Dr. Ely is fair and treats people well, considering the amount of propoganda and lies spread about her on campus.
- This president has no respect for faculty, nor does she respect students, at least as people. She regards students as revenue streams. Her oft quoted 'think student, then decide' is hollow posturing as she cuts programs and makes plans to cut more programs in May. The climate on campus is toxic, it is a horrible working environment, and all that matters as far as students are concerned is completion rates. [But there is not a real clear definition of how completion rates are determined. For example if a student transfers to a 4 year college without completing (an unnecessary) 2 year degree are they counted as not completing? Does this president even understand the purpose of a community college?
- Relations with faculty, staff, and the community are exceptionally poor.
- Has very little contact with the student body and the staff.
- "Relations with faculty and staff must be ranked as the president's greatest shortcoming. It is universally agreed that relations between the administration and the faculty and staff are at their lowest point in decades. The only discussion that remains is whether relationships are now worse than they were at the time of the strike roughly forty years ago.

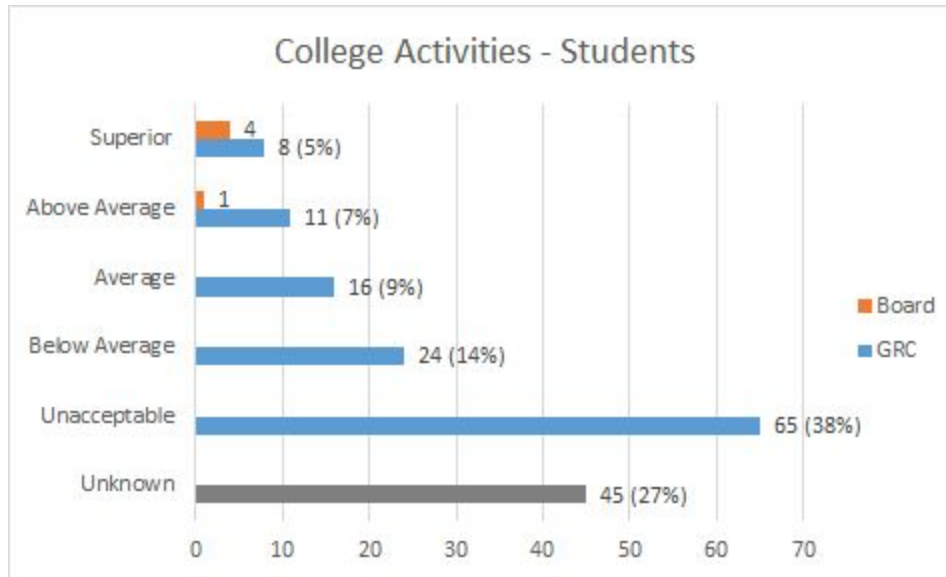
- The faculty has not changed in the past five years. The staff has not changed. There is only one possible explanation for the spectacular and terrible collapse of relations between the president and the staff. That is simply that the president changed five years ago. Everything else is the same, except that the whole college is worse as a result."
- Dr. Ely has alienated the faculty. How can a college work when the faculty are alienated?
- The relationship between the president and faculty is the worst I have ever seen over the thirty-five years I have been teaching in California, Washington, and overseas.
- Ely is almost invisible on campus. She gets a "2" in her relationship with students because of her attention to international students. If there were no international students, she would earn a "1". Early in her presidency, Ely would send us news about her activities with the Legislature, State Board, etc. She no longer does that, so we don't really know how well or how poorly she represents GRC at the state level.
- President is out of touch with instructors and students and why GRC is there in the first place, not for her, president does not have the college in the best interest. past president was way better wish that person was still at GRC
- Ely refuses to address the extremely poor rapport she has with college staff, faculty, and students. She has dismissed the two votes of no confidence from 92% of the faculty. She also dismisses concerns over her financial and administrative leadership that have been raised by a larger number Auburn city leaders and business leaders, and state legislators.
- When the school paper is calling you out, there is a problem. I have no doubt though that the Foundation gets the best spin re: relations
- Some of my students do not even know what President Ely looks like.
- Seems interested in supporting students when she is seen on campus. Does not seem interested in supporting the faculty and staff that deal with the students on a day to day basis.
- Is not accessible and does not maintain effective relations with students, staff, or faculty
- Only students that attend board meetings and awards and graduation ceremonies may recognize her. She is rarely seen on campus. She isolates herself and is not receptive to engaging with anyone other than the board and her executive team.
- I have no idea how the president deals with some of these constituents. Maybe that's because of my lowly position, but maybe it's because that information just isn't out there. It DEFINITELY feels like the president does NOT want to deal with faculty, even though the faculty has genuine concerns. How will there be a college if there are no teachers left to teach at it who care about the college, because they've been scared off by the ineffective relationship with the president and administration??
- The president is not accessible to faculty or students. She is rarely visible on campus and does not schedule regular meetings to communicate with faculty and staff. When individuals try to schedule meetings with the president, they are usually told the president is not available. It seems like a very long time ago that she last had an open meeting that faculty and staff were invited to attend. It seems like most of the

communication the president has with the campus is through Allison Friedly, which has made Allison quite unpopular on campus as well.

