

Clark College

Board of Trustees Regular Meeting Packet

Wednesday, June 7, at 5:00 pm

<https://clark-edu.zoom.us/j/84320321847?pwd=KzBuUkh2YUI3TkFVbzR3RkVsMDN3dz09>

Meeting ID: 843 2032 1847

Passcode: 595657

Dial in: 1 (253) 215 8782

Physical Location:

Gaiser Hall, Room 213

Board of Trustee Regular Meeting Packet, June 7, 2023, at 5:00 pm

- I. Call to Order/Agenda Review – Chair Speer
- II. Public Comment – Chair Speer
Public comment will be limited to two minutes each.
- III. Action Items/Consent Agenda – Chair Speer
 - a. May 24, 2023, Work Session Meeting Minutes
 - b. May 24, 2023, Regular Meeting Minutes
 - c. Board of Trustees Handbook Revision – College Mission and Vision
- IV. FY 2023-24 Budget – Chair Speer
- V. Constituent Reports
 - a. ASCC – Casey Figone
 - b. WPEA – David Sims
 - c. AHE – Suzanne Southerland
 - d. Foundation - Brooke Pillsbury, on behalf of Calen Ouellette
- VI. STEM Pathways Initiative
Presented by Professors Dr. Roberto Anitori and Dr. Travis Kibota
- VII. Reports from Board Members – Chair Speer
- VIII. President’s Report – Dr. Karin Edwards
- IX. Next Meeting
The next scheduled Board Meeting is the Board Retreat, scheduled for Wednesday, July 26, 2023.
- X. Executive Session
An Executive Session may be held for any allowable topic under the Open Public Meetings Act.
- XI. Adjournment – Chair Speer

Clark College

Board of Trustees Work Session Minutes

Wednesday, May 24, 2023

GHL 213 and Zoom

In Attendance

Paul Speer, Chair

Cristhian Canseco Juarez, Vice Chair

Denise Gideon, Trustee

Jeanne Bennett, Trustee

Absent

Rekah Strong, Trustee

Administrators

Dr. Karin Edwards, President

Cath Busha, Dean of Student Engagement, on behalf of Dr. Michele Cruse

Dr. Jim Wilkins-Luton, Interim Vice President of Instruction

Sabra Sand, Vice President of Operations

Vanessa Neal, Interim Vice President of Diversity, Equity, and Inclusion

Brad Avakian, Vice President of Human Resources

Sudha Frederick, Vice President of Instructional Technology

Calen Ouellette, CEO, Clark College Foundation

Others

Shelley Williams, Assistant Attorney General

Brooke Pillsbury, Senior Executive to the President

Julie Taylor, Executive Assistant

Brandon Johnson, Information Technology

David Mirenta, ASCC Finance Director

- I. Call to Order/Agenda Review
Chair Speer called the work session to order at 3:30 pm.

- II. ASCC S&A Budget Review
Presented by David Mirenta, ASCC Finance Director

David Mirenta provided a comprehensive overview of the ASCC budget, including requested funds, approved funds, and available funding. Mirenta also shared an overview of the ASCC fund balance at the beginning of the 2022-23 year, fund balance allocation, and remaining fund balance to close the year.

Mirenta also provided an overview and changes to the S&A budget in the coming year, including increasing travel budgets, an increase to the Athletics budget to support an Athletic Trainer, wage increases for specific Counseling and Health staff, and increased funds dedicated to Women's Athletics.

Board of Trustees Feedback and Discussion

Trustee Bennett – Shared gratitude for the presentation and for ASCC's fiscal responsibility. She also acknowledged the effort to invest in student-athletes and to keep up the good work.

Trustee Gideon – Happy to see the wage increase for the nurse practitioner and counselor positions.

Vice Chair Canseco Juarez – Shared gratitude for the presentation.

Chair Speer – Shared that the presentation and work of Mirenta's role is a great opportunity and exercise. Speer shared gratitude and appreciation for ASCC's approach to the budget. Provided follow-up discussion on S&A fee impacts on students and groups.

Chair Speer closed with gratitude for Sarah Gruhler and her effort on behalf of the Trustees.

III. FY 2023-24 Budget Presentation

Presented by Vice President of Operations Sabra Sand

Sabra Sand shared a final drafted budget, including an overview of funds, impacts, the budget process, and final recommendations. Sand also provided an overview of the guiding principles of the decisions, final percentages across departments, and the acknowledgment that the budget reductions did not result in eliminating currently filled positions.

Board of Trustees Feedback and Discussion

Trustee Bennett asked for clarification on where budget earmarks come from. Sabra confirmed SBCTC and that the figure can change.

Chair Speer – shared the value of adding the AVP of Institutional Effectiveness, where prudence and common-sense is essential to the college's success. He shared that the investment in the role addition is very wise and forward-thinking for the College. Speer also shared kudos for the inherited budget deficit and the good work of senior

administration, as well as to the Executive Cabinet for a 5-year lookahead to help spread reserves over time to align with the community, students, and employees, He emphasized that this level of strategic insight is important, and not muscles the college has ever had. Speer closed by sharing that strategic thinking is the hallmark of this leadership team.

Trustee Bennett – Shared gratitude for the work and that this is the fifth year seeing the presentation, and it gets better over time. Bennett feels confident in the work and long-range view. She provided a follow-up discussion regarding the impact of cuts to vacant positions and future needs. Wilkins-Luton provided an overview of the impact and principle behind the cuts, as well as the remaining lines available to support programmatic growth and institutional need. Sabra also shared that the eliminated vacant classified positions had been open for an extensive period, and Dr. Edwards concluded the response by sharing that we also left positions for investment and growth of the college. Additionally, Trustee Bennett asked what trustees can do to help move the needle on funding issues at the state level. The response included that the fully funding COLAs was a huge help, and the work of Trustees contributed to that outcome. Dr. Edwards also shared continued advocacy in circles that Trustees are for continued leverage of Clark College.

Trustees Gideon – Shared her full support of the budget, and not filling vacant positions. Gideon shared that every industry post-COVID is making hard decisions, and the budget shows great stewardship of funds.

Vice Chair Canseco Juarez – Shared his agreement with Trustee Gideon. Canseco Juarez also shared gratitude for the transparent process and for Sabra’s leadership, Dr. Edwards, Executive Cabinet, and Budget Committee. He emphasized thoughtfulness and focus on equity and serving students.

Chair Speer – Acknowledged the transparency and inclusiveness of the process. Many have shared their point of view, and that can impact the good work. The College uses a good model with much to be proud of. While people can be critical of the process, when you step back and look at the detail, it’s a strong process. Speer shared gratitude for the process.

IV. Public Comment
No public comment.

V. Adjournment
Chair Speer adjourned the work session at 4:41 pm.

Clark College

Board of Trustees Regular Meeting Minutes

Wednesday, May 24, 2023

GHL 213 and Zoom

In Attendance

Paul Speer, Chair
Cristhian Canseco Juarez, Vice Chair
Denise Gideon, Trustee
Jeanne Bennett, Trustee

Absent

Rekah Strong, Trustee

Administrators

Dr. Karin Edwards, President
Cath Busha, Dean of Student Engagement, on behalf of Dr. Michele Cruse
Jim Wilkins-Luton, Interim Vice President of Instruction
Sabra Sand, Vice President of Operations
Vanessa Neal, Interim Vice President of Diversity, Equity, and Inclusion
Calen Ouellette, CEO, Clark College Foundation
Brad Avakian, Vice President of Human Resources
Sudha Frederick, Vice President of Information Technology

Other

Shelley Williams, Assistant Attorney General
Brooke Pillsbury, Senior Executive
Julie Taylor, Executive Assistant
Brandon Johnson, IT
Casey Figone, ASCC
Joey Hicklin, WPEA Co-Chair
Suzanne Southerland, CCAHE
Vanessa Watkins, Director of Entry Services
Shelley Ostermiller, Interim Registrar

I. **Call to Order/Agenda Review**

Chair Speer called the Regular Meeting to order at 5:00 pm, and provided opening remarks, including an overview of newly appointed Board Trustee Marilee Jones Scarbrough, who will join the next Board of Trustees meeting on Wednesday, June 7.

II. **Public Comment**

No public comment

III. **Action Items/Consent Agenda**

- a. April 26, 2023 – Board Work Session Minutes
- b. April 26, 2023 – Board Regular Meeting Minutes
- c. May 16, 2023 – Tenure Special Meeting Minutes
- d. 2023 – 2024 Academic Calendar (Revised)

MOTION: Trustee Gideon motioned to approve all items on the Consent Agenda. Trustee Bennett seconded the motion. Motion passed unanimously.

IV. **FY 2023-24 Faculty Sabbatical Approval Vote – Chair Speer**

- a. Roberto Anitori
- b. Tobias Peterson
- c. Erika Nava
- d. Senseney Stokes

MOTION: Trustee Bennett motioned to approve all presented sabbatical requests. Vice Chair Canseco Juarez seconded the motion. Motion passed unanimously.

Chair Speer provided feedback that sabbaticals are an awesome way to bring information back to the college. He looks forward to receiving an update during a future Board meeting when the sabbaticals conclude.

V. **Tenure Vote – Chair Speer**

- e. **Bruce Elgort (CTEC)**

MOTION: Vice Chair Canseco Juarez motioned to approve granting tenure to Bruce Elgort. Seconded motion from Trustee Bennett. Motion passed unanimously.

IV. Constituent Reports

ASCC

Casey Figone, ASCC President, shared the following report:

- Student involvement and campus climate, including sixteen chartered clubs, placement of eight student committee representatives, working on Fall 2023 ASCC recruitment, seeking advocacy support, and working in partnership with Cannell Library to connect students with OER to reduce costs of textbooks for students.
- Student resource access, including collaboration with the Activities Programming Board to post events across social media channels.
- State-wide initiatives, including Figone and ASCC VP David Goebel attending the Greater Vancouver Chamber's Legislative Outlook with college leadership and working with the Women's League of Voters for Clark County to increase advocacy.

Chair Speer acknowledged ASCC in their budgeting work, and shared gratitude for the presentation shared during the work session. Speer also inquired how new students starting in Fall 2023 get included in the ASCC recruitment. Figone confirmed that the priority deadline is at the beginning of May 2023 for student government. However, positions remain open until filled, so Fall 2023 students may be able to engage.

