



Clark College

Board of Trustees Retreat

Wednesday, July 26, 2023
8:00 am – 5:00 pm

<https://clark-edu.zoom.us/j/81859273788?pwd=U1lTeWZXR1pmaXJieXoySkIzcEo1UT09>

Meeting ID: 818 5927 3788
Passcode: 838382

Dial in: 1 (253) 215 8782

Physical Location: Columbia Tech Center (CTC 146)

Board of Trustees Retreat Agenda

- I. Arrive and Mingle
- II. Call to Order: Introduction, Agenda and Outcomes Review, Icebreaker – Chair Speer and Jill Wakefield
- III. Board 101 – Jill Wakefield
 - a. Board Roles and Responsibilities, Trustee-Trustee Expectations, Trustee-President Expectations, and President-Trustee Expectations
 - b. 2023 Board Goals Recap
 - c. 2024 Board Goals
- IV. Lunch
- V. PPI Training: Equitable Decision-Making – Alyssa Voyles
- VI. Break
- VII. Board Business
 - a. First Reading of Faculty Contract – Brad Avakian, VP of Human Resources
 - b. Board Handbook: Reimbursement and Per Diem Policy – Sabra Sand, VP of Operations
 - c. Foundation MOU Updates – Calen Ouellette, CCF CEO
 - d. Officer Preferences
 - e. Committee Preferences
 - f. Calendar of 2023-24 Board Meetings
 - g. Calendar of 2023-24 Workshops
 - h. Calendar of Events
- VIII. Retreat Recap and Reflection
- IX. Next Meeting
The next work session and regular Board Meeting is scheduled for Wednesday, August 23, 2023, starting at 3:30 pm.
- X. Adjournment – Chair Speer

**Clark College Board of Trustee Retreat
Chair's Report to The Board
July 26, 2023**

Context of the Board One Year Ago as We Considered 2022-23 Goals:

- Board Transitions
- Board Focus
- Board-President
- College
- Foundation
- The Board identified 5 areas of focus (goals) that we felt were relevant:
 1. Improve internal effectiveness of Board
 - a. Onboarding new Trustees
 - b. Professional learning of Board
 - c. Equity goals
 - d. In person meetings orientation
 - e. Making human connections – building community
 2. Development of Board evaluation instrument and process
 3. Strategic connection of President to community (revisit initial plan) including public advocacy
 4. Develop intentional calendar of events
 5. Continue to improve relationship with the Foundation

The next two pages provide a (non comprehensive) summary from the Board Chair's vantage point of what has been accomplished towards those areas of focus - in addition to conduct of normal business including approval of budgets and tenure, evaluation and support for the President, representation of the college in community and legislative work, and other duties as outlined in our Board Policy Manual (100.B70).

Clark College Board of Trustee Retreat - Board Goals 2022-23

8/15/22

Goal	Status (Relevant Board Policy from https://www.clark.edu/about/governance/leadership/Board/documents/Board_policies_procedures.pdf)	Supporting policy or reference
<p>1. Improve internal effectiveness of Board</p> <p>a. Onboarding new Trustees</p> <p>b. Professional learning of Board</p> <p>c. Equity goals</p> <p>d. In person meetings orientation</p> <p>e. Making human connections – building community</p>	<p>a. Onboarding new Trustees (100.B21)</p> <ul style="list-style-type: none"> • While fully engaged Board members, COVID restrictions and utilization of Zoom slowed portions of onboarding (ex: familiarization tours) for our most recent two Trustees. • The Board’s recruitment committee conducted outreach and recruitment in support of the Governor’s appointment process for position #2. One new Trustee joined in May 2023. • Onboarding mentor identified for most recent Trustee and work under way using local and WACT checklists. 6-month delay in start resulted in missing WACT orientation in January, however she will be attending the ACCT orientation in August along with Dr. Edwards. • The Board’s recruitment committee has conducted two information sessions for position #5 to be identified for October 2023 cycle. Promotion is taking place on the college web page, Trustee social media, and word of mouth. <p>b. Professional learning of Board (100.B50)</p> <ul style="list-style-type: none"> • Board members have been encouraged to attend, and most have, one or more WACT Trustee Tuesday events. • Several Board members have attended WACT and AACT conferences. • Four of five board members have now completed at least one academic year cycle • Significant legislative work this year provided learning opportunity for Trustees. <p>c. Equity goals (100.B25)</p> <ul style="list-style-type: none"> • Anticipated quarterly equity workshop for Board did not take place. • Board members attended at least portions of the Northwest Regional Equity Conference. • One Board member participated on the WACT Diversity, Equity, and Inclusion committee. • Two Board members participated on the College’s Community Equity Advisory Committee. • Individual Board members have participated in standalone workshops from SWEC and PID. • August 2023 Board retreat includes a 2-hour equity workshop <p>d. In person meetings orientation (100.E00)</p> <ul style="list-style-type: none"> • The Board chose to continue meetings in virtual format to enhance accessibility and to accommodate Board member’s professional schedules so this did not apply. <p>e. Making human connections – building community (100.B70)</p> <ul style="list-style-type: none"> • The Board is collegial, aligned on strategy of the college, and works well together, however remote meetings and OPMA rules have made it challenging to invest in relationship building beyond time in meetings or college events. 	<p>https://www.sbctc.edu/resources/documents/about/Trustees/Trustee-recruitment-and-selection-handbook-draft-as-released.pdf</p> <p>https://www.sbctc.edu/resources/documents/about/Trustees/2022-combined-nto-roadmap.pdf</p>