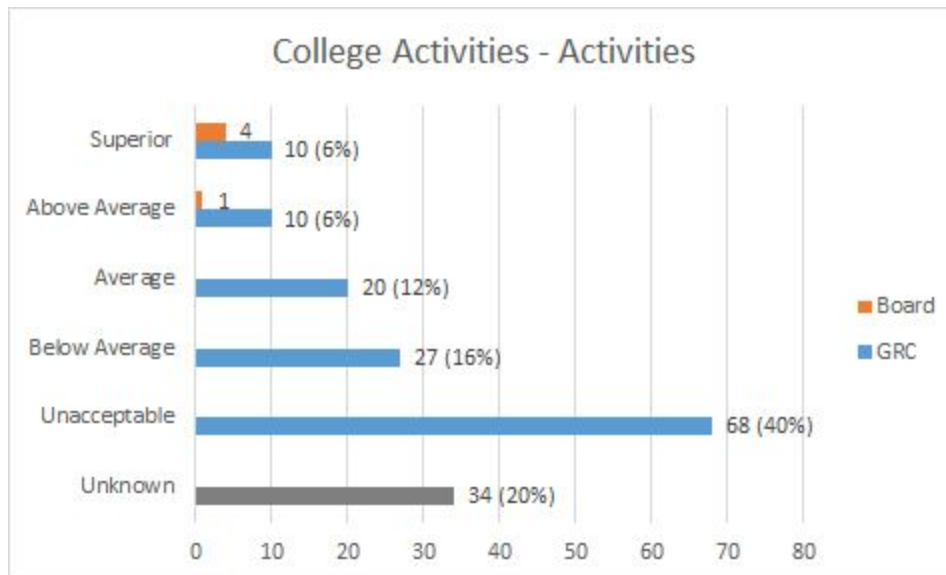
- There are many faculty who feel supported by Dr. Ely and I am one of them. She strives to support faculty and desires the focus to be on the great things faculty are doing. I also believe she listens to the needs of faculty and offers guidance and mentoring to aid in their professional development.
- Please see the 2013 and 2015 votes of confidence for details
- Most of these are relationships on which I cannot specifically comment. As I have mentioned in another section, those I know who work in these arenas seem to have a poor opinion of the CEO's communication skills and not to hold her credible. She is not known to be a team player. I think she is concerned for certain groups of students, especially that we keep their tuitions dollars. I have not seen evidence of genuine concern. Just saying you care at a public meeting doesn't cut it.
- Dr. Ely and The Board appear to share identical political and educational agendas. This is unknown to the college community due to the lack of open communication.
- How much longer can the President ignore the concerns of the faculty and staff? How much longer can she dodge union leadership both at the college and at the state level? How much longer can she ignore city council members and mayors, state representatives, and state senators? How much longer do we have to put up with this?
- The feeling between faculty and the president's office is very poor. The president shows a lack of interest and respect in the faculty, and the faculty have mostly moved into distrust of both her actions and motivations.
- Eileen Ely doesn't have constituencies. She has minions and drones and if any of them step out of line, she will find a way to punish. Hey Eileen, you're not my mother...back off.
- There is no reasonable communication with Faculty or Staff. She has no idea what our students need or are doing.

9. College Activities

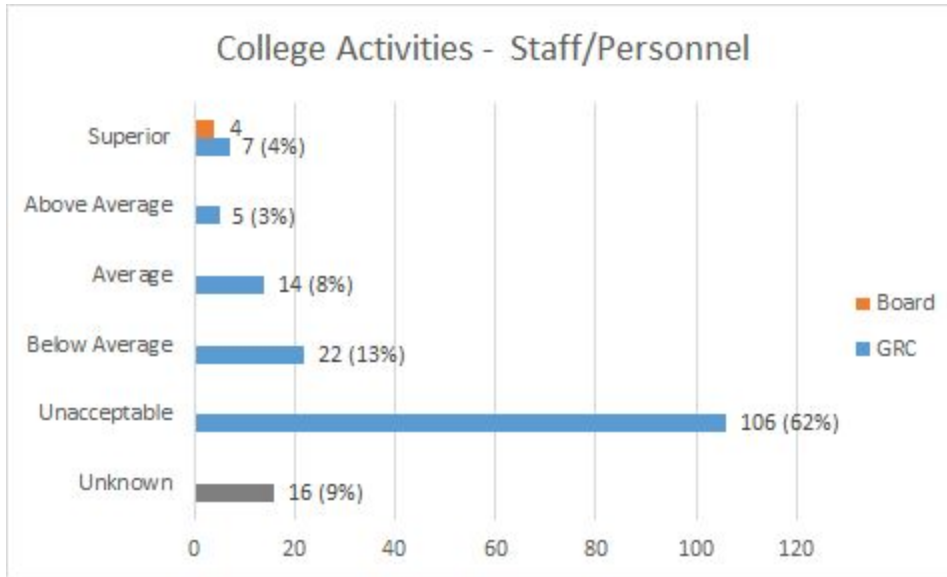
9.1 Students-supports and encourages student leadership development.



9.2 Activities-encourages college activities.



9.3 Staff/Personnel-supports staff/personnel functions, activities, ceremonies, etc.



College Activities: Comments (38)

- Given her absolute lack of presence in the college campus, I truly doubt she encourages anyone directly.
- Dr. Ely does not support the staff on campus.
- Again - only to favorites. Her administration spies on faculty and staff, fires people without just cause, and has created a toxic work atmosphere.
- Dr. Ely appears to have as little communication and encouragement for student leaders as she does with the rest of the campus.
- Dr. Ely is a very big supporter of student affairs. In fact, you will see that Student Affairs has ballooned under her leadership - in terms of facilities, staffing, and budget. I do not believe she understands that instruction is at the heart of our mission and her disdain for faculty has unfortunately negatively impacted instruction significantly. The one area she has expanded in instruction is the pursuit of BAS degrees and that has, to a very real extent, been at the expense of our two year programs. The saving grace is that we have amazing faculty who still put the students and what they do in the classroom first. Our staff all across campus does as well, but it has been very evident that Dr. Ely's priorities are Student Affairs, International Programs, Building Projects, and BAS Degrees. It is not my experience or my observation that she supports staff/personnel functions that are not involving her chosen few. She may as I rarely see her, but I have not observed or experienced that.
- This year is our 50th Anniversary. However, in my time on campus this year has had the least amount of activities I've ever experienced. One would think this year would be full of events promoting the college and bringing in new donors.