WPEA

Joey Hicklin, WPEA Co-Chair, shared the following report:

- Acknowledged Bruce Elgort's Tenure, sharing a personal story that Elgort was the best professor he had at Clark.
- Communication between leadership and the Union. Hicklin shared that the lack of communication is disappointing and inadequate. He shared that WPEA seeks recognition and communication from leadership.
- Acknowledge progress in HR by updating position descriptions for classified staff. Still, there is work to be done, and WPEA expects swift implementation of change.
- Welcome of VP of IT Sudha Frederick and WPEA celebrates his positive approach to navigating space for classified IT staff, with hopes that Frederick's approach will be modeled in the future.
- Thrilled to announce WPEA and AHE collaboration, starting with a letter to EC sharing concerns for cuts. Hicklin shared that this is a turning point in addressing shared challenges and his gratitude for everyone engaged.

CCAHE

Suzanne Southerland, CCAHE President, shared the following report:

- Expressed gratitude for those engaged in the budget process, including everyone who lobbied fully-funded COLAs, opposed cuts, and to the budget committee and EC.
- Congratulations to Bruce Elgort on Tenure - a testament that challenging students is how we continue to attract them.

Clark College Foundation

Calen Ouellette, Clark College Foundation CEO, shared that he celebrated his one-year anniversary as CEO of the Clark College Foundation and the following:

- Foundation budget for FY 24, including maximizing Operating Budget shift to Clark College, scholarships, grants, gifts, and capital investments.
- Alumni Engagement – including partnership event with Cannell Library and Firehouse Axes social for alumni and donors. Ouellette looks forward to future community engagement opportunities.
- Foundation is preparing for the upcoming gala themed 90 Years of Clark College at ilana.

Chair Speer acknowledged how the Foundation tells the story of Clark College and the representation, social media, and community engagement. Speer celebrated Ouellette and shared gratitude on behalf of the students.

V. [Spring 2023 Enrollment Update](#)

Presented by Vanessa Watkins, Director of Entry Services, and Shelley Ostermiller, Interim Registrar

The enrollment team was welcomed and introduced by Cath Busha, Dean of Student Engagement.

Watkins and Ostermiller provided an overview of the Spring 2023 enrollment for new and returning students, as well as an overview of specific populations, including BAS, international, and running start students. The team also shared their ongoing recruitment strategies, as well as their specific strategies employed for Spring 2023. Spring strategies included:

- Connecting with K-12 partners,
- Working with Transitional Studies in supporting student persistence,
- Strong collaboration with CommMark and ODEI,
- Collaboration with Financial Aid regarding FAFSA/WASFA awareness and application events,
- Continuing to foster employer and community relations, which is an area the team called in the opportunity to make introductions with industry partners to cultivate enrollment.

The team concluded their presentation by sharing what's ahead, including new and continuing student registration for Summer and Fall 2023 and upcoming Running Start information nights.

Trustee Questions and Feedback:

Trustee Gideon asked what contributes to the low rate of Financial Aid applications in Washington. Watkins deferred to Kate Jacky, Interim Director of Financial Aid, who shared that part of the issue is that Washington high schools don't require application completion as part of students' graduation requirements. Another reason is that in areas like Seattle, family incomes

may be higher, so they don't apply. It's also been challenging to get students to attend FAFSA events, and the team is working to get into the community to engage students where they are.

Trustee Canseco Juarez shared his gratitude for the presentation. Canseco Juarez also shared feedback regarding the upside-down triangle diagram and the opportunity to identify the students we lose in each stage and how to focus recruitment by stages to increase outcomes.

Trustee Bennett shared that she wonders where the college will find future students. While K-12 is great, where else are we going? Examples Bennett shared included community groups, Rotaries, etc. Watkins shared that K-12 is an easy place for the team to go and that Clark has good connections in that environment. She also shared that they are working their way back to community events but struggling to establish great relationships and would love an introduction to help get in those doors. They are also working to re-developing the college's ilani relationship following the pandemic.

Chair Speer shared that the work the team is doing is fantastic for stabilization and creating an uptick in student enrollment counts. Speer shared similar feedback regarding the funnel diagram – consider thinking about each ladder rung to learn about who they are and why they step away, identifying barriers. He also emphasized looking for alternate places for students or different messaging that we could tweak to support reception and engagement from different audiences.

I. Reports from the Board Members

Trustee Gideon – Gideon shared that she's been busy doing college business. She and Trustee Bennett hosted info sessions for trustee recruitment (seven individuals who attended two events). She's also working to onboard and orient our new trustee, Marilee Jones Scarbrough, and has participated in the Tenure review process.

Trustee Bennett – Bennett shared that she's had a great time doing future trustee recruitment with Trustee Gideon. She also represented the college at the Government-to-Government with Dr. Cruse. Bennett expressed excitement and gratitude for the work the Foundation is doing to establish community relationships, that she enjoyed the Tenure reception and looks forward to celebrating Bruce Elgort next year, and that she met with Dr. Edwards for their monthly meeting.

Vice Chair Canseco Juarez – Canseco Juarez shared that he participated in the Tenure reception, and congratulations again to the Tenure recipients. He represents the Board on the budget committee and heard the budget update during the work session. Canseco Juarez took another chance to thank everyone involved in the budget process, sharing that trust and openness to have conversation and dialogue through difficulty, as well as transparency through the college's perspective. He emphasized that the budget process is one of the few things Trustees provide final input on and the inclusivity of the process. Canseco Juarez also shared that he's on the Guided Pathways Committee, and acknowledged the great work being done and that he looks forward to what's going to be accomplished. Finally, Canseco Juarez wished students the best in the next few weeks prepping for finals and commencement, plus faculty supporting them.

Chair Speer – Speer shared that he attended an ACCT seminar on adult learners and what colleges are seeing across the country – good stuff going on across the country and great things to be learned from others. He attended the quarterly BOD/BOT meeting, continuing to acknowledge Calen and Board leadership at Foundation. Speer continued by sharing appreciation for everyone speaking from one voice, leveraging skills across Clark College and the Clark College Foundation and how we run both the College and Foundation as one. Great to see in the uplifting work in practice. Speer attended the Tenure Reception, which was motivational with great comments and celebration. Finally, Speer acknowledged the Budget Committee, including the noteworthy work and process and results across the College.

II. President's Report

Presented by Dr. Karin Edwards

Dr. Edwards shared the following updates from the past month:

- Pizza with the President - Students asked questions and Dr. Edwards asked the students questions as well. Dr. Edwards shared gratitude for Casey Figone and the ASCC team.
- Career Fair – packed with students and employers. Employers shared feedback that they were pleased with activity and energy at the event.
- Tenure Reception – wonderful event, with lots of laughter, appreciation, and celebration. Each Tenure had their own story, but all shared their hope for the future and what Clark College holds. Dr. Edwards also shared gratitude for the Office of Instruction for hosting the event.
- Attended Noche de Familia, hosted by Rosalba Pitkin and the ODEI team – She shared it was a great event for families to come together and learn about the college. Very well done and well received. Dr. Edwards shared gratitude for the ODEI team and their hard work.
- Interviewing for faculty and Dean positions with Jim Wilkins-Luton and looks forward to the potential in the candidates.
- Met with Mayor Anne McEnery-Ogle and Greater Portland, Inc., to learn about how we can bring more activity to Vancouver and focus on how we can attract and increase economic development.
- Participated in a panel at WSU-V regarding education post-COVID – focused on trying to predict higher education, enrollment, student needs, professional development, funding impacts, and more.
- Attended the Ridgefield Neighborhood Association with Calen Ouellette and Sabra Sand – focus included Boschma Farms and Ridgefield development, including Costco and YMCA, with Clark as the anchor.
- Boschma Farms ground-breaking next month – more to come.
- BUILD graduation on Friday, May 26, including four EC members in the graduating cohort. Dr. Edwards acknowledged that BUILD has been a tremendous learning experience.
- OSWALD awards tomorrow, Thursday, May 25
- C-Tran Bus Wrap – highlighted at the Career Fair so watch for it around town.

- PPI – ODEI hosting Dante King on Friday, May 26
- Participated in Naomi Tutu’s talk, daughter of Desmond Tutu – key takeaway from the talk included “When you’re in a flood, build a bridge and not a wall.”
- Celebration of Sabra, the Budget Committee, and everyone involved - Gratitude for team, legislators, and celebration for not cutting any filled positions. Great to have reserves to pull from to close the deficit and the process open and inclusive. Dr. Edwards strongly encouraged everyone to let the process run its course.

III. Executive Session

The Board convened an executive session pursuant to RCW 42.30.110 (1)(g) at 6:15 pm to evaluate the qualifications of an applicant for public employment or to review the performance of a public employee. The executive session is expected to last until 7:30 pm.

The executive session under RCW 42.30.110 (1)(g) ended at 7:32 pm, resuming the regular meeting. The Board took no action during the executive session.

IV. Next Meeting

The Board of Trustees is currently scheduled for a Work Session and Regular Meeting on Wednesday, June 7, 2023, starting at 3:30 pm.

V. Adjournment

Chair Speer adjourned the regular meeting at 7:32 pm.



Clark College

**Board of Trustees
Policies & Procedures Manual**

June 2023 Draft

BOARD POLICIES & PROCEDURES

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Clark College
BOARD POLICIES AND PROCEDURES

100.00 BOARD OF TRUSTEES

100.A00 LEGAL STATUS OF THE BOARD

100.A10 LEGAL STATUS AND AUTHORITY OF THE BOARD

By authority contained in the Community and Technical College Act of 1991 and as appointed by the Governor of the State of Washington, the Clark College Board of Trustees shall serve the educational needs of Community College District 14 and shall be responsible for developing the policies of Community College District 14 under which Clark College operates. The Board of Trustees derives its authority from RCW 28B.50.140, as now written or later amended. The Board will delegate certain responsibilities to the president or designee. Individual members of the Board have power and authority only when acting formally as members of the Board in session at regular or special meetings.

100.A20 OFFICIAL NAME OF DISTRICT

The official name of the District, established under and by virtue of the laws of the State of Washington, shall be "Community College District 14". Within the Board Policies and Administrative Procedures Manual, the terms "District" and "College" both refer to Clark College or Community College District 14.

100.A30 OFFICIAL COLLEGE TITLE

The official name of the College shall be "Clark College". The College name shall be used in all instances except where the statutory name of the District is legally required, e.g., in publication of legal notices and in the execution of contracts and other legal documents.

100.A40 OFFICIAL BOARD TITLE

The Board of Trustees shall be known as the "Board of Trustees of Clark College" (herein referred to as the "Board").