<p>2. Development of Board evaluation instrument and process</p>	<p>(100.B70)</p> <ul style="list-style-type: none"> • WACT self-evaluation survey and a prototype WACT Board equity self-evaluation survey was used to establish the first draft of our retreat agenda. (attached) • Board will complete self-evaluation annually to evaluate progress as new members join the Board. 	
<p>3. Strategic connection of President to community (revisit initial plan) including public advocacy</p>	<p>(100.B70)</p> <ul style="list-style-type: none"> • Dr. Edwards will have to assess progress here, but I am aware of a number of new introductions made by individual Board members as the opportunity presented throughout the year. • Roughly half of President’s 360-degree review participants were from the community. • Board members supported President in legislative breakfast, town halls, and visits to Olympia and DC 	
<p>4. Develop intentional calendar of events</p>	<p>(100.B70)</p> <ul style="list-style-type: none"> • In addition to our normal calendar of meetings. Brooke created an annual calendar of events (conferences, legislative sessions, community events, etc.) where the President was requesting Trustee participation. This supported early planning and to my knowledge Board had at least one member at each event. • In addition, the Board supported unscheduled quick turn requests including legislative town halls, tribal meeting, veterans’ recognition presentation, ground breakings, and more. 	
<p>5. Continue to improve relationship with the Foundation</p>	<p>(100.G00)</p> <ul style="list-style-type: none"> • Alignment and collaboration between the college and Foundation are at an all-time high, moving from reactive to proactive work. Dr. Edwards and CEO/VP Ouellette have built an effective team and have/are pursuing a number of systemic ways to enhance value to the college and students. • The Board of Trustees participates in both Foundation Board and Foundation EC meetings. • Quarterly the respective Board chairs and vice chairs meet with Dr. Edwards and CEO/VP Ouellette to discuss forward looking strategy. • The College Trustees actively participate in Foundation events as requested. (ex: June ilani event) 	

Context of the Board today as we think about 2023-24 goals:

- Board Transitions
- Board Focus
- Board-President
- College
- Foundation

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

General Board Practices	
Consider your level of agreement using the following scale (5) Strongly Agree, (4) Agree, (3) Neutral, (2) Disagree, (1) Strongly Disagree, (N/A) unable to evaluate	
Criteria	Rating
1. The Board understands its policy role and differentiates its role from those of the CEO and district/college employees.	
2. The board is committed to and regularly reviews the district’s mission and goals and monitors progress toward achieving the mission and goals.	
3. The board assures that there are effective planning processes and that resource allocation support institutional plans.	
4. The board adheres to its policies; the board’s policies are regularly reviewed and up-to-date.	
5. The board delegates responsibility and authority to the CEO, and supports the CEO’s leadership.	
6. The board maintains an excellent working relationship with the CEO; including honoring established protocols for communication.	
7. The board sets clear expectations for and effectively evaluates the CEO.	
8. Board members represents the interests and needs of the communities served by the District.	
9. The board supports and advocates District interests to local, state, and federal governments.	
10. Board members represent the District well at college events and in the community.	
11. The board reflects a commitment to student success in its deliberations and decisions.	
12. The board effectively monitors the quality and effectiveness of the educational program and services in fostering student success.	
13. Board members are sufficiently knowledgeable about the district’s educational programs and services.	
14. The board assures the fiscal stability and health of the district.	
15. Board members understand the budget and provide effective oversight for fiscal operations.	
16. The board ensures that plans for facilities and maintenance are current and monitors their implementation.	
17. Human resource policies and union contracts protect the district and effectively set standards for quality, fairness and equity.	
18. The board respects faculty, staff, and student participation in college decision-making.	
19. Board members refrain from attempting to manage or direct the work or activities of employees.	
20. Board members understand and fulfill their roles and responsibilities.	
21. The board expresses its authority only as a unit; members understand they have no individual authority.	
22. Board members maintain confidentiality of privileged information.	
23. The board regularly reviews and adheres to its code of ethics, and avoid conflicts of interest and the perception of such conflicts.	
24. Board meeting agendas reflect board responsibilities and include sufficient information for decision-making.	
25. Board meetings are conducted in an orderly, respectful manner; there is adequate time to explore and resolve key issues.	
26. The board understands and adheres to the Open Public Meeting and Open Public Records RCW’s.	
27. Board members work together and with the CEO for the good of the College.	
28. The new member orientation process effectively educates new members about board roles and the institution.	
29. Board members are committed to their own professional growth and participate in trustee development activities.	
30. The board evaluation process helps the board enhance its performance.	