- I don't think we can deny Ely's support for students, otherwise she wouldn't have applied to be president of a college. I have seen her in some of the student functions and ceremonies. I would like to see more engagement and involvement with student activities
- She degraded this years longevity awards.
- Her agenda appears to destroy what we had. I do not understand why.
- I have no experience or knowledge of any such support given to any of these groups. On the other hand, I do know of the heavy-handed treatment of some which suggests that such support or encouragement, other than for public relations purposes, doesn't exist.
- She tried to prevent (or supported others who did) students from speaking to the Board of Trustees about their concerns about program closures. I also know of several times when she has been invited to various student and staff celebrations and awards and never even bothered to acknowledge the invitation, much less actually show up.
- She is absent from most everything. She does not have an open door policy as stated. We never see her on campus or walking around speaking with students. She acts or says she is involved and wants the best but her actions with the board and executive team speak differently. She delegates responsibility - which she should, but takes no responsibility. This president has not benefited the college.
- Don't see Ely participating with staff/personnel functions/activities
- She shows up when it suits her personally. She doesn't genuinely seem overly concerned with the students. (As evidenced by the fact that the programs she is most quick to cut are those that serve the Auburn community over those that serve international students.)
- Really not much to add here. Student leaders are celebrated, complimented and received well at board meetings. However, interviews with the student newspaper are turned down unless questions are received in advance. The President and the Board introduced a "civility policy" on campus. Fear of retaliation is everywhere - it hardly feels like an academic campus any more. This is the place where students should be taught freedom of expression and freedom from fear of repression. The students are very aware of the toxic environment on campus.
- Again, I not qualified, nor do I have any effective way to evaluate Dr. Ely's performance in this category.
- The President can no longer show up at functions unless she is surrounded by her "yes" people.
- Has attended few if any activities
- Never has attended functions that we as a division asked her to attend. Only attended grant events that I personally invited her to except once or twice when Sherry Gates was going to be there. (so not in a while)
- She smiles at the students during the BOT meetings and says nice things. I'm not aware of her interaction with students at other times except perhaps to be in attendance for photographs with them at some events.
- Ely supports staff functions, as in: "put all your belongings in this box, and security will escort you off campus." What fun!

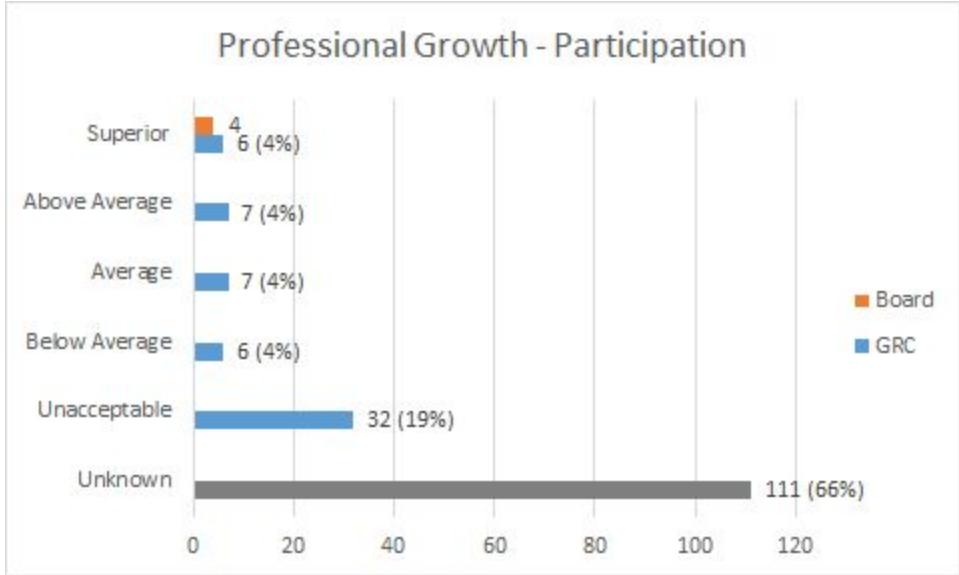
- Her support usually means someone is fired and is escorted off campus. She has never acknowledged or supported the 2/3 of the faculty who are adjunct instructors even though the data show that over 60% of adjunct faculty have taught at GRC for more than 5 years.
- She goes through the motions of supporting staff functions, ceremonies, etc., but the staff have little respect for her and these functions have lost much of their effect or meaning. For example, this is the 50th year of the college. We should all be involved in positive activities marking this event and planning together for the next 50 years. The administration, however, is not even trying to involve the staff and faculty because it knows that so much morale has been killed on this campus. How very sad.
- As previously noted, Ely is invisible on campus. I don't know, hear, or read about her involvement with students. I don't see her on campus and I don't see her at college events, whether they are for students or staff.
- again out of touch with why Green River College was originally founded
- Again, she has incredibly terrible rapport with students, staff, and faculty. She relies on very superficial relationships and exchanges while undercutting efforts and initiatives that students, staff, and faculty are promoting that will bring equitable benefits, viable opportunities, and academic professionalism to the college.
- A school with as many students as are at GRC should have many activities constantly going on but there are rarely any. Again a lot goes to lack of marketing as well as stifling of funds. If you give back to the students then in turn they will give back to sleep school.
- I have seen Dr. Ely at some events but not unless the event is visible to the public. Events within the college for college personnel do not seem supported at all.
- Does not maintain effective relations with students, and does not support staff and faculty
- I have no idea whether the president supports students or college activities. I think that she does appear at Staff/Personnel functions, but it is definitely a strained appearance. At graduation, she seems distant and uncertain. At the last opening day, she seemed downright defensive, talking about this email newsletter than she liked. It's bizarre to me.
- It seems like she only goes to those events where her absence would be duly noted. She was at Opening Day and the ribbon cutting for the new Student Union. I'm trying to think of any other activity she might actually attend - probably the Foundation Scholarship dinner and the Retirement Social. She usually does not attend smaller activities.
- I've worked at numerous college campuses and this is the only one truly deserving of a toxic, hazardous work site placard
- She shows up to the things it's important for a President to attend. Her VPSA has encouraged student leadership development of sorts, and perhaps this can be credited to the CEO. However, students in student government and leadership have shared with me directly that they feel controlled and manipulated by many of the deans in SA as well as by the VP, Deb Casey. I'm not sure you can claim to encourage leadership if the

students attempting to lead feel strong-armed at every turn to make decisions that have already been determined to be "right."