100.A50 DISTRICT SEAL

The District shall have a seal, the form and design of which shall be adopted by the Board and the custody of which shall be with the secretary of the Board. The seal shall have inscribed upon it the name of the College as shown:

100.A60 PHYSICAL BOUNDARIES OF THE DISTRICT

The fourteenth district shall encompass the counties of Clark, Skamania, and that portion of Klickitat County not included in the sixteenth district as defined by RCW 28B.50.040.

Clark College
BOARD POLICIES AND PROCEDURES

100.A70 COLLEGE MISSION STATEMENT

To cultivate an inclusive, equitable, and vibrant community, Clark College educates, empowers, and elevates individuals to achieve their personal and professional goals.

100.A80 COLLEGE VISION STATEMENT

Rooted in social justice, Clark College is a beacon of hope, opportunities, and transformation providing excellent and equitable education to create economic, cultural, and community growth.

100.B00 GOVERNANCE

100.B10 COMPOSITION OF THE BOARD

The Board consists of five members appointed by the Washington State Governor and confirmed by the Washington State Senate. (RCW 28B.50.100)

Every trustee shall be a resident and qualified elector of the District. No trustee may be an employee of the community college system, a member of the board of directors of any school district, or a member of the governing board of any public or private educational institution.

The Board shall organize itself by electing a chair from its members. The Board shall adopt a seal and may adopt such resolutions, rules and regulations as it deems necessary for its own government. The president of the College shall serve as, or may designate another person to serve as, the secretary of the Board and the treasurer of the Board, neither of whom shall be deemed to be a member of the Board. (RCW 28B.50.100)

100.B15 STUDENT BOARD MEMBERS

The Boards, by majority vote, may establish a sixth trustee that shall be filled by a student. The governor shall select each student member from a list of candidates, of at least three and not more than five, submitted by the associated student governments or their equivalent of the College. The student member shall hold their office for a term of one year, beginning July 1st and ending June 30th, or until the student member's successor is appointed and qualified, whichever is later. The student member shall be a full-time student in good standing at a College within the College District at the time of appointment and throughout the student's term. If the student member fails to be enrolled at the College full-time or forfeits his or her academic standing, the student member is disqualified and a new student member must be appointed.

A student appointed under this section shall excuse themselves from participation or voting on matters relating to the hiring, discipline, or tenure of faculty members and personnel or any other matters pertaining to collective bargaining agreements. (RCW 28B.50.102)

100.B20 VACANCIES

Any vacancy occurring in the Board shall be filled by appointment by the governor of the State of Washington. If the vacancy occurs prior to the expiration of any term, the new Board member shall be appointed only for the remainder of the term. When the vacancy occurs at the end of a term, the new Board member shall be appointed for a term of five years. (RCW 28B.50.100)

100.B21 ONBOARDING OF NEW BOARD MEMBERS

Onboarding of new Board members is a responsibility of the chairperson of the Board who may call upon other members of the Board or staff to assist in this ongoing process.

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Onboarding will begin immediately after the appointment of a new member and will provide all needed information as to the basic purpose of the Board, its sources of authority, its responsibilities and duties, and the policies and procedures adopted and followed by this Board for the conduct of its meetings and performance of its duties. Trustees engaging in onboarding of new Board members shall be intentionally engage in the onboarding practices, duties and responsibilities as set forth by Board policy. Onboarding shall include relevant District content, Washington State Association of College Trustees (WACT) onboarding material, relevant Washington State Attorney General's material, and Association of Community College Trustees (ACCT) new trustee orientation material.

100.B22 COMMITTEES OF THE BOARD

For the enhancement of its work, the Board may create standing or ad-hoc Board Committees as necessary to research and report on specific issues to the Board. These committees do not speak on behalf of the Board except when the Board delegates such a responsibility to that committee.

100.B25 EQUITY STATEMENT

The Board of Trustees of Clark College, in united solidarity, explicitly affirms the college's identity as an anti-racist institution. We commit to the development and implementation of strategies and best practices that dismantle systemic racism and other forms of systemic oppression within all aspects of our college. As the college's leading governing body, policy-setting group, and fiduciary agents, we commit to championing diversity, equity, and inclusion in all aspects of our work, and guiding and supporting the college to achieve equitable outcomes. We also commit to intentional actions, continued learning, and acknowledgement that there will be missteps during our journey. Nonetheless, we will persist and accept that responsibility toward meaningful cultural change and progress on diversity, equity, inclusion, and anti-racism rests on the shoulders of the college's top leaders and the Board of Trustees.

This work is essential to Clark College's ability to provide all members of our community with access to quality education and services, promoting economic and community development, and preparing a trained and readied workforce.

100. B30 STATEMENT OF ETHICS

Washington Ethics Law:

The Washington Ethics Law, RCW 42.52, applies to all state employees. It governs the actions and working relationships of members of the Board and of all employees at Clark College. Board members and employees shall perform in accordance with this law in their dealings with fellow employees, suppliers, government representatives, the media, and other individuals with whom they have professional relationships that are associated with their responsibilities at Clark College. The Board adheres to Chapter 42.52 RCW, "Ethics in Public Service," as implemented per WAC 292.

Conflicts of Interest:

Each member of the Board and all employees of Clark College are expected to place the interests of the College above their self-interests. Board members and employees are expected to resolve issues in favor of good, ethical judgment, and in keeping with the basic principle that their position of trust may not be used for personal gain or private advantage.

In resolving issues regarding conflicts of interest, the following statements from state law shall be considered:

- Board members and College employees may not have a financial interest or engage in any activity that is in conflict with the proper discharge of their official duties.
- Board members and College employees may not use their official position to secure special privileges for themselves or any other person.
- Board members may not receive compensation from any person, except the State of Washington, for performing their official duties.

100. B35 ETHICAL VALUES AND PRINCIPLES IN PUBLIC SERVICE

To promote individual development and the common good, trustees will strive to promote basic values of conduct. The following values represent a shared ideal that permeates the institution and constitute a primary responsibility for trustees to uphold and honor: equity, honesty, integrity, fairness, respect, good citizenship, excellence, accountability, and protection of public trust.

100. B40 TENETS OF GOVERNING

On behalf of all the members of Clark College's service district, the Board will strategically provide stewardship and leadership. The continual focus will be on the needs of the entire community as reflected in the Mission and the improvement of the College's capability, while demonstrating the highest level of integrity.

The Board will:

- lead with racial equity,
- emphasize outward vision rather than an internal preoccupation,
- consistently encourage a diversity of perspectives,
- provide strategic leadership more than administrative detail,
- maintain clear distinction between board and staff roles,
- forward collective rather than individual decisions,
- with consideration of the past and current, focus on the future, and
- remain proactive rather than reactive.

The Board functions as the authorized link between the College and all of the members of the College's service district. The Board's responsibility to the community is to ensure quality, relevant education while providing responsible stewardship of public resources.

The Board will remain vigilant to its role as "steward" for the College by consistently seeking ways to improve its capability and functioning.

Board members will adhere to a code of conduct which includes:

- leading with racial equity,
- speaking with one voice,
- demonstrating the role of “steward” for the College,
- supporting equitable decision making processes,
- committing to the resolution of conflict in productive ways,
- committing to meeting attendance and preparedness,
- respecting the role of the Chairperson as the communication link with the College president,
- committing to ongoing professional training and development, and
- maintaining a focus on strategic, forward-thinking leadership.

100. B50 TRAINING AND DEVELOPMENT

All Board members are curious, engaged, and practice lifelong learning. Board members will demonstrate a commitment to their ongoing professional development by participation in board agreed to group training and personal areas of interest such as:

- board committees,
- required higher ed works courses,
- public events offered by the college,
- equity workshops, reading, and community engagement,
- events and workshops offered by the Washington Association of College Trustees,
- events and workshops offered by the Association of Community College Trustees, and
- other relevant opportunities to grow in the knowledge, skills, and ability to be an effective Trustee.

100. B70 BOARD DUTIES AND RESPONSIBILITIES

The Board, responsible to all the members of Community College District 14 and sensitive to their hopes, ambitions, and needs, shall have the legislative responsibility of formulating broad public policy for community college education in the District. The formulation and adoption of written policies shall constitute the basic method by which the Board exercises its leadership in the operation of the District.

Without limiting the powers granted to the Board by the state, and subject to lawful and applicable rules and regulations, Board responsibilities are as follows:

1. Select and appoint a president, and set salary, terms and conditions of employment;
2. Evaluate the president annually;
3. Determine the broad general policies that guide the operation of the College, and review them periodically;
4. Delegate responsibility for decisions concerning appointments, retention, or dismissal of faculty, administrators, and classified personnel; provided however, the Board does not delegate its appointing authority on issues relating to the granting or denial of tenure, the dismissal of a tenured faculty member, or the dismissal of a probationer during the term of their contract;

Clark College
BOARD POLICIES AND PROCEDURES

5. Function as the legislative and policy making body, leaving the executive functions to the president;
6. Utilize the services of the attorney general of the State of Washington and cooperate fully with officers of the state attorney general;
7. Authorize lawsuits and recommend legal defense;
8. Approve the College Facilities Master Plan;
9. Review and approve an annual budget to finance the operation of the District in accordance with the statutes of Washington and lawful and applicable regulations;
10. Delegate to the president the authority to approve the expenditures of all funds and let all contracts;
11. Authorize borrowing money and the issuance and sale of revenue bonds;
12. Name College facilities, landmarks, and other outdoor features, programs, institutes or centers;
13. Recognize the right of the duly elected employee organizations to negotiate employee rights and benefits within the tenets of the respective Collective Bargaining Acts;
14. Consider communications and requests from community members and organizations of the District on matters of District policy at regularly scheduled board meetings;
15. Adopt and periodically review a statement of philosophy, mission, and goals which clarifies basic educational beliefs and educational responsibilities of the District;
16. Establish a yearly planning cycle that links the Board's agenda with the College's Strategic Plan;
17. Annually review and evaluate progress towards the goals in the College's Strategic Plan;
18. Appraise the efficiency and effectiveness of District operations and the educational programs and services of the College;
19. Refer all matters concerning the District directly to the president for study and recommendation before such matters are considered by the Board, except where immediate action is deemed necessary by the Board;
20. Inform the public concerning the progress and needs of the District, the educational programs, and the financial status of the District;
21. Conduct an annual self-evaluation and determine a corrective course of action as necessary; and

22. Act in the best interest of the College pursuant to various authorizations granted in the Community and Technical College Act of 1991 or in the rules and regulations of the State Board for Community and Technical Colleges.

100.C00 OFFICERS OF THE BOARD

100.C10 TITLES

The officers of the Board shall be a chair and a vice-chair who shall be members of the Board. The president of Clark College, or designee, shall serve as secretary of the Board as specified by state law.