Board Equity

Consider your level of agreement using the following scale (5) Strongly Agree, (4) Agree, (3) Neutral, (2) Disagree, (1) Strongly Disagree, (N/A) unable to evaluate

Criteria	Rating
<p>Does the board actively consider the following in their work?</p> <ul style="list-style-type: none"> - Community demographics: past, current, future - Student demographics: past, current, future - Student outcome disparities - Faculty and staff demographics: past, current, future - DEI initiatives at the college 	
<p>Does the board consider the following in their work?</p> <ul style="list-style-type: none"> - Board composition reflecting student population - Board equity practices and policies including equitable decision making - Board norms 	
<p>Does the board consider the following in its work?</p> <ul style="list-style-type: none"> - Unconscious Bias - Equity in hiring - Trustee recruiting (https://www.sbctc.edu/resources/documents/about/trustees/trustee-recruitment-and-selection-handbook-draft-as-released.pdf) - Presidential search and selection (https://www.sbctc.edu/resources/documents/about/trustees/presidential-search-through-an-equity-lens.pdf) 	
<p>Does the board utilize practices of equitable decision making in its work?</p> <ul style="list-style-type: none"> - Budget approval - Policy approval 	
<p>Do board member and the board engage in continuous learning as it relates to DEI?</p> <ul style="list-style-type: none"> - Utilization of ACT trustee onboarding checklist (https://www.sbctc.edu/resources/documents/about/trustees/2022-combined-nto-roadmap.pdf) - Attendance and application of learning from ACT events and workshops - Attendance and application of learning from ACCT events and workshops - Attendance and application of learning from college DEI events and workshops - Attendance and application of learning from community DEI events and workshops 	

Equitable Decision-Making Tool

Purpose:

- What is the intended outcome of the decision?
- Do you have a clear, defined reason and need for making the decision?
- Does the current situation have negative impacts on Systematically Non-Dominate (SND) or other vulnerable populations?
- Is this decision data-informed?
- What data was used to make the decision? *Data can be both qualitative and quantitative.*
- Is this data disaggregated to discover disparate impacts?

Power and Privilege:

- Have you reflected on how your own power and privilege might affect this decision?
- How have you flattened power dynamics in the decision-making process? *Everyone has a voice, regardless of their power.*
- Has everyone in the decision-making process voiced their concerns and have those concerns been addressed?

Consulted and Informed:

- Who are the key stakeholders?
- Who should be consulted or engaged?
- Who is left out of the decision-making process?
- Who is engaged and represented in the decision-making process? Have they been consulted on how they would like to be involved in the process?
- Has adequate time been given to meaningfully incorporate all voices in this decision?
- What is being communicated, to whom, and how?
- Who is communicating the information? On whose behalf? How is the message being filtered? How is information coming in and out?
- Has there been consensus on minimum requirements to meet the goal?

Impact:

- What is the desired impact of the decision?
- Does this decision have disparate impact on any groups?

- How will this decision reduce disparate impacts on systemically non-dominant groups?
- What departments will be impacted by this decision and how?
- Who will benefit from this decision? Who will be burdened?
- Have you considered all impacts? *Campus climate, morale, budget, relationships*
- If you are unsure whether you have considered all impacts, what will you do to become informed?
- Who or what groups are most impacted by this decision and how are they represented throughout the decision-making process?
- Has accessibility been considered? *i.e., digital, physical accessibility*

Consider Alternatives:

- Is this decision being rushed in any way?
- Is there a better time for this decision?
- Have you considered alternatives for this decision?
- Is there a different cultural perspective that you have considered?