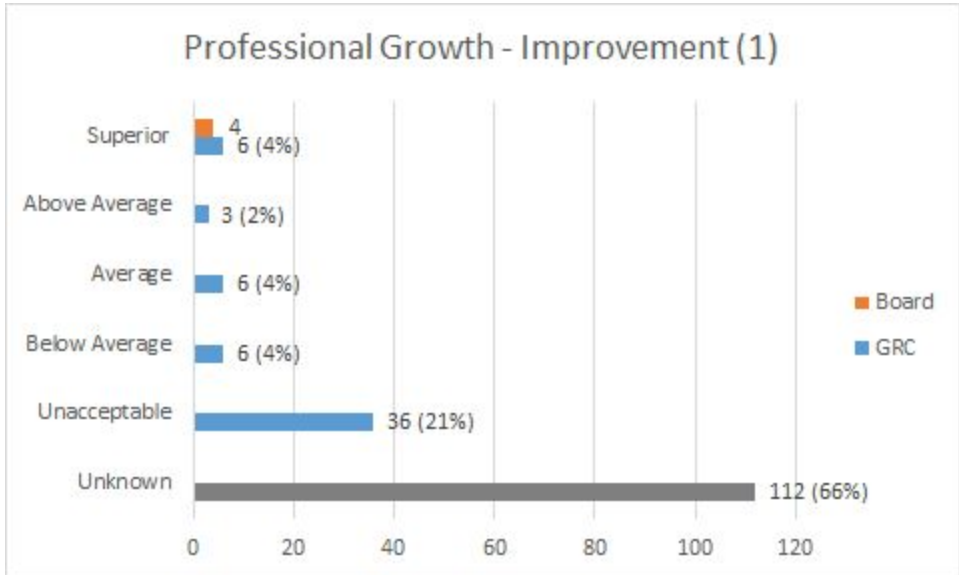
- Dr Ely is not very visible on our campus so it is difficult to answer many of these questions; however she is always present for college ceremonies.
- The President has removed herself from the daily activities of the campus.
- You cannot ignore people's concerns and be supportive.
- Eileen Ely only supports that which will a) get her mug in the paper or b) is in alignment with her iron will. Of course, if there is a student activity, since that is her reason for the existence of this school, of course she is behind that 100% Has any teacher taking this survey ever seen her visit a classroom? She's not interested in higher education...she is interested in a degree mill, however.
- She doesn't know many staff or faculty by name, so how can she do awards or ceremonies.

10. Professional Growth

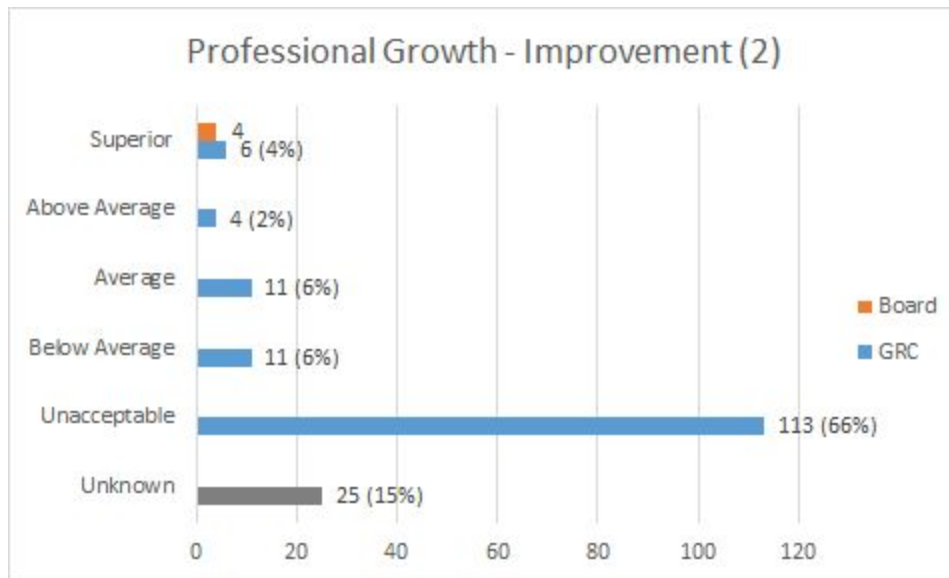
10.1 Participation-in professional organizations to keep abreast of new and innovative practices and programs.



10.2 Improvement-participates in seminars, workshops, and classes to renew, refresh, and extend technical and professional expertise.



10.2 Improvement-is open to suggestions for improvement and willing to take risks in attempting new and innovative practices and programs.