100.C20 MANNER OF ELECTION AND TERM OF OFFICE

Prior to the start of each academic year in a regular meeting of the Board (typically August) the Board shall elect, from its membership, a chair, vice-chair, and any other committee members as deemed necessary, to serve for the ensuing year.

The chair and vice-chair of the Board shall be elected to such offices by the Board for a term of one year, shall assume office upon election, and shall hold office until their respective successors shall be elected and assume the office.

100. C30 CHAIR OF THE BOARD

Responsibilities and duties shall include, but are not limited to the following:

1. Preside at all meetings when present and decide on questions of order;
2. Appoint members of the Board to serve on special committees as approved by the Board;
3. Execute all contracts approved by the Board and other official documents legally requiring the signature of the chair of the Board, such as resolutions, general obligations, and revenue bonds;
4. Call special meetings of the Board as required;
5. Represent, when possible, the Board at meetings of trustee organizations to which the District belongs; and
6. Organize the onboarding of new Board members (per 100.B21).
7. Perform any other duty formally assigned by the Board, or by state statute.

100. C40 VICE-CHAIR OF THE BOARD

Responsibilities and duties shall include, but are not limited to the following:

1. Perform all duties of the chair of the Board in the absence or disability of the chair; and

Clark College
BOARD POLICIES AND PROCEDURES

2. Discharge such other functions as the chair of the Board may request from time to time.

100. C50 SECRETARY OF THE BOARD

Responsibilities and duties of the Secretary or designee shall include, but are not limited to the following:

1. Provide for the written notification to all concerned of regular and special meetings of the Board;
2. Transmit the Board agenda and a copy of the minutes of the previous meeting to the Board and such other persons as the Board may designate and post at the District offices prior to an ensuing meeting;
3. Record, prepare, sign, and distribute to all members of the Board the minutes of all regular and special meetings of the Board;
4. Act as custodian of the official seal of the District; affix it to official documents and attest the same by signature;
5. Prepare and maintain for the Board an indexed compilation of all resolutions, a copy of the policies of the Board of Clark College, and all amendments thereto;
6. Advise the Board of any communications which require consideration and action by the Board; and
7. Give such public notices of Board action as may be required by statutes, or resolutions of the Board.

100. C61 DELEGATION TO THE PRESIDENT

All Board authority delegated to staff is delegated through the President. All authority and accountability of staff is considered to be the authority and accountability of the President. The Board delegates appointing authority for classified staff to the person now holding or subsequently appointed to the positions of President, and the chief Human Resources officer. The Board delegates appointing authority for all other staff and faculty to the President or the President's designee.

1. The President is authorized to develop and implement all administrative policies, decisions, actions, practices, and activities. The President will base decisions on the annual goals of the College and responsibilities defined in the president's job description.
2. Only decisions of the Board acting as a body are binding upon the President.
 - a. Decisions or instructions of individual Board members, officers, or committees are not binding on the President except in rare instances when the Board has specifically authorized such exercise of authority.

Clark College
BOARD POLICIES AND PROCEDURES

- b. If Board members or Board committees request information or assistance without Board authorization, the President can refuse such requests that, in the President's judgment, require a material amount of staff time or funds or are disruptive.
3. The President shall apply to the Board for a waiver of a Board Policy if the President deems a waiver is in the best interest of the College.

100. C65 PRESIDENT

The president of the District shall be the executive officer through which the Board implements its policies. The president may delegate to subordinates of the District such of their powers as they may be authorized to delegate and deem desirable to be exercised under the president's supervision and direction. Responsibilities and duties in addition to those outlined in the President's job description and presidential contract include but are not limited to the following:

1. Inform the Board of all significant actions taken under authority granted by it and respond in a timely manner to Board requests for information;
2. Perform all executive functions for the Board, such as:
 - a. Prepare the agenda for Board meetings.
 - b. Conduct official correspondence of the Board.
 - c. Issue its orders.
 - d. Prepare all documents as directed by the Board and execute all documents pursuant to authority granted to the president by the Board.
 - e. Provide for the custody of all records, proceedings, and documents of the Board and assume responsibility for making them available for public inspection.
3. Advise the Board in all areas of policy and make recommendations on all matters that affect the District before action is taken by the Board;
4. Determine qualifications for, appoint, manage, supervise, and discharge all employees of the College, including fixing their salaries and the terms and conditions of individual contracts as applicable, provided that the procedures established in the tenure laws of the State of Washington, when appropriate, and/or the statutes, rules and regulations of the Washington Personnel Resources Board shall be followed;
5. Appoint, manage, supervise, and discharge administrative personnel, including fixing their salaries and the terms and conditions of their individual contracts;
6. Prepare and submit to the Board an annual budget and administer the Board approved budget;
7. Formulate all reports as may be required by the Board and by local, state, and national agencies;

Clark College
BOARD POLICIES AND PROCEDURES

8. Formulate and promulgate rules, regulations and procedures to implement Board policies;
9. Represent the District to the community by interpreting the policies to the public, the press, and community organizations;
10. Approve the expenditure of all budgeted funds and execute all contracts consistent with the budget adopted by the Board and in compliance with Board rules and all applicable state and federal laws and regulations;
11. Prepare and submit to the Board an Annual Operational Plan Final Report as part of the Strategic Plan;
12. Act as the chief administrator and educational leader of the District, responsible for the organizational structure of the District and for all executive and administrative duties in connection with the operation of the District;
13. Propose long-range direction and scope of District programs, recommending to the Board from time to time such changes in programs and services as they deem desirable to fulfill the philosophy and goals of the District;
14. Establish District objectives consistent with Board philosophy and goals; determine the need for and qualifications of all positions within the District, and provide for evaluation of all personnel and programs;
15. Recommend to the Board site location and site utilization and direct the development of the College building program;
16. Participate in community college programs at the local, state and national level by representing the District at meetings of organizations to which the District belongs and others as approved by the Board;
17. Review legislation affecting the District and report the substance thereof to the Board;
18. Attend Board meetings;
19. Designate an administrative officer of the District to serve as acting president in the president's place and stead during absences. Absences over three weeks duration are subject to Board approval; and
20. Perform such other duties as may be assigned or granted by the Board or required by law.

100.E00 MEETINGS OF THE BOARD

100.E05 REGULAR MEETINGS

The Board shall hold regular monthly meetings according to a schedule including place, time and date filed with the Washington State Register, pursuant to RCW 42.30.075. All meetings of the board, regular and special, shall be held in conformance with the Open Public Meetings Act, Chapter 42.30 RCW.

A regular meeting may be canceled by action of the Board or the Board chair. A special meeting may, however, be set for another date and time. When a special meeting is scheduled, notice thereof will be given in conformance with the notice requirements for special meetings contained in RCW 42.30.080.

Board meetings shall be held in Gaiser Hall, 1933 Fort Vancouver Way, Vancouver, WA, or at such other places as the Board shall determine, or by legally allowed electronic means.

100.E10 SPECIAL MEETINGS

Special meetings may be called by the chair, or by request of three Board members, and they shall be conducted in conformance with Washington State law. Only those items published on the agenda shall be considered at a special meeting. (RCW 42.30.080)

100.E15 EXECUTIVE SESSION

The Board may hold an executive session during a regular or special meeting. Executive sessions will be held in conformance with Washington State law. (RCW 42.30.110)

100.E20 OPEN MEETINGS

All regular and special Board meetings are open to the public; however, the chair may call an executive session when permitted by Washington State law at which a member of the general public shall not be present unless invited. (RCW 42.30.030)

Public votes and public records shall be open to the public for inspection and duplication.

100.E25 APPEARANCES BEFORE THE BOARD

Each regular meeting of the Board shall provide members of the public an opportunity to address the Board on any item of business. The Board encourages groups to designate a spokesperson to address the Board on their behalf.

The chair of the Board reserves the right to determine time limits on statements and presentations. The intent of the Board shall be to provide equal time for both pro and con presentations. The chair also maintains the right to regulate the subject matter of that which may be presented or discussed at the open meeting including, but not limited to, matters which are the subject of current or pending grievances or adjudicative or disciplinary proceedings. Matters for consideration, discussion, and/or

debate will be limited to the extent allowed by the Open Public Meetings Act, Chapter 42.30 RCW.

The president of the College shall be given an opportunity, whenever possible, to examine and evaluate each matter of business and to recommend a course of action prior to a decision by the Board.

100.E28 INTERRUPTIONS

In the event that any meeting is interrupted by a group or groups of persons so as to render the orderly conduct of such meeting unfeasible and order cannot be restored by the removal of individuals (physically or electronically) who are interrupting the meeting, the members of the governing body conducting the meeting may order the meeting room (or electronic equivalent) cleared and continue in session or may adjourn the meeting and reconvene at another location selected by majority vote of the members. In such a session, final disposition may be taken only on matters appearing on the agenda. Representatives of the press or other news media, except those participating in the disturbance, shall be allowed to attend any session held pursuant to this section. Nothing in this section shall prohibit the governing body from establishing a procedure for readmitting an individual or individuals not responsible for disturbing the orderly conduct of the meeting. (RCW 42.30.050)

100.E30 QUORUM

Three trustees shall constitute a quorum for the transaction of business at regular and special meetings. A number fewer than a quorum may call the roll, record the names of absentees, and adjourn to meet at a specified future time. (RCW 28B.50.130)

100.E35 REQUIRED VOTE

An affirmative vote of at least the majority of trustees (for approval) shall be required for adoption of any matter upon which the Board votes. (RCW 28B.50.130)

The chair of the Board, or other presiding officer, shall have a vote upon all questions and may engage in general discussion.

A member abstaining from voting on any matter shall voice such abstention for recording in the minutes.

A student appointed to the Board shall excuse themselves from participation or voting on matters relating to the hiring, discipline, or tenure of faculty members and personnel or any other matters pertaining to collective bargaining agreements. (RCW 28B.50.102)

100.E40 AGENDA

The agenda shall be prepared by the president in consultation with the Chair of the Board and its contents presented by the president for Board consideration at each meeting.

Clark College
BOARD POLICIES AND PROCEDURES

100.E45 BOARD MATERIALS AND INFORMATION

Information and materials pertinent to the agenda of all regular meetings of the Board shall be sent to the trustees prior to each meeting. The chair or president may present a matter of urgent business received too late for inclusion on the agenda if, in their judgment, the matter is of an emergency nature.

All materials to be considered by the Board must be submitted in sufficient quantities to provide each member of the Board and the secretary with copies.