Long-Term Effects (7th Generation Mindset):

- Did you consider and incorporate lessons learned from similar decisions made in the past?
- What short and long-term impacts will this decision have? Immediate? 1 year? 3 years? 7th Generation?
- What effect will this decision have on the budget? Immediate? 1 year? 3 years? Longer-term?
- What is your plan to revisit this decision to ensure equitable outcomes?

Continuous Improvement:

- What strategies will be used to ensure this decision continues to have the intended impact(s)?
- What circumstances might change down the road that would render the decision ineffective or detrimental in the future?
- How will you measure effectiveness? *Qualitative and Quantitative*

Broader Questions to Ask:

Have I interrupted bias and White Supremacy Culture* in the decision-making process?

Have I led with racial equity** in my decision-making?

How will I mitigate the impacts discovered using the Tool?

Systemically Non-Dominant (SND)

People with Disabilities

- Mobile and Physical Accessibility
- Invisible disabilities
- Neurodiversity

People of Color

- Disaggregate historically underrepresented:
 - African-American/Black
 - Pacific Islander
 - Native American
 - Latinx
 - Asian*

*can be further disaggregated

People from the LGBTQ+ Community

- Disaggregate historically underrepresented:
 - Transgender Individuals

Other Identities to Consider:

- Age
- Disability Status
- Educational Background
- Ethnicity/Culture
- Family Status
- Food Insecure
- Foster Youth
- Gender Expression
- Gender Identity (Cisgender, Transgender)
- Geographic Region
- Home/Houselessness
- Immigration Status
- Justice-Involved
- Language Proficiency/Use of English
- Learning Style
- Nationality/Citizenship
- Position and Level in the Hierarchy
- Race
- Relationship/Marital Status
- Religion/Spirituality
- Sex Assigned at Birth
- Size/Appearance/Athleticism
- Skin Color

- Socio-Economic Class
- Survivor
- Veteran Status
- Work Style
- Years of Experience

Equity vs. Equality

Equality: Giving everyone the SAME, regardless of the need.

Equity: Giving everyone what they need.

“Equality is giving everyone a show. Equity is giving everyone a shoe that fits.”

* White Supremacy Culture

This decision-making tool was built to address and challenge the systems outlined in [White Supremacy Culture](#). Some of the themes are listed below visit the link above to read more about each of these themes, how they show up in our culture, and ways to challenge them.

- Perfectionism
- Sense of Urgency
- Defensiveness
- Only One Right Way
- I’m The Only One
- Quantity over Quality
- Worship of the Written Word
- Paternalism
- Either/Or Thinking
- Power Hoarding
- Fear of Open Conflict
- Individualism
- Progress is Bigger, More
- Objectivity
- Right to Comfort

* * Leading with Racial Equity

The State Board of Community and Technical Colleges (SBCTC) has taken the lead of the Governor in placing racial equity at the center of all of our work with this statement:

“Leading with racial equity, our colleges maximize student potential and transform lives within a culture of belonging that advances racial, social, and economic justice in service to our diverse communities.”

[Read more about this statement.](#)

B.U.I.L.D. Training Program

Broadening Understanding, Intercultural Leadership and Development

Clark College does not discriminate on the basis of race, color, national origin, age, perceived or actual physical or mental disability, pregnancy, genetic information, sex, sexual orientation, gender identity, marital status, creed, religion, honorably discharged veteran or military status, or use of a trained guide dog or service animal in its programs and activities. Learn more at www.clark.edu/nds. Alternate format of this document is available upon request. Please contact Disability Support Services at 360-992-2314, or 360-991-0901 (video phone).



Clark College Board of Trustees 2023 – 24 Board Committee Assignments

COMMITTEE	ROLE (if applicable)	2023 – 24	2022 - 23
Trustee Officers			
Clark College Board of Trustees	Chair		Paul Speer
	Vice Chair		Cristhian Canseco Juarez
Clark College Foundation Representatives			
Clark College Foundation Committee	Board (Position One)		Jeanne Bennett
	Executive Committee (Position Two)		Rekah Strong
Board Committees			
Legislative Committee	Primary		Jeanne Bennett
	Alternate		Cristhian Canseco Juarez
Trustee Recruitment	Position One		Denise Gideon
	Position Two		Jeanne Bennett
Social Equity Advisory Council	Primary		Denise Gideon
	Alternate		Paul Speer
Board Budget Committee	Position One		Cristhian Canseco Juarez
	Position Two		Paul Speer
Strategic Planning			Denise Gideon
Comprehensive Facilities Plan			Paul Speer
Guided Pathways			Cristhian Canseco Juarez
Board Evaluation Committee			Paul Speer
Washington Association of College Trustees Committees			
Equity Committee			Denise Gideon