Professional Growth: Comments (43)

- I have no knowledge of the first two, although she appears to be off campus a lot, and may be doing this. I do not have any idea where she is or what she is doing, so I cannot comment on that other than to say in the past I was much more aware of our president's external participation and certainly saw him much more. As for being open to suggestions for improvement, that would have to a resounding no. As for willingness to take risks in attempting new and innovative practices and programs, she has done that, but not, in my opinion, in a fiscally sound manner. I question her judgment on some of the risks she has undertaken. I am all for new programs and innovative practices, but believe it should be done in an inclusive and fiscally sound manner and not at the expense of our core mission.
- Item number 3 is really dangerous: It seems like she only is open to the crazy and unnecessary suggestions coming from her little inner circle, but NEVER to the suggestions coming from the Instructional COuncil and the faculty.
- Dr. Ely is only open to suggestions so long as they don't come faculty or staff.
- Not interested in any input at all
- President Ely may be open to suggestions from highly marketed big names nationally. She does a terrible job of listening to the highly qualified, knowledgeable, experienced and committed staff and faculty at GRC.
- None of the above.
- Absolutely not open to any suggestions for improvement if they differ with her own ideas.
- Dr. Ely, along with the board, has done a very poor job of fiscal management of the college. In addition, she, and the board poorly communicate with faculty and staff. Also,

they have made and continue to foster an environment which is one of separation, instead of inclusion. Their management style is an autocratic one.

- Participation: She does attend WACTC meetings/conferences, but unknown as to her participation. Wondering where Participatory Governance and Prioritization came from - suggested to her or did she read it somewhere?
- President Ely is wholly inaccessible to faculty or staff of the college. This suggests she is not open for suggestions or willing to take the risk of listening and discussing the state of the college in a genuine face to face environment.
- The programs she has the college participate in are overly costly at a time when we are supposedly in a budget crises.
- She is basically not available to faculty. She is certainly not open to ideas she doesn't want to hear.
- This administration seems single-minded in pursuing only that which enhances its power, even to the detriment of programs & services the College needs. Nothing new or innovative has been attempted, or is being planned, that I am aware of. In fact, the College has been a bit of a wasteland in this regard for several years now.
- I'm not sure if President Ely participate in professional organization or attends seminars or workshops. If she does, it sure is not helping. I do know that she is NOT open to suggestions. Again, she says her door is open, but I've got personal experience there...go talk with her and she will only discuss her agenda...she is not willing to hear anything you have to say. She will tell you what she plans to do, or has done, and then call that communication.
- President Ely refuses to talk with staff or faculty in any meaning full manner unless it suits her agenda.
- While I'm not aware of the President's professional growth activities, her day to day running of the college suggests that she is not current with best practices in business or financial management. Current trends in business focus on collaboration, open communications, vulnerability and feeling safe to give input, and a leveling of hierarchy. One only has to look north to Redmond and Seattle to see many tech companies embracing this. Dr. Ely has gone the opposite direction by adding hierarchy, discouraging honest and open communication, instilling a culture of fear, and shutting down faculty and staff professional development and growth opportunities by discontinuing much of the support for this on campus. It's an odd contradiction to be at a place of innovation and learning but to have such an old school approach to leadership.
- Does not appear to be open to suggestions.
- I am not qualified to evaluate, nor do I know what the Board has set out for Dr. Ely's Professional Growth.
- Once again, she is not visible to most of the faculty and staff, so I don't know what she does. She does not appear to be open to suggestions though.
- President Ely needs some leadership training...but, I think that she is so arrogant that nothing will help her...and thus, it will not help GR. She is totally "stuck" in a rut of dictatorial decision-making. She is NOT, NOT, NOT, NOT open to suggestions. I think that she has been told at least a hundred times by many people (staff, exempt, faculty,

admin) that she needs to get out and interact with employees at the college...but, she remains in her "executive suite" and doesn't really interact with others outside her executive team.

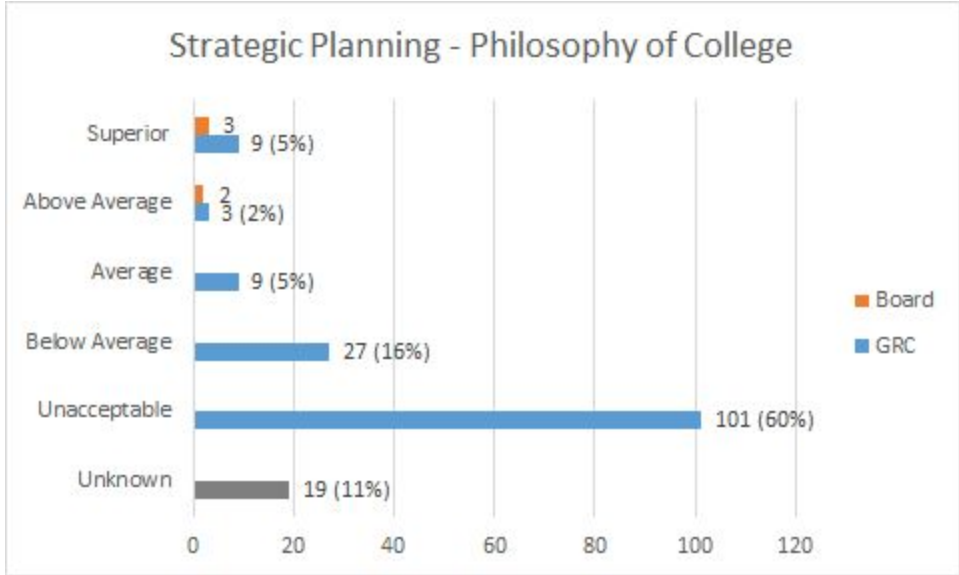
- Definitely not open to suggestions
- I guess I don't actually know if she's doing this, but if she is, it certainly isn't working.
- I am not aware of her participation in professional organizations. I do not feel she is open to suggestions or is willing to listen to any opinion that is different from the direction she plans to go with her board. There is no openness or willingness to listen.
- She is not open to suggestions of any kind.
- "President Ely has introduced new programs on campus. However, this has been done without the input of faculty and staff. A program or course of study impacts many people in a college.
- The President seems to be unwilling to meet with people to discuss suggestions and receive feedback. She is not open to communication and this, I think, has been the primary reason she has not been able to bring the community together. Or rather, a community that was together feels fractured and marginalized."
- **ABSOLUTELY NO ON SELF IMPROVEMENT!** Ask everyone who has been unfairly fired, demoted, or reprimanded how open the President is to suggestions.
- I have no knowledge of these
- Several faculty and staff that have requested informal (i.e., not bargaining related) meetings with Ely have been ignored or denied.
- President Ely seems willing to take risks in new programs and such, but suggestions in a "participatory" environment is not so obvious.
- She must do some of this because she has certainly latched on to many diverse, hypothetical, and unproven practices which she then dictates the college employees embrace. Is she willing to take risks? Not really. She knows what she is going to do, such as cancel programs and silence people who disagree with her, long before any innovative program data are available to support those decisions.
- Open to suggestions for improvement? Sadly, she is very closed to suggestions.
- I appreciate a president who is willing to think creatively and take innovative steps to improving practices and programs on a campus so that the institution can remain nimble and relevant. However, when these decisions come with an overdose of hubris and stubbornness, and a lack of communication and inclusion of those who will bear the brunt of the changes, then something is very amiss. An institution's strength, especially at the community college level, comes from a generally shared respect and belief in the direction of the institution among all levels: administration to classified to instructional to the students themselves. We may not always agree with one another, nor should we as that's how meaningful discourse can take place which can lead to innovative and exciting growth. However, when the basic foundation of trust and respect is broken between any one of those threads, I believe the long-term successful future of the institution is placed at risk. A leader should appreciate that relationship and value the concerns and opinions held by those who make sure the campus is running smoothly both academically and institutionally. I do not believe Dr. Ely has fostered a positive