100.E50 MINUTES OF MEETING

Minutes of regular and special meetings are public records. Minutes are maintained as a permanent official record of all transactions of the Board, and are available on the college's web site or on request of the Office of the President.

The minutes shall record the name of the trustee making a motion, the name of the trustee seconding it, and the vote, attributing each "yea" and "nay" vote or abstention to the individual trustee. The voting shall be by voice, except that a roll call may be required for resolutions and all other questions whenever requested by a trustee. A trustee may also have the reasons for their vote recorded in the minutes if they so request at the time of voting.

A permanent record of all Board resolutions shall be published on the Clark College web site.

100.F00 MISCELLANEOUS POLICIES OF THE BOARD

100.F10 PRESENTATION AND ADOPTION OF POLICY

Every effort shall be made to present, in writing, recommendations for changes in policy at least one meeting in advance of the meeting at which adoption is requested. The adoption of policy requires the affirmative vote of the majority of trustees.

100.F20 PARLIAMENTARY AUTHORITY

Except as they may be in conflict with the resolutions heretofore set forth, Robert's Rules of Order, newly revised, shall constitute the parliamentary guide of the Board.

100.F30 AMENDMENTS OF BOARD POLICIES

These policies, or any part or parts thereof, may be revised, repealed, or added to by an affirmative vote of the majority of trustees. They shall become effective immediately upon approval.

100.F40 BOARD OFFICES

The Board shall maintain an office at 1933 Fort Vancouver Way, Vancouver, WA, 98663-3598, where all records, minutes, and the official College seal shall be kept.

This office shall be open during normal business hours, or otherwise accessible by email.

Correspondence or other business for the Board shall be sent to the secretary of the Board, who is located in this office.

100.F50 COLLEGE DEBT

The College, in accordance with Chapter 28B.50.140(6), may, with the approval of the State Board for Community and Technical Colleges (SBCTC) borrow money and issue and sell revenue bonds in accordance with the provision of RCW 28B.10.300 through 28B.10.330, where applicable, for the purchase of high-cost fixed assets and equipment.

It is the policy of the College to effectively manage the appropriate level of debt to ensure adequate resources are available to meet debt service requirements to spread the cost of high-cost fixed assets and equipment over the useful life of the assets. Debt service may be funded using two different methods and both can be in effect at the same time depending on the debt needs of the College.

Debt supported by general and operating revenues:

The College shall not incur debt or borrow money which will cause the aggregate debt obligation by the College to exceed that amount for which payments of principal and interest in any fiscal year would require the College to expend more than three percent of the average general operating revenues, less earmarked funds, for the three immediately preceding fiscal years. General operating revenues include state allocations, tuition, interest, and Enterprise and Internal Service funds.

Debt supported by other revenues:

Debt serviced by other revenues will be supported by a stable funding source other than the College's state allocation, tuition, or dedicated fee revenues. The other revenue source must be sufficient to cover normal operating expenses of the unit (if any) plus the anticipated annual debt service costs over the life of the debt schedule.

100.G00 FOUNDATION POLICY STATEMENT

In recognizing the Clark College Foundation as a separate, nonprofit corporation, the Board is both supportive and appreciative of the Foundation's role in assisting the College. The Board understands that the primary mission of the Foundation is to obtain financial and other direct support and benefit for the College. The use of funds and other resources will be for physical and capital improvements, student financial assistance, Foundation operations, and other purposes as designated by donors and accepted by the College. The relationship is further defined by the terms of the current Operating Agreement. The Board will be provided with regular financial reports, minutes of meetings, and other appropriate documents of the Foundation.



To: Dr. Karin Edwards, President
From: Sabra Sand, Vice President of Operations
Date: May 31, 2023
Subject: 2023-24 Budget

Background:

During the 2022-23 year, the college has seen state funded enrollments begin to flatten out and some areas are improving. Running Start enrollments continue to decline, although not as rapidly as we have seen in prior years.

For the 2023-24 fiscal year, the College faced a projected deficit of approximately \$6.4 million. A large part of that deficit is related to the enrollment declines over the last few years that we have carried forward. In order to address this deficit, the college Budget Committee, along with Executive Cabinet identified budget reductions equal to \$3.084 million. In addition to the reductions, the college will utilize \$3.3 million of its fund balance in order to present a balanced budget. Tuition rates will increase slightly, along with Running Start reimbursements rates, both offsetting part of the projected deficit.

Looking forward to the 2024-25 fiscal year, we will be using the Strategic Plan to drive future the budget decisions and provide alignment between strategic tenets and budget decisions. We are excited to use the key performance indicators to direct funding to the most impactful areas.

The 2023-24 budget is now ready for you to submit to the Board of Trustees on June 7. Key elements of this budget include the following:

- The College is projecting to serve 4,429 state-support FTES, up 350 from the 2022-23 budget.
- The College is projecting to serve 1,380 Running Start FTES, down 75 from the 2022-23 budget.
- Running Start reimbursement rates increased by about 2.25%; tuition rates increased by 3%.
- The College is implementing budget reductions in the amount of \$3.08 million
- The College is covering the remaining deficit of approximately \$3.3 million from the fund balance.

Recommendation:

I recommend approval of the College's 2023-24 operating budget per the attached documents:

- Page 1.** State Allocation & Projected Revenue: total budget of \$172,185,688 for all funds.
Page 2. 2023-24 Budget by Uses of Revenue illustrates the allocation of resources among the divisions of the College.

**CLARK COLLEGE
2023-24
Sources of Funds**

	Funded FTE's	2022-23 Base Budget	Funded FTE's	2023-24 Base Budget
STATE ALLOCATION				
General Fund	7,069	\$ 44,118,996	7,069	\$ 48,765,930
University Contracts	17	97,118	-	-
Worker Retraining	194	930,948	194	930,948
	7,280	45,147,062	7,263	49,696,878
TUITION				
Tuition - General	3,862	12,865,173	4,219	13,243,441
BAS Tuition	174	1,245,714	160	1,239,520
International	43	329,715	50	337,450
Lost Revenue - CARES		2,161,495		-
	4,079	16,602,097	4,429	14,820,411
OTHER				
Running Start	1,455	11,938,860	1,380	11,493,298
Lost Revenue - CARES		-		-
Use of Fund Balance		4,206,641		3,306,123
DEDICATED FUNDS				
Matriculation Fee		641,067		660,938
Continuing Education Fees		426,300		468,930
Resale Charges		65,413		65,413
Class Fees		1,768,819		1,768,819
Tech Fee		1,141,186		1,072,368
GED Testing Fees		11,045		11,045
Career Center Fees		1,700		1,700
Surplus Sale Revenue		15,326		15,326
Health Occupation Admissions		25,100		25,100
Transcript Services		46,700		46,700
		4,142,656		4,136,339
Subtotal (Operating)		82,037,316		83,453,049
OTHER FUND SOURCES				
Grant & Contracts		4,343,624		4,444,595
Internal Support Services		557,407		337,550
ASCC & Clubs		2,096,235		2,067,065
Bookstore		2,840,911		2,407,245
Parking		477,527		318,577
Auxiliary Enterprises		2,881,891		2,928,529
Student Financial Aid		20,180,780		17,597,550
Capital Projects		61,024,061		58,631,528
Subtotal		94,402,436		88,732,639
TOTAL COLLEGE BUDGET		\$ 176,439,752		\$ 172,185,688

Current year allocation updated with additional state allocation funding

CLARK COLLEGE
2023-24
Uses of Funds

	2022-23 Base Budget	2023-24 Base Budget	Change	% Change
Operating Budget				
Instruction	52,176,371	53,193,060	1,016,689	1.9%
Student Affairs	10,129,763	9,645,495	(484,268)	-4.8%
Operations	10,810,967	10,797,476	(13,491)	-0.1%
Information Technology	5,198,886	5,101,690	(97,196)	-1.9%
Human Resources	1,850,698	1,913,952	63,254	3.4%
Office of the President	766,520	835,576	69,056	9.0%
Diversity, Equity and Inclusion	862,679	802,850	(59,829)	-6.9%
Other:				
Salary/Benefit/Other changes to be allocated	241,432	1,162,950	921,518	
Subtotal	82,037,316	83,453,049	1,415,733	
Other Funds Sources				
Grant & Contracts	4,343,624	4,444,595	100,971	2.3%
Internal Support Services	557,407	337,550	(219,857)	-39.4%
ASCC & Clubs	2,096,235	2,067,065	(29,170)	-1.4%
Bookstore	2,840,911	2,407,245	(433,666)	-15.3%
Parking	477,527	318,577	(158,950)	-33.3%
Auxiliary Enterprises	2,881,891	2,928,529	46,638	1.6%
Student Financial Aid	20,180,780	17,597,550	(2,583,230)	-12.8%
Capital Projects	61,024,061	58,631,528	(2,392,533)	-3.9%
Subtotal	94,402,436	88,732,639		
TOTAL COLLEGE BUDGET	176,439,752	172,185,688		

* Adjusted Base

WPEA Board of Trustees Report

June 7, 2023

Presented by David Sims:

- We're excited for Ryan Johnson to join our team as a new Member Leader. Ryan is a Program Specialist 2 in the Allied Health and Nursing program. Welcome!
- We want to take a moment to congratulate the class of 2023. This time of year is so exciting to be able to see students that staff have worked with achieve their goals. We look forward to seeing students continue to impact our the community even after their journey at Clark comes to an end.
- Manda Levie, an Administrative Services Manager C in SOFA, will be representing WPEA at next week's graduation along side Suzanne Southerland, CCAHE's representative. The WPEA would like to recognize the college staff who will be working at the graduation ceremony to make the event run smoothly! From our custodial team, to IT, to our communications and marketing staff, event staff, security, and staff from other departments across campus, thank you for making the day special for Clark College students.
- The WPEA looks forward to what the coming year brings and hopes everyone enjoys the summer

CCAHE Board of Trustees Report

June 7, 2023

Presented by Suzanne Southerland

CCAHE will share an overview of the faculty union's accomplishments over the year and CCAHE's hopes for next year.