Audit Committee			N/A
Awards Committee			N/A
Finance and Budget Committee			N/A
Legislative Action Committee			N/A
Nomination Committee			N/A
Bylaws Committee			N/A
Education Committee			N/A

Draft

Clark College Trustee Officers and Committees

July 2023

Trustee Officers

As a requirement, each year the Board of Trustees selects (thru public action) a chair and a vice chair for the coming year. Generally, the vice-chair moves to the chair position in the following year. Generally, the next vice-chair is filled by the least recent experienced member of the board to hold an officer position. Selection procedures and duties are outlined in the Board Policies and Procedures Manual (https://www.clark.edu/about/governance/leadership/board/documents/board_policies_procedures.pdf) and more generally in the Board Chair Handbook (<https://www.sbctc.edu/resources/documents/about/trustees/board-chair-handbook.pdf>).

In addition to duties described above, the board chair and vice-chair also participate in a quarterly meeting (BOD/BOT) including the President of the College, chair and vice-chair of the Clark College Foundation and CEO of the Foundation. These meetings are used to review status on current projects and future shared strategies to better support the students of Clark College and the community it serves.

2022-2023 Chair: Paul Speer Vice Chair: Cristhian Canseco Juarez

Clark College Foundation Representatives

Each year the Board of Trustees selects representatives to attend the regular board meeting (Position #1) and Executive Committee (Position #2) of the Clark College Foundation Board of Directors. These are ex-officio positions intended to facilitate regular exchange between the two boards. More information on the Clark College Foundation Board can be found here: <https://www.clarkcollegefoundation.org/about/foundation-board/>. Backup for absences is covered by the alternate position or one of the two trustee officers.

2022 – 2023 Foundation Representatives Position #1: Jeanne Bennett, Position #2: Rekah Strong

Board Committees

Legislative Committee

Each year the Board of Trustees selects a primary and alternate to support the college President in planning and action on initiatives contributing to the success of the College's legislative agenda. Activities include, but are not limited to, participation in the college's annual legislative breakfast, attendance at legislative town halls and community forums, and direct engagement with local, state and federal electeds. Travel may be required including to Olympia, WA and/or Washington DC. If availability prevents attendance by both the primary and alternate member, backup is provided by one of the two trustee officers.

2022 – 2023 Legislative Committee Primary: Jeanne Bennett, Alternate: Cristhian Canseco Juarez

Trustee Recruitment Committee

Each year the Board of Trustees selects two members, who along with the College President, forms the Trustee Recruitment Committee in support of the Governor's selection process. Specific duties and annual calendar are described here: <https://www.sbctc.edu/resources/documents/about/trustees/trustee-recruitment-and-selection-handbook-draft-as-released.pdf>.

2022 – 2023 Trustee Recruitment Committee: Denise Gideon, Jeanne Bennett

College Committees

On request from the College President, the Board of Trustees selects representative members to various college committees that would benefit from Trustee participation. Some of these committees have sunset clauses, and some may not require Trustee participation in every year.

Social Equity Advisory Council

The Council meets quarterly and is facilitated by the Office of Diversity, Equity, and Inclusion. The committee exists to provide a forum for regular exchange between the college and culturally specific and other nonprofit leaders across the district. The VP of ODEI maintains a current committee charter.

2022 – 2023 Primary: Denise Gideon, Alternate: Paul Speer

Board Budget Committee

This committee meets three or four times a year, or as needed, acting as a sounding board for matters pertaining to college financial performance and financial processes. Membership includes the College President, VP of Operations, and two Trustee representatives. The VP of Operations maintains a current committee charter.

2022 – 2023: Paul Speer, Cristhian Canseco Juarez

Strategic Planning Committee

This committee is formed every 5-years in service of the creation of the College's Strategic Plan.

https://www.clark.edu/about/governance/strategic_plan/

2022 – 2023: Denise Gideon

Comprehensive Facilities Plan Committee

This committee is formed every 5-years in service of the creation of the College's Comprehensive Facilities Plan, or as may be necessary for planning significant capital construction and/or maintenance projects.