relationship with much of the campus community, including students, nor have I seen a genuine, selfless effort to recognize, take responsibility for, and make any effort to bridge the gaps that have led to this division.

- "It would be better if I could answer a question about participation and improvement but since the president does not communicate such things to staff and faculty I must mark those as unknown.
- As for improvement, I have never heard it said that Dr. Ely is open to any kind of suggestion. I have heard many from all walks of the college say the opposite."
- president does not have the best interest in GRC, has own agenda
- In short, Ely will "listen" to suggestions for improvement; however, she will rarely support or encourage ideas that do not come directly from her office.
- She does not encourage suggestions or attempts to be work together.
- She clearly has not been open to suggestions for improvement.
- I have no idea about these things. Wouldn't it be nice if the president shared with the campus what she was doing to "keep abreast" of issues and trends? I have heard the board goes on retreat a lot -- I'm not sure that counts, or what is accomplished, but maybe that's her time to renew and refresh.
- She is definitely willing to take risks in attempting new practices, but unfortunately she doesn't seem to consult with anyone except those in her inner circle about what might be best for the college. I believe she has a very narrow view of what is best for the college. She seems to have it set in her mind that she already knows what is best for the college, so other opinions make no difference. I wish she would at least allow others to share their ideas, and wish she would be open minded enough to actually give those ideas some thought. When asked to share our opinions, and our opinions are shared, a response is provided by Allison Friedly so quickly that its pretty clear those opinions were just tossed on the side. It's no wonder morale is so low on this campus. Usually employees like to feel valued, which is definitely not the case here at Green River.
- Other than being on the Board of a corporation that aims to globalize community colleges, I cannot claim to know what the CEO does regarding professional improvement. She has never, in my experience, been open to any kind of suggestion for improvement, change, or even feedback that is not in the form of praise or submission.
- There is a lack of demonstration on behalf of Dr. Ely to be open to criticism of any kind and non-conformance is dealt with by punitively.
- Although I cannot speak to the type of professional activities in which the President participates, they sure haven't helped to improve the situation on campus.
- Eileen Ely already has all the answers. Note her response to the City of Auburn and its Mayor when they offered to fund the cut GIS program. She is open to NO suggestions from anyone. That would infer she doesn't have all the answers (which she knows she does) and remember, it's not about what's right anymore anyway. It's about WHO is right, and Eileen Ely is the who.

11. Strategic Planning

Philosophy of College-supports the continuing examination of the philosophy and purposes of the college.



Strategic Planning: Comments (57)

- I believe that Ely supports students and growth of the college. The philosophy and purpose of the college has changed throughout the decades and the employees have been generally been aware and involved throughout these changes to make Green River's reputation as a place where students will receive excellent education and services. Classified staff employees have been conformed to idea that all information and decisions are top-down. Participatory Governance (PG) gives hope that some suggestions may go bottom-up, but also know that it is an unlikely happenstance. Classified staff are keenly aware that PG is likely a sham to cover the administration's arse with accreditation, but they continue to participate because it is a new opportunity for college involvement and have an opinion that may be heard (at least with other classified staff) and not shut down or shut out completely. They meet and bring forth questions knowing their questions are most likely to go unanswered or be deflected as some sort of policy or process in the making. The prioritization process has elevated the fears of classified staff that they will lose their jobs. Ely has not communicated whether this is a possibility or not. She has allowed to leave this fear in place and intact. The predecessor's philosophy was to find a vacant position for the classified staff whose job was in jeopardy. Now the philosophy is to turn to the contract and make sure to follow the contract language and summarily dismiss classified staff if and when they can get away with it.