STEM Transfer Strategic Plan

2023 update

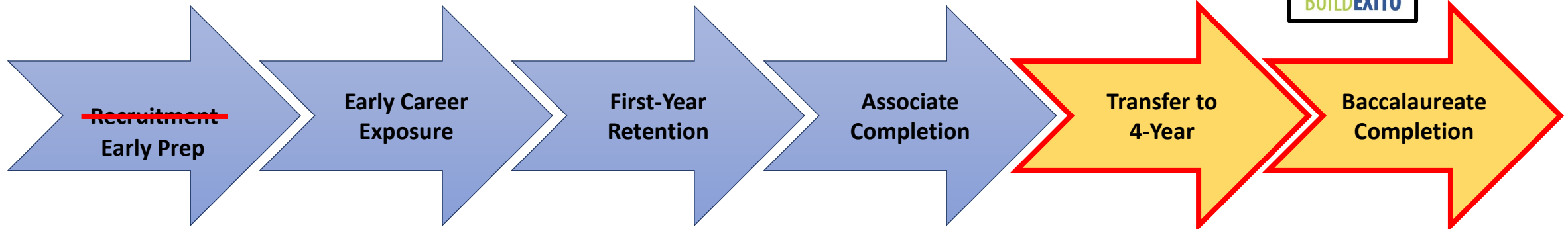
Presentation to the Clark College Board of Trustees

7th June 2023

Travis Kibota, Roberto Anitori (BIOL)

The original plan – 2021

Biomedical Pathways Strategic Plan



[American Dream Academy](#)
- [Whole Family Orientation](#)

Early Engagement in Science/Math

STEM Camp

Integration with Transitional Studies (TS) for authentic lab experiences

Mentorship of TS Students by Associate Degree Students

Introduction to Sciences Course(s)

Cohort-Based Support (for example, pathway-long support for student with disabilities)*

MESA Center—**Move to SBG 350**
NERD Girls, Women in STEM

Student Financial Assistance - Scholarships

Mentorship and Enrichment of Associate Degree Students by Bachelor Degree Students and Faculty

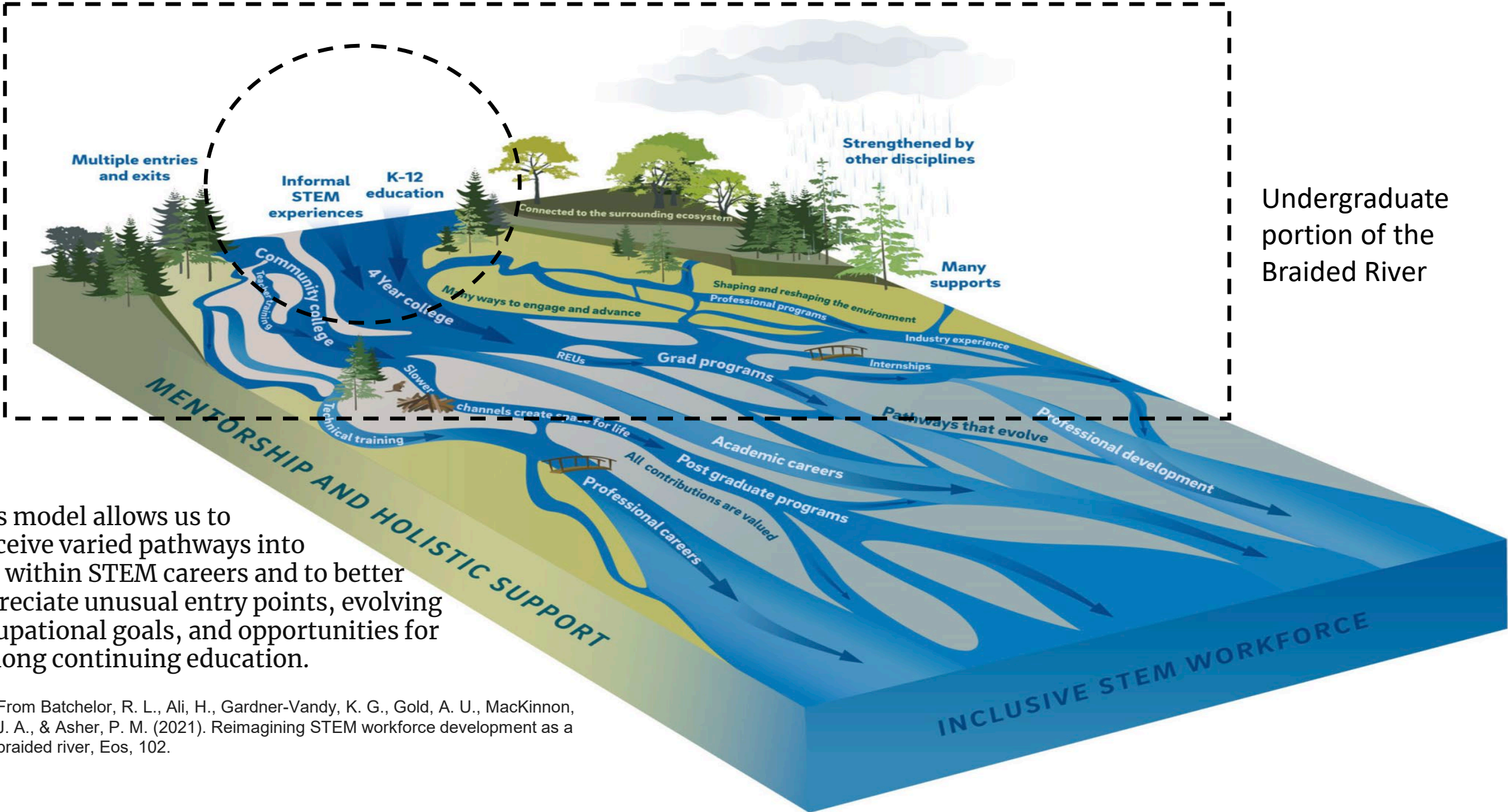
Biology Associate Degree to Bachelors Degree course-taking analysis

Course-Based Undergraduate Research (CUREs)

Articulation Agreements with Four-Year Institutions

Continuation of Biomedical Pathways Coordinator Position (and succession planning)

Braided River Model of STEM Workforce Development

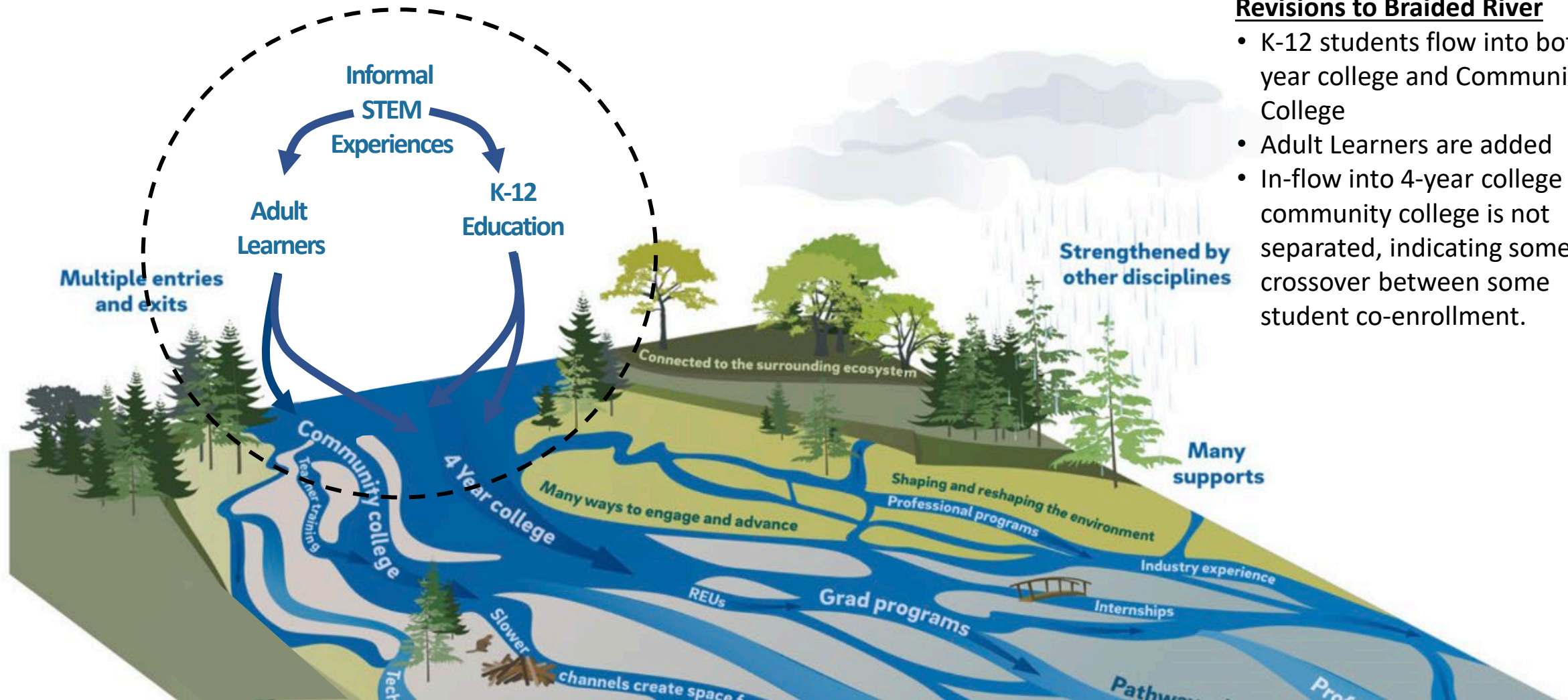


This model allows us to perceive varied pathways into and within STEM careers and to better appreciate unusual entry points, evolving occupational goals, and opportunities for lifelong continuing education.

From Batchelor, R. L., Ali, H., Gardner-Vandy, K. G., Gold, A. U., MacKinnon, J. A., & Asher, P. M. (2021). Reimagining STEM workforce development as a braided river, *Eos*, 102.