<https://www.clark.edu/about/governance/public-disclosure-and-records/adminProcedures/800/855/>

2022 – 2023: Paul Speer

Guided Pathways Committee

This committee exists to set strategic direction and monitor progress towards the goals of the college's Guided Pathways initiative.

2022 – 2023: Cristhian Canseco Juarez

Washington Association of College Trustees Committees

The Washington Association of College Trustees maintains eight system wide trustee committees. These committees provide trustees with the opportunity to both learn and contribute. It is not required that the Clark Board be represented on any committee, however past board members have found their participation to provide unique opportunities for their own growth, representation of Clark on topics of key strategic importance, and to broaden their contribution to the state community college system. Information on each committee is described here: <https://www.sbctc.edu/about/college-trustees/trustee-committees>

Audit Committee

Awards Committee

Clark has had past representation on this committee.

Finance and Budget Committee

Legislative Action Committee

Nominating Committee

Bylaws Committee

Education Committee

Diversity, Equity, and Inclusion Committee

Clark has participated in this committee since inception, including as co-chair.

2022- 2023 Denise Gideon



Clark College Board of Trustees

Proposed 2023 – 24 Board Meeting Schedule

The Board of Trustees and Executive Cabinet will be remote for work sessions and regular meetings.
An in-person option will be available in GHL 213.

DATE	WORK SESSION	BOARD MEETING
August 23, 2023	3:30 pm	5:00 pm
September 27, 2023	3:30 pm	5:00 pm
October 25, 2023	3:30 pm	5:00 pm
November Executive Session (TBD)	Tenure (Y1/Y2)	
November 15, 2023	3:30 pm	5:00 pm
December 6, 2023	3:30 pm	5:00 pm
January Executive Session (TBD)	Tenure (Y1/Y2)	
January 24, 2024	3:30 pm	5:00 pm
February Executive Session (TBD)	Tenure (Y1/Y2)	
February 21, 2024	3:30 pm	5:00 pm
March 13, 2024	3:30 pm	5:00 pm
March Executive Session (TBD)	Tenure (Y3)	
April 24, 2024 (Tenure Vote)	3:30 pm	5:00 pm
May 22, 2024	3:30 pm	5:00 pm
June 12, 2024 (President's Evaluation)	3:30 pm	5:00 pm
July 24, 2024 (Board Retreat)		9:00 am – 5:00 pm



Clark College Board of Trustees

Proposed 2023 – 24 Board Meeting Agenda by Month

The Board of Trustees and Executive Cabinet will be remote for work sessions and regular meetings.
An in-person option will be available in GH 213.

DATE	WORK SESSION	BOARD MEETING
August 23, 2023	Topic 1: VP of Operations: Clean Buildings Act and Decarbonization Bill (HB 1390) Topic 2:	Approve June 2023 Meeting Minutes Approve July 2023 Retreat Minutes Confirm BOT 2023-24 Committee Assignments Election of 2023-24 Board Officers Faculty Presentation: STEM Summer Program Presentation
September 27, 2023	Topic 1: Student Affairs – Fall Enrollment Update Topic 2:	Approve August 2023 Meeting Minutes Introduce New ASCC Officers Staff Presentation:
October 25, 2023	Topic 1: Transforming Lives Nominee Interviews	Approve September 2023 Meeting Minutes Student Presentation: Fall Athlete
November Executive Session (TBD)	Tenure (Y1/Y2)	
November 15, 2023	Topic 1: Julie Robertson – Grants Update Topic 2:	Approve October 2023 Meeting Minutes Faculty Presentation: Program-Specific Update/Innovation tied to a Grant?
December 6, 2023	Topic 1: Topic 2:	Approve November 2023 Meeting Minutes Staff Presentation:
January Executive Session (TBD)	Tenure (Y1/Y2)	
January 24, 2024	Topic 1: Student Affairs - Winter Enrollment Update Topic 2:	Approve December 2023 Meeting Minutes Introduce Transforming Lives Award Winner Student Presentation: PTK
February Executive Session (TBD)	Tenure (Y1/Y2)	
February 21, 2024	Topic 1: VP of Operations – Financial Audit Update Topic 2: VP of Operations - 2024-25 Budget Outlook	Approve January 2024 Meeting Minutes Faculty Presentation:
March Executive Session (TBD)	Year Three Tenure Review	
March 13, 2024	Topic 1:	Approve February 2024 Meeting Minutes