- Given the deplorable work climate on campus
- If she has done this at all, it has not been in consultation with the faculty.
- Getting rid of the word community in our name was indicative of her direction. We are no longer a college that serves our community.
- IT IS ALL ABOUT NUMBERS, NOT ABOUT THE QUALITY OF EDUCATION. MORE SUPPORT TO INTERNATIONAL THAN LOCAL PEOPLE. I THINK IT LOST ITS PURPOSE.
- Seems to have abandon the core philosophy of the College, to pursue an alternate agenda which hasn't been articulated.
- President Ely has totally failed us here. We have lost our soul. While I do have some hope that the BOT will wake up and realize that GRC can longer function at a healthy, productive level with President Ely still in charge....even when they do release her or she decides to quit on her own, it will take 2-3 years to repair the harm. I feel so bad for so many employees who must tolerate this environment waiting for something to happen. But I feel worse for the hundreds of others who were fired or decided to leave on their own because of how toxic the campus has become.
- President Ely supports her agenda and people need to get on board or be removed from campus.
- This may depend on what one thinks is the philosophy of the college, but in so much as that philosophy invites discovery, growth, innovation, and communication across all sectors (not just a select few), no. President Ely has actually taken us in the opposite direction here.
- Not even remotely. She'd be happier if the community just went away. A community college is supposed to work with and support the community.
- She does not support the philosophy of the college because she has brought in her own and is not willing to participate in discussion of past practices.
- if this was supported by Ely and the bot, along with other questions that were asked, I believe we wouldn't have such a toxic campus, lack of where faculty and staff are bullied, and fear for their jobs.
- She has completely missed the boat when it comes to understanding the history of the college, let alone respecting the history and ideals of the institution and the community. She seems much more interested in running her own agenda and vision.
- Perhaps...don't know if she does or not.
- If a leader is judged by who they rule, this president has single-handedly created a climate of massive distrust and fear. Although she may be a lovely person, she fails miserably as a college president. Also, her fiscal mismanagement extends everywhere on our dear campus. I love Green River and I hate this administration and its divisive, secretive, top-down management style. I could go on and on but I think that's enough.
- By removing "community" from the college name, and reassuring that this would not change the college mission, is yet another lie from the President.
- Has her agenda.

- I expect a college president to be much more present in a college's day-to-day life--visual presence at meetings and college events. So far I have seen less public presence from this president than is acceptable.
- "The only vision from this administration is one of personal survival. Employees are either intimidated or give tacit approval to administrative decisions while privately expressing significant reservations. Faculty have some standing under tenure laws to express their concerns, but at no point have these concerns been acknowledged as being valid. To the contrary, historic collaboration has effectively disappeared on this campus and is replaced mainly by a mean-spirited and incompetent determination to rule, regardless of the consequences. In many ways, Green River is unrecognizable from the institution it was before President Ely came. We are no longer collaborative. We are diminishing in the number of students and eliminating needed programs. We no longer operate across the college for the good of our community and students. We are in debt way over our heads and reliant on international money to keep paying bills that we shouldn't be charging. Favoritism rules with some employees being given financial rewards through reclassification of their positions or multiple assignments, even in the midst of an economic crisis. Even the basics like janitorial and print shop services have been diminished.
- There is no accountability for all of this mis-management and malfeasance. The Board of Trustees refuses to face up to these issues and only gives approval and an extended contract with a raise to President Ely. Eventually this nightmare will end, but at what cost? "
- She clearly has her own vision of the college and absolutely silences its' examination by others.
- One item I find disheartening about working at GRC is the lack of full-time non-tenured faculty positions available. There is no advancement opportunities here for the most part. As an adjunct, myself and other adjuncts are kept from teaching so many quarters full-time in a row so that the college doesn't "have to" hire us as a full-time faculty. There is an underlying feel, "That we will gladly use you but not commit to you."
- The support of continuing examination seems to be wanting support for her personal philosophy.
- Greenriver college used to be a good place to work. Now the environment has become toxic due the policies and working style of Dr. Ely. There is lot of mistrust between the administration and employees.
- Ely supports the continuing examination on how to increase her salary and induce the board to give her ever lofty titles to justify said pay increase.
- Difficult to answer. She and the Board of Trustees changed the mission statement of the college and changed the college name without much input from the college community. In fact the name change occurred over a holiday period when many employees were on break.
- I gave her a "5" here because she does seem very committed to re-examining the philosophy and purposes of the college. Very sadly, she does not want the honest input of staff and faculty or the community in this process. She seems incapable of having

sincere conversation with college employees and the college constituency. She seems to have her own ideology and agenda. Sigh . . .

- While Dr. Ely may support a continued examination of the philosophy and purpose of the college, she doesn't seem to recognize or appreciate that she and her closest administrative staff and board of trustees should not be alone in making the decisions that impact the broader constituents of the college. I'm all in favor of timely re-examination of standing philosophies and purposes of the college as long as the entire community is invited into the process, and invited in a genuine, meaningful way. No one appreciates being patronized by a parental figure who makes all the right sounds, but who really isn't listening and who seems to have little interest in your relevant input, thoughtful ideas, or heart-felt and justified concerns. In order to be successful as an institution, to maintain a link to the foundations which built our community college while also extending and expanding to meet the demands of the current century, and to continue to make a relevant and positive impact in the world, we must work together for shared common goals which are supported across all levels of the institution. In my opinion, our top administrator is failing to provide appropriate leadership to meet the goals of the institution and its constituents.
- I have to mark this as unknown since the president has not been able to articulate what she believes the purpose of the college to be. She has been the president for five years and I still do not know the answer to this question.
- It seems that the philosophy and purposes of the college have changed since President Ely started working here, but it's no longer clear what that philosophy and those purposes are.
- When Eileen gave her first Opening Day speech several years ago, the theme was "local girl comes home to become president of her community college". She inspired employees to believe that she cared about the students here and understood the many challenges they face. I felt very hopeful. I no longer feel that way as I have seen people fired while other people fear for their jobs, not because they are poor employees but because some excellent long-term employees lost their jobs seemingly overnight. Students are the collateral damage in the war between Ely and employees and that is unforgivable.
- In terms of financial responsibility and student success initiatives, Dr. Ely is definitely moving the college forward. However, an area of concern is her inability to change the existing climate of tension and mistrust. Even though exciting and innovative programs are being pursued and implemented at the college, the climate still needs much improvement.
- president does not have a clue, out of touch with faculty and students
- Ely's only concern for the college is quick revenue. While a strong financial standing is very important for college operations, she operates as though she were running a small business rather than an academic institution. Her policies are actually making it more difficult for staff and faculty to provide a high quality education, and making it harder to serve those in our service areas because of a greater interest in attracting international students over domestic ones.