The next iteration – 2022

Braided River Model of Undergraduate STEM Education



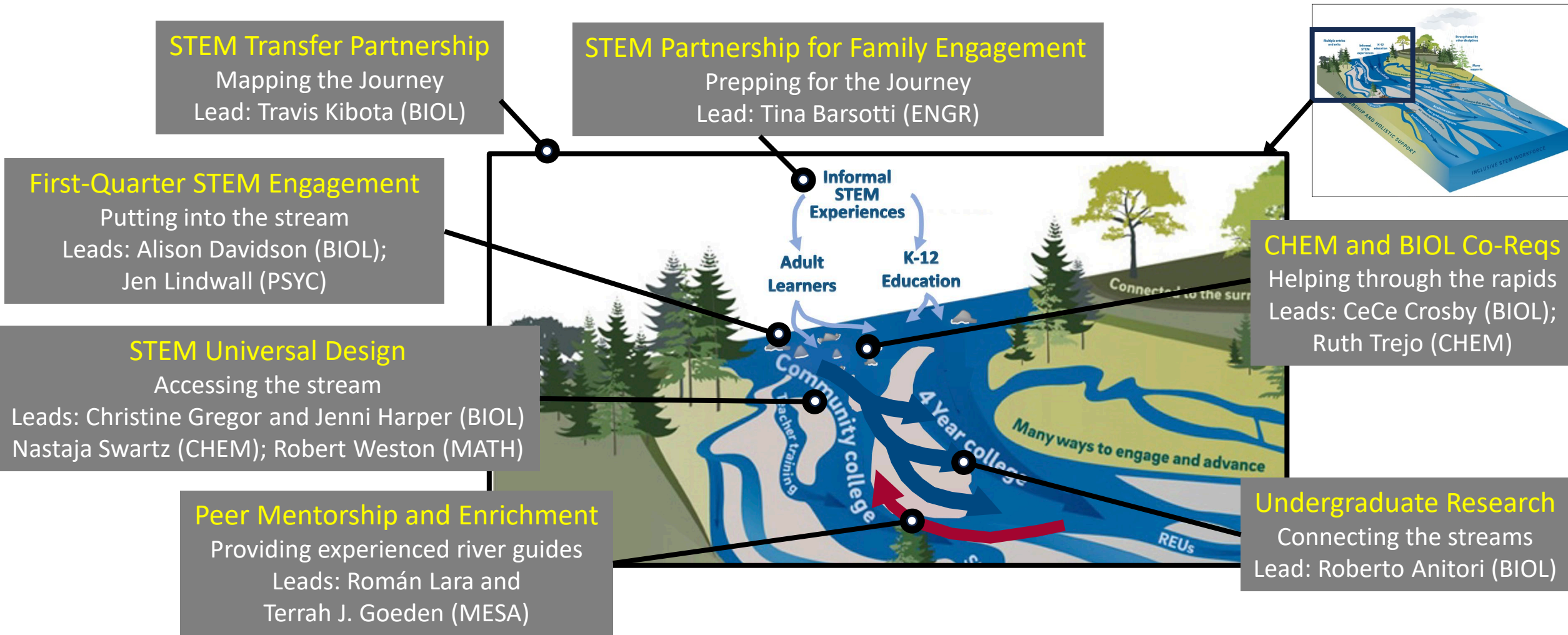
Revisions to Braided River

- K-12 students flow into both 4-year college and Community College
- Adult Learners are added
- In-flow into 4-year college and community college is not separated, indicating some crossover between some student co-enrollment.

The plan evolves – 2023

STEM Transfer

Community college STEM transfer pathways envisioned as a rocky, stream with wide headwaters and a narrow outflow into 4-year colleges. Clark College STEM Guided Pathways initiatives to lower barriers to transfer and bachelor's degree completion.



STEM Transfer Partnership (STEM-TP)

2022-2023 Accomplishments

1. Joint Transfer Council - voted for a major review of biology associate degrees. A statewide workgroup is being assembled.
2. Biology bachelor's degree transfer program map – jointly developed (Clark College/WSU-Vancouver advisors).
 - Prioritizes bachelor's degree attainment, intentionally integrates reverse articulation as a strategy for associate degree attainment, and incorporates noncurricular considerations (e.g. financial aid eligibility).
3. Developed an AST-2 Engineering program map for Vancouver School District running start.

Project Goals for 2023-2024

1. Development a new biology associate degree that receives statewide and college-level approvals.
2. More fine-grained and disaggregated data analyses of STEM transfer student success.
3. Develop a more aligned, more broad-based STEM advising structure that includes professional advisors, faculty advisors, peer mentors, and enhanced online information.

Team Members

Clark: Travis Kibota (Biol, Lead), Tasaday Turner (Advising), Freddie Young (Assessment and Institutional Research), CeCe Crosby (Biol), Tina Barsotti (Engr), Robert Weston (Math).

WSU-V: Deb Wilmington (Biology, Science Advising, Lead), Emily Earhart (Science Advising), Elias Cohen (Institutional Research), Gretchen Rollwagen-Bollens (Biol)

U of Wash., Community College Research Initiatives: Lia Wetzstein (mentor)

STEM Partnership for Family Engagement (STEM-PFE)

2022-2023 Accomplishments

1. Developed a *STEM Partnership for Family Engagement* outline.
2. Participated in 5 school STEM/STEAM K-8 nights.
3. First generation/systemically non-dominant Clark students' participated in STEM outreach events.
4. Participated in *Noche de Familia* campus events.
5. Provided mentors and judge for NAACP ACT-Science Olympiad
6. First Generation STEM student alliance club - outline developed.

**Guided Pathways
2023/24 funding
application submitted**

Project Goals for 2023-2024

1. Establish a First-Generation STEM student alliance club.
2. Increase number of First generation/systemically non-dominant STEM students' participation in K-12 outreach.
3. STEM Family Academy events at Clark.
4. Connections with Cowlitz youth program, Latino community resource group, WA School for the deaf, iUrban Teen, disability resource groups, and others.
5. Provide STEM Work-study jobs.

Team Members

Clark: Tina Barsotti (Engr, Lead); Travis Kibota (Biol); Mike Law and Jill Forgash (ODEI); Dani Depuy-Grobber (Dual Enrollment)

External: Paris Nelson (TRIO Talent Search, WSU-Vancouver); Vicki Hrdina and Chad Mullen (Career Connect Southwest).

1st Quarter STEM Engagement (STEM-1QE)

2022-2023 Accomplishments

1. BIOL/PSYC 102 (Process of Discovery):

- Developed & implemented a 3-project curriculum. Provides students with hands-on experience in quantitative and qualitative research, academic writing, and peer review.
- Currently developing course-based undergraduate research experience (CURE) modules.

Project Goals for 2023-2024

1. Expand BIOL/PSYC 102 offerings to F, W, Sp (23-24).
2. Perform quantitative analysis of student persistence and subsequent course-taking patterns and qualitative assessment of attitudes such as science identity, self-efficacy, and sense of belonging.
3. Initiate discussion of transferability of BIOL/PSYC 102 with transfer partners like WSU-Vancouver and with statewide transfer bodies.

Team Members

Clark: Alison Davidson (Biol, Co-Lead), Jen Lindwall (Psyc, Co-Lead); Roberto Anitori, CeCe Crosby, Travis Kibota (Biol); Mika Maruyama (Psyc); Joe Pitkin (Engl, Science Writing); Lindsay Schumacher (CTL, Curriculum Design); Zachary Grant (Lib); Christine Gregor (STEM UDL Liaison)

STEM Universal Design (STEM-UD)

2022-2023 Accomplishments

1. Professional Development in Universal Design Guidelines

- Instructors of high-enrollment STEM courses (e.g. BIOL& 160, CHEM& 121, MATH 090/095, 104/105, 148, 215) completed multiple accessibility and eLearning trainings with Tre Sandlin (TLC) and the eLearning Instructional Design Team.

2. Enhanced Accessibility:

- Revision and improvement of instructional materials and learning activities through a UDL lens- promoting engagement, understanding, and retention of complex concepts, and fostering an inclusive learning experience for each student.

Project Goals for 2023-2024

1. Instructional Resources:

- Develop a repository of accessible materials and lab protocols.

2. Collaborative Partnerships:

- Establish STEM UDL liaisons and leads to serve as a source of expertise and awareness for other faculty.

Team Members

Clark: Leads - Christine Gregor and Jenni Harper (Biol), Natasja Swartz (Chem), John Mitchell (Math).

Liaisons - Karl Bailey (Chem) Chris Milner, Jennifer Martin, and Robert Weston (Math)

**Guided Pathways
2023/24 funding
application submitted**

Peer Mentorship and Enrichment (PME)

Guided Pathways
2023/24 funding
application submitted

2022-2023 Accomplishments

1. Recruitment of mentors and mentees, with a total of nineteen (19) students actively participating in the Mentorship Program.
2. Increased mentor-mentee pairings from five (5) at beginning of program, to a total of nine (9) current and active pairings.
3. Diversified the fields of study for our mentor group, which now include Biology, Medicine, Neuroscience, Microbiology, Medical Research, Electrical Engineering, Civil Engineering, Mechanical Engineering, Cybersecurity, Computer Science, Biochemistry, and Math.

Project Goals for 2023-2024

1. Continue recruitment with the goal to double the number of mentors and mentees.
2. Create stronger relationships within Clark College, particularly within Transitional Studies.
3. Create more opportunities for mentors and mentees to develop professionally and personally.

Team Members

Clark: Bria Havlovick, Terrah J. Goeden, and Román Lara (MESA, Leads)

CHEM and BIOL Co-requisites (CB-Core)

Guided Pathways
2023/24 funding
application submitted

2022-2023 Accomplishments

1. Undertaking quantitative and qualitative analyses to understand the impact of different entry pathways into the General Chemistry and Majors Biology sequences (CHEM & BIOL faculty and Clark AIR office)
2. Pilot program (BIOL dept.) - changing entry requirements into 1st quarter Majors Biology
 - from a CHEM corequisite class (CHEM& 121, 139, or 141)
 - to a prerequisite of MATH 096 (or comparable math placement exam score).

Project Goals for 2023-2024

1. Develop new alternative entry pathways into Majors General Chemistry and Majors Biology course sequences, via co-requisite courses and/or other forms of supplemental instruction.
2. Assess impact of above pilot program on numbers of students entering Majors Biology and course success rates.
3. Analyse feasibility and expected enrollment and financial impacts of increasing Majors Biology and Majors General Chemistry sequence offerings throughout the academic year.

Team Members

Clark: CeCe Crosby (Biol Lead), Ruth Trejo (Chem, Lead); Tony Chennault and Phil Jones (Biol), Amanda Crochet, Nadine Fattaleh, and Terrah J. Goeden (Chem); Tasaday Turner (Advising); Feddie Young, Yingcong Li, and Cecelia Martin (Assessment and Institutional Research)

Undergraduate Research (UGR)

Guided Pathways
2023/24 funding
application submitted

2022-2023 Accomplishments

1. Two Clark/WSU-V research internships in aquatic ecology and neuroscience for undergraduate students.
2. Currently developing a CURE module on lead in drinking water (CHEM& 105; Deborah Fleskes).
3. Submitted (unsuccessful) grant application to develop CURE modules for BIOL/PSYC 102.
 - Being developed with GP funding instead.
4. Implementation of statewide WA-CURE Faculty Learning Community and a Community of Practice (both on CUREs).