	Topic 2:	Staff Presentation:
April 24, 2024	Topic 1: Topic 2:	Approve March 2024 Meeting Minutes Tenure Vote (Year Three Candidates) Student Presentation:
May 22, 2024	Topic 1: 2024-25 ASCC Budget Topic 2:2024-25 College Budget	Approve April 2024 Meeting Minutes Approve 2024-25 Academic Calendar Faculty Presentation:
June 12, 2024 (President's Evaluation)	Topic 1: Topic 2: VP of Instruction – Sabbatical Request Overview	Approve May 2024 Meeting Minutes Approve 2024-25 Sabbatical Requests Approve 2024-25 College Budget Staff Presentation:
July 24, 2024	RETREAT 8:00 am – 5:00 pm	



Clark College Board of Trustees 2023 – 24 Monthly Activities Calendar

July 2023	<p>Monthly 1:1 Meetings – President and Trustees 07/26: Board Retreat (in lieu of BOT meeting)</p>
August 2023	<p>Monthly 1:1 Meetings – President and Trustees 08/23: BOT Work Session and Regular Meeting 08/02-04: ACCT New Trustee Orientation (Washington, DC) 08/15-16: Staff Development Days (<i>college closed to the public</i>) Clark BOT/Foundation BOD Quarterly Meeting</p>
September 2023	<p>Monthly 1:1 Meetings – President and Trustees 09/27: BOT Work Session and Regular Meeting 09/05: Trustee Tuesday 09/15-17: CCF Board Retreat (Skamania Lodge) 09/18: Opening Day (<i>required</i>)</p>
October 2023	<p>Monthly 1:1 Meetings – President and Trustees 10/25: BOT Work Session and Regular Meeting Queer Student Luncheon Students with Disabilities Luncheon Foundation Scholarship Reception Faculty/Staff of Color Conference (TBD) 10/09-13: ACCT Leadership Congress (Las Vegas, NV)</p>
November 2023	<p>Monthly 1:1 Meetings – President and Trustees 11/15: BOT Work Session and Regular Meeting 11/02: CCF Executive Committee (7:30 am) BOT Executive Session – Tenure (TBD) Alumni Awards Reception Lunch Savoring Excellence 11/17: 8th Annual Choral Festival Celebrating Indigenous Cultures Event 11/16-17: ACT Fall Conference (TBD) International Education Day Audit Entrance Interview Transgender Remembrance Day Veterans' Thanksgiving Dinner</p>
December 2023	<p>Monthly 1:1 Meetings – President and Trustees 12/06: BOT Work Session and Regular Meeting 12/05: Trustee Tuesday 12/02: Jazz Band Fall Concert 12/05: CCF Board Meeting (4:00 pm) Holiday Reception</p>



	<p>Legislative Breakfast (all trustees attend) Student Open House Showcase Clark BOT/Foundation BOD Quarterly Meeting Nursing Pinning Ceremony</p>
January 2024	<p>Monthly 1:1 Meetings – President and Trustees 01/24: BOT Work Session and Regular Meeting 01/02: Trustee Tuesday 01/08: Legislation Session Starts BOT Executive Session – Tenure (TBD) Legislative Lobby Day (TBD) MLK Breakfast Queer Student Luncheon State of the College ACT Transforming Lives Dinner (TBD) ACT New Trustee Orientation (TBD) ACT Winter Conference (TBD)</p>
February 2024	<p>Monthly 1:1 Meetings – President and Trustees 02/21: BOT Work Session and Regular Meeting BOT Executive Session – Tenure (TBD) Legislative Lobby Day (TBD) 02/01: CCF Executive Committee (7:30 am) 02/04-07: ACCT National Legislative Summit (Washington, DC) NW Regional Equity Conference (NWREC)</p>
March 2024	<p>Monthly 1:1 Meetings – President and Trustees 03/13: BOT Work Session and Regular Meeting 03/05: Trustee Tuesday 03/09: Legislative Session Ends 03/05: CCF Board Meeting (4:00 pm) BOT Executive Session – Tenure (TBD) Spring Break Spring Campus Closure</p>
April 2024	<p>Monthly 1:1 Meetings – President and Trustees 04/24: BOT Work Session and Regular Meeting Sakura Festival</p>
May 2024	<p>Monthly 1:1 Meetings – President and Trustees 05/22: BOT Work Session and Regular Meeting 04/02: Trustee Tuesday 05/02: CCF Executive Committee (7:30 am) Tenure Reception ASCC Oswald Awards</p>
June 2024	<p>Monthly 1:1 Meetings – President and Trustees 06/12: BOT Work Session and Regular Meeting Trustee Tuesday 06/04: CCF Board Meeting (4:00 pm) Clark College Commencement (<i>required</i>)</p>