- President Ely has her own agenda. It does not match the philosophy of a "Community" college but rather her own obscene business model. Students are not customers.
- Does not provide support needed to give students a quality education.
- The philosophy has changed since Dr. Ely arrived, so she may very well be following her own philosophy.
- Does not support the longstanding community connection for the college, as witnessed by the increasing number of international students at the college, squeezing out domestic students
- I'm not sure that this has been going well. I've heard from full-time faculty that there's a perfectly effective, time-honored program for review and examination of the college in the faculty contract, but now there's this new one where programs are competing with each other. I'd like to know two things: 1) what is the philosophy of the college, and 2) how could changing from something effective to something divisive be helpful?
- "I believe she has examined the philosophy and purpose of the college and has determined that it is much more important to view the college as a business entity than as an institution of higher learning. It's true that the college is a business, but we must keep in mind the mission of the college to provide a quality education to students so that they can be productive individuals in society. It seems like we're more concerned with how to make the college more money. If we're so concerned with money, why are we spending so much money on new buildings, why are hiring so many new dean positions, why are so many new positions being created on campus while we're terminating other employees due to lack of funds?
- And before you judge and say that I don't understand what is happening with the budget and how the capital budget is a separate budget, and I don't understand where the college is heading so that's why I don't understand why all these new positions are being created, perhaps you should ask yourself WHY I don't know any of this information? It's because there is NO communication on this campus. We have no idea what is going on except what is announced as a done deal, coming from above. No explanation of why we created new positions. No explanation of why we need new deans. You must realize that as educated individuals, we would like answers to our questions, to know why things are happening on this campus, to have a voice in our own college.
- Our college is in a pretty sorry state. Is there any hope for it to improve?"
- The community has been eliminated from the name and skillfully eviscerated from the mission of the college
- While the CEO did initiate a Strategic Plan and the process was fairly acceptable, it produced a bland, indistinct plan that provides very little guidance in terms of real priorities and vision. It seems she did bring her own vision to the College, but she seems unwilling to articulate it clearly other than through decisions that she seems to feel it an insult to lower herself to explain.
- Dr. Ely does not support the philosophy and purpose of our college! Morale is at an all-time low. Faculty are regarded merely as "human capital" rather than human beings. GRC is a toxic campus.

- I am sad that the person who competed for the job of President of Green River College has not been the person who "got the job". I find the atmosphere of fear and disenfranchisement on the part of the administration to be harmful to GRC community, employees but especially to students who are not considered first.
- Who can tell? Her philosophy does not seem to include providing a quality education to people.
- Eileen Ely has turned this college's philosophy on its head and the world is upside down now. It will take years to recover from her destructive, mean-spirited reign of terror. I will be long gone before that ever happens, but I sincerely hope she is proud of the toxic environment that she has single-handedly fostered at GRCC with the undying adulation and support of her Board that lost all sense of independence about 4 years ago.
- No clear leadership.
- I am not qualified to evaluate Dr. Ely's performance in this category.
- I feel like the college is completely off course, we have a number of administrators that are impressed with their own power and only care about improving themselves on the backs of our students and staff.
- Thinks college is for PROFIT-personally, I believe
- I was extremely disappointed in what turned out to be a façade of participation in the Strategic Planning Process. In retrospect, I think that process as well as many other things that have happened since, such as Participatory Governance and Program Prioritization, were/are all for show. She can say they were inclusive, but I would argue it was not in any sort of meaningful way. In conclusion, I would just plead with the community and the Board to take these comments seriously. Too many lives have been seriously negatively impacted and too much damage has been done. Please do not let it go on. Please help us save the college.
- Dr. Ely is--at best--a mediocre president. She misrepresented herself (particularly regarding her management philosophy) during her interview/vetting process. She is hostile and vindictive to those who dare disagree with her--as evinced by the number of firings and resignations that have occurred during her tenure. Maintaining an atmosphere of secrecy, she surrounds herself with a small coterie of sycophants--and she often refuses to communicate directly with the faculty and staff, relying on others to cover for her. Her declaration that she would have an "open door" policy was, simply put, a lie. She is largely responsible for the toxic campus environment in which GRC students, staff, and faculty now find themselves. Life at GRC has been increasingly dispiriting and demoralizing since her arrival here. Yet her obstinacy in the face of a sustained and profound critique of her administrative skills and policies leads one to ask: how much longer will we be forced to endure her?
- It seems like she favors more and more bringing international students and moving into a 4 year program. While these two things are necessary and not bad in themselves, they are a problem if done in detriment to the original and real mission of this college.
- GRC's mission is to support the local community. By striking "community" from its name, the emphasis is now on growing the international student population and creating

programs that will solely aid in recruiting future students from abroad who will return to their countries to help their respective economies and industries.

- She remains an enigma. When was the last time she took the time to walk the campus and interact with staff and faculty? Continues to reign independently of faculty/staff interaction and involvement. Relishes in climate of fear and intimidation.
- COMMUNITY college, not a fortune 500. Ely does not have the philosophy of this or any other college.
- Unwilling to understand or learn what the historical culture of the college has been.
- Dr. Ely does not put the people, which are the most important asset, first. She, her administration, and the board treat the employees poorly and do not value them. Their management of the college is poor.