Project Goals for 2023-2024

1. Development of new relevant and connected STEM curricula: identify Clark courses, integral to STEM transfer pathways, where we can add curricular focus with real-life relevance.
2. Implement and assess newly developed BIOL/PSYC 102 and CHEM& 105 CURE modules. Also CHEM& 121/131.
3. Connect with and establish collaborations with local STEM Business and Industry (e.g. Career Connect Southwest, the Columbia River Economic Development Council, AbSci, Molecular Testing Labs) to provide “employment-beneficial” knowledge and skillsets for Clark STEM undergraduates, and provide a smoother entry path into local jobs.

Team Members

Clark: Roberto Anitori & Travis Kibota (Biol, Leads); Deborah Fleskes, Terrah J. Goeden, Natasja Swartz (Chem); Alison Davidson, Jen Lindwall (Biol), Theo Koupelis (STEM/WPTE), Román Lara (MESA), Julie Robertson (AIR).

The Team Expands...

2021

Travis Kibota and Roberto Anitori

2023

Clark: Travis Kibota, Tasaday Turner, Freddie Young, CeCe Crosby, Tina Barsotti, Robert Weston, Mike Law, Jill Forgash; Dani Depuy-Grobbel, Alison Davidson, Jen Lindwall, Roberto Anitori, Mika Maruyama; Joe Pitkin, Lindsay Schuhmacher; Zachary Grant; Christine Gregor, Jenni Harper, Natasja Swartz, John Mitchell, Karl Bailey, Chris Milner, Jennifer Martin, Bria Havlovick, Terrah J. Goeden, Román Lara, Ruth Trejo; Tony Chennault, Phil Jones, Amanda Crochet, Nadine Fattaleh, Freddie Young, Yingcong Li, Cecelia Martin, Deborah Fleskes, Theo Koupelis (STEM/WPTE), Julie Robertson (AIR).

WSU-V: Deb Wilmington, Emily Earhart, Elias Cohen, Gretchen Rollwagen-Bollens

U of Wash: Lia Wetzstein

Others: Paris Nelson; Vicki Hrdina, Chad Mullen

2025

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June 7, 2023

Dear Dr. Edwards,

With gratitude for your steadfast commitment to the students and community that Clark College serves, to the college's employees, and to the institution, The Board of Trustees thanks you. We are providing this letter to document our annual review discussion with you during the executive session on May 24, 2023.

The board's assessment of your leadership and results has been informed by the performance of the college; our observations of progress on your multi-year work plan; your self-evaluation; and 360-degree survey input from a sampling of employees across the college, students, and members of the community you work most closely with. We see that significant progress has been made in all areas of your multi-year work plan, and your effective role modeling leadership skills consistent with the values and culture the community expects.

Feedback from those who most closely work with you, both inside and outside of the college, indicates admiration for your being equity centered, focused on and accessible to students, engaged in the community on behalf of the college, and consistent in direction. People appreciate your honesty, openness, empathy, directness, and transparency – both when things are going well and in difficult situations.

The board shares this assessment, and in addition notes your grace, persistence, and intentionality in the face of pushback all too often felt by women and people of color in significant leadership positions. This brings an additional dimension of complexity that should not, but does, add to the already significant challenge of leading the college. While you remain centered on the mission, we also know that this takes a toll. The board reiterates our complete confidence in the direction you are taking the college and supports you in that work.

Dr. Edwards, while not an exhaustive list we know that you are, and we are as well, proud of the following highlighted areas of accomplishment from your 2022-2023 workplan:

Improving Student Success: Central to the reason the college exists, the board regularly receives and appreciates disaggregated reports and updates on work to improve equitable student success at the college, including Guided Pathways and Strategic Enrollment Management. After several years of decline, overall enrollment has stabilized and in some categories increased; Basic Education enrollment has increased exponentially creating an opportunity to support persistence into a degree or program pathway; the college completed and is acting on recommendations from its Assessment and Institutional Research (AIR) assessment including hiring a new Director of AIR and creation of budget for an Associate Vice President of Institutional Effectiveness; in partnership with Washington State University Vancouver (WSUV) the college participated in the Aspen College of Excellence Transfer Intensive leading to stronger alignment, academic planning, and effective



communication with students and WSUV; and Clark's Caring Campus Initiative continues to thrive, fostering a culture of care on campus.

Achieving Financial Stability: Headlining this objective is that the college, using an intentional, transparent, equitable, and forward-looking shared governance process, is successfully transitioning through a period that would have been ruinous given the budgeting practices of years past. Today the college enjoys a healthy reserve fund that, along with prudent budget management, is softening perhaps the largest shift in revenue it has ever experienced. The college also received another clean financial audit this year, validation of sound financial processes. Dr. Edwards, through your leadership, and that of Clark College Foundation's CEO and Board, collaboration on behalf of Clark students is now at an all-time high. Effective partnering has resulted in new and expanded investment in the college, and new and innovative approaches to fundraising through large fund development and grant distribution are expected to maximize donor investment and impact at all levels of the college, especially student services. Working with our Federal legislators the college is slated to receive \$2M in earmark funding for its Clean Energy Program. Working with State legislators fully funding increases, and other areas of investment at the college, have been secured for the next biennium. Finally, revenue increased for both CCE and CTC over this past year.

Improving Campus Climate: Clark conducted its biannual climate survey in the spring of 2022, updated to better comply with SB 5227 and to support external benchmarking. Initial analysis was completed in August and work is under way to develop specific recommendations and actions. While work remains, progress took place towards the college's goal of having a faculty and staff reflecting the students they serve. Forty percent of admin/exempt hires, 27% of faculty hires, and 22% of classified hires were diverse candidates; facilitated leadership training sessions on values-based leadership, leading change, organizational culture, and identifying priorities for the college took place; four members of the Executive Cabinet participated in the BUILD program this year; shared governance was effectively utilized during the 2023-24 budget development process; and continued work on collaboration and silo reduction was evident in the Strategic Enrollment Management project.

Expanding and Deepening Community Engagement: As the college has returned to more in-person operations you and your team have intentionally created space for a wider portion of the community to feel a sense of belonging at Clark. This strengthens the college's reputation in the community and is a strategic investment in the college's future, helping prospective students and families to see themselves as part of the college. Numerous community-based organizations and events have been hosted including ACT-SO, Boys and Girls Club, JASO, iUrban Teen, Columbia Play Project, Noches de la Familia, Black Student and Family Day, United Negro College Fund, Southwest WA Equity Coalition, and others. Intentional investment in relationships with state and federal legislators took place including campus visits, trips to Olympia and Washington DC, letters, phone calls, the legislative breakfast, and town halls resulting in significant additional support for the college. Work took place with the City of Vancouver to locate the new Law Enforcement Training Center at CTC, a benefit to the college and to SW Washington. Finally, with the relaxation of COVID restrictions you have recognizably increased your attendance at community gatherings and special events representing the college.



Implement Strategic Plan: The college has completed its equity centered strategic plan and key performance indicators through the engagement of over 300 internal and external stakeholders. This foundational work sets the direction, priorities, and budgets for the college over the coming five years.

Dr. Edwards, looking forward to the coming year, the Board of Trustees supports you in your continued efforts in these five areas as outlined in the attached 2023-2024 Adjusted Workplan. The board also supports the addition of a sixth objective, **Ready the College for Accreditation**, in preparation for the upcoming accreditation cycle, a mission critical activity for the college. The board also supports you in your internal work of **improving communications and shifting institutional cultural norms** – both essential for a healthy and sustainable organization.

The Board of Trustees acknowledges, and asks that you do as well, that this work is a marathon, not a sprint. Taking time for self-care, self-grace, reflection, learning to say no, asking for help, and focusing on your own well-being are often the hardest things for leaders to do. We stand ready to support you and as a resource to help accelerate your work and that of the college.

When you took this role, the college was embarking on a multi-year journey of aligning with the needs of the community. We asked you to place anti-racism and equity at the center of the work of the college – not just as the right thing to do, but so that the college remained relevant. We asked you to move the college to a place where it was the entire community's college – in both words and in deeds. We asked you to move the college to a financially sustainable place in stewardship of this vital community resource. And, we asked you to do so in a way that attracts and retains a diverse, high performing faculty and staff providing high quality educational opportunities for all students. Your progress on all of these is evident and we appreciate you.

As we closed in our letter last year, the board is unified in our support of you and grateful for your wisdom, expertise, and passion during this unique time in Clark College's history.

Sincerely,

Paul Speer, Chair, for and on behalf of,
Board of Trustees of Community College District No. 14

Cristhian Canseco Juarez, Vice-Chair
Denise Gideon, Trustee
Jeanne Bennett, Trustee
Marilee Scarbrough, Trustee



President Edwards Adjusted Workplan 2023-2024	
Major Objectives	Examples of Key Tasks
1. Improve Student Success	<ol style="list-style-type: none"> 1. Use Aspen College Excellence framework to improve student success with focus on equity, learning, degree completion, transfer, and job placement. 2. Continue Guided Pathways work. 3. Build data infrastructure to guide decision-making. 4. Expand the Caring Campus Initiative. 5. Eliminate financial barriers for students, in partnership with CCF 6. Guide student success through the Strategic Enrollment Management Plan 7. Develop strategy to recruit and retain adult learners.
2. Achieve Financial Stability	<ol style="list-style-type: none"> 1. Increase student enrollment and retention. 2. Align financial plan with enrollment and strategic plans. 3. Continue to build CCE to generate more revenue to become self-sufficient. 4. Expand opportunities to diversify revenue. 5. Invest in new programs and demonstrated areas of growth
3. Improve Campus Climate	<ol style="list-style-type: none"> 1. Create a Culture of care, appreciation, and inclusion by enacting an Equity Framework. 2. Improve communication across the college. 3. Increase faculty and staff diversity. 4. Invest in professional development. 5. Continue to build on the system of shared governance.
4. Expand and Deepen Community Engagement	<ol style="list-style-type: none"> 1. Strengthen partnerships with areas of business and industry. 2. Continue building relationships with K-12. 3. Work with new Clark College Foundation CEO. 4. In partnership with CCF and the Communications and Marketing department refine marketing in and branding for the college 5. Enhance engagement of Executive Cabinet in Community Work
5. Implement Strategic Plan	<ol style="list-style-type: none"> 1. Implement framework and timeline across departments. 2. Finalize metrics scorecard/dashboard for progress tracking to mission fulfillment. 3. Work with the planning committee to establish priorities, goals, and metrics. 4. Align college-wide plans to the strategic plan
6. Ready the College for Accreditation	<ol style="list-style-type: none"> 1. Develop a planning and effectiveness structure. 2. Hire an AVP of Institutional Effectiveness 3. Hire the VP of Instruction