Clark College Board of Trustees 2023 – 24 Conference and Workshop Schedule

MONTH	EVENT	TRUSTEE (if applicable)
July 2023		
August 2023	08/02-04/2023: ACCT New Trustee Orientation (Washington, DC)	Trustee Scarbrough
September 2023		
October 2023	TBD: Faculty/Staff of Color Conference 10/09-13/2023: 2023 ACCT Leadership Congress (Las Vegas, NV)	
November 2023	11/16-17/2023: 2023 ACT Fall Conference (Seattle, WA)	
December 2023		
January 2024	TBD: Transforming Lives Awards, New Trustee Orientation, ACT Winter Conference (Olympia, WA)	
February 2024	02/04-07/2024: ACCT National Legislative Summit (Washington, DC)	
March 2024		
April 2024		
May 2024		
June 2024		



Clark College

**Board of Trustees
Policies & Procedures Manual**

July 2023

BOARD POLICIES & PROCEDURES

Table of Contents

Table of Contents

100.00 BOARD OF TRUSTEES..... 4

100.A00 LEGAL STATUS OF THE BOARD 4

100.A10 LEGAL STATUS AND AUTHORITY OF THE BOARD 4

100.A20 OFFICIAL NAME OF DISTRICT 4

100.A30 OFFICIAL COLLEGE TITLE..... 4

100.A40 OFFICIAL BOARD TITLE..... 4

100.A50 DISTRICT SEAL..... 4

100.A60 PHYSICAL BOUNDARIES OF THE DISTRICT..... 4

100.A70 COLLEGE MISSION STATEMENT..... 5

100.A80 COLLEGE VISION STATEMENT..... 5

100.B00 GOVERNANCE..... 5

100.B10 COMPOSITION OF THE BOARD..... 5

100.B15 STUDENT BOARD MEMBERS..... 5

100.B20 VACANCIES 5

100.B21 ONBOARDING OF NEW BOARD MEMBERS 6

100.B22 COMMITTEES OF THE BOARD..... 7

100.B25 EQUITY STATEMENT 7

100. B30 STATEMENT OF ETHICS..... 7

100. B35 ETHICAL VALUES AND PRINCIPLES IN PUBLIC SERVICE..... 8

100. B40 TENETS OF GOVERNING 8

100. B50 TRAINING AND DEVELOPMENT..... 9

100. B70 BOARD DUTIES AND RESPONSIBILITIES..... 9

100.C00 OFFICERS OF THE BOARD 11

100.C10 TITLES..... 11

100.C20 MANNER OF ELECTION AND TERM OF OFFICE 11

100. C30 CHAIR OF THE BOARD..... 11

100. C40 VICE-CHAIR OF THE BOARD 11

100. C50 SECRETARY OF THE BOARD 12

100. C61 DELEGATION TO THE PRESIDENT..... 12

Clark College
BOARD POLICIES AND PROCEDURES

100. C65 PRESIDENT13
100.E00 MEETINGS OF THE BOARD 15
100.E05 REGULAR MEETINGS.....15
100.E15 EXECUTIVE SESSION15
100.E20 OPEN MEETINGS.....15
100.E25 APPEARANCES BEFORE THE BOARD 15
100.E28 INTERRUPTIONS.....16
100.E30 QUORUM..... 16
100.E35 REQUIRED VOTE16
100.E40 AGENDA16
100.E45 BOARD MATERIALS AND INFORMATION17
100.E50 MINUTES OF MEETING17
100.F00 MISCELLANEOUS POLICIES OF THE BOARD.....17
100.F10 PRESENTATION AND ADOPTION OF POLICY.....17
100.F20 PARLIAMENTARY AUTHORITY.....17
100.F30 AMENDMENTS OF BOARD POLICIES.....17
100.F40 BOARD OFFICES.....17
100.F50 COLLEGE DEBT.....18
100.G00 FOUNDATION POLICY STATEMENT18

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)

BOARD POLICIES AND PROCEDURES

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.

Clark College
BOARD POLICIES AND PROCEDURES

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:

Clark College
BOARD POLICIES AND PROCEDURES

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.

Clark College
BOARD POLICIES AND PROCEDURES

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

Clark College
BOARD POLICIES AND PROCEDURES

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

Clark College
BOARD POLICIES AND PROCEDURES

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.

Clark College
BOARD POLICIES AND PROCEDURES

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.