



Clark College
BOT Meeting
Wednesday, August 28, 2019 5:00 PM (PDT)
GHL 213



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- I. Call to Order/Agenda Review - Chair Jacobsen
- II. Introductions - President Fowler-Hill
- III. Audience Statements - Chair Jacobsen
Audience statements will be limited to two minutes each.
- IV. Action Items - Chair Jacobsen
 - A. Approval of 2019-2021 Strategic Plan
 - B. Approval of 2019-2020 Board Priorities
 - C. 2019-2020 Board of Trustees Meeting Dates
 - D. Election of Officers
 - E. Minutes of June 12, 2019 Regular Meeting
 - F. Minutes of July 3, 2019 Special Meeting
 - G. Minutes of July 12, 2019 Special Meeting
 - H. Minutes of July 15, 2019 Special Meeting
 - I. Minutes of July 24, 2019 Special Meeting/Retreat
- V. Constituent Reports
 - A. AHE - Suzanne Southerland
 - B. WPEA
 - C. ASCC
There will be no ASCC report this month.
 - D. Foundation - Lisa Gibert
- VI. Reports from Board Members - Chair Jacobsen
 - A. Presidential Search Update - Trustee Speer and Chair Jacobsen
- VII. President's Report - President Fowler-Hill
 - A. Student Success Story
There will not be a student presentation this month.
 - B. Faculty Presentation
There will not be a faculty presentation this month.
 - C. Guided Pathways
 - D. Scorecards
 - E. Statistics

VIII. Next Meeting - Chair Jacobsen

The next meeting of the Board of Trustees is currently scheduled for Tuesday, September 24, 2019 in the Ellis Dunn Community Room, GHL 213.

IX. Executive Session - Chair Jacobsen

An Executive Session may be held for any allowable topic under the Open Public Meetings Act.

X. Adjournment - Chair Jacobsen

Time and order are approximate and subject to change.

Call to Order/Agenda Review

No documents for this item

Introductions

No documents for this item

Audience Statements

No documents for this item

Action Items

No documents for this item



MEMORANDUM

DATE: August 16, 2019
FROM: Shanda Haluapo, Associate Vice President of Planning & Effectiveness
TO: Clark College Board of Trustees
RE: Clark College 2019-2021 Strategic Plan, Interim

The Clark College Board of Trustees will vote to approve the Clark College 2019-2021 Strategic Plan during the August 28, 2019 Board meeting. The proposed changes to the strategic plan that are presented to you as the Clark College 2019-2021 Strategic Plan, Interim resulted from three events:

1. In October 2018, Northwest Commission on Colleges and Universities (NWCCU) recommended to change the strategic plan, objectives, indicators of achievement, and mission fulfillment outcomes due to weaknesses in the strategic alignment of the college's operations and resource allocation. The NWCCU evaluation believed the objectives were too operational.
2. Volunteer members from each of the councils convened together, as the Strategic Planning Taskforce, to revise the Clark College 2015-2020 Strategic Plan. More specifically, the Strategic Plan Taskforce maintained the four core themes (Academic Excellence, Social Equity, Economic Vitality, and Environmental Integrity). The college had previously identified six mission fulfillment outcomes. These mission fulfillment outcomes were modified to reflect the long-term goals of the college, and will replace the core theme objectives. The drafted Clark College 2019-2021 Strategic Plan, Interim as presented to the Board of Trustees during the July 2019 is a culmination of their work.
3. Changes were made based on discussion during July's Board retreat: an objective was added to the Social Equity core theme.



MEMORANDUM

DATE: August 16, 2019
FROM: Shanda Haluapo, Associate Vice President of Planning & Effectiveness
TO: Clark College Board of Trustees
RE: Clark College Board of Trustees Strategic Priorities for 2019-2020

The goal of the first agenda of the August 28, 2019 work session is to discuss and determine the Board's priorities for the 2019-2020 academic year. Based on the discussion at the Clark College Board retreat on July 24, 2019 and the priorities provided to the interim Clark College President, I drafted the following strategies to begin the conversation. By the end of the agenda item, the Board of Trustees may be ready to finalize their strategic priorities for the 2019-2020 academic year. If the strategic priorities can be finalized, the Board should adopt the priorities at the official Board meeting immediately following the work session. These strategic priorities will be the foundation for the priorities, resource allocation, and continuous improvement for the college's operations during the 2019-2020 academic year.

DRAFT Clark College Board Priorities for 2019-2020

1. Improve the **college climate** and employee morale, including shared governance. (Environmental Integrity)
2. Successfully implement **ctcLink** technologies. (Environmental Integrity)
3. Increase **student engagement** by implementing guided pathways that result in student completion and equity. (Academic Excellence, Social Equity, and Economic Vitality)
4. Develop and implement comprehensive **professional development** to improve employee intercultural and multicultural competencies. (Social Equity)

5. Institutionalize **hiring and retention** practices that are equitable and inclusive. (Social Equity)

6. Respond to the Northwest Commission on Colleges and Universities (NWCCU) **accreditation** recommendations/concerns by doing the following:
 - Develop institutional student learning outcomes. (Academic Excellence)
 - Implement non-instructional program planning and assessment. (Academic Excellence)
 - Implement instructional program planning and assessment of student learning. (Academic Excellence)
 - Develop process for review of policies and procedures. (Environmental Integrity)
 - Complete IT Plan. (Environmental Integrity)
 - Create long-term budget forecasting, planning, and resource allocation process. (Economic Vitality)

7. Foster **external partnerships** with stakeholders to achieve goals related Promising Pathways, Guided Pathways, Boschma Farms, and Social Equity. (Academic Excellence, Social Equity, and Economic Vitality)

8. Finalize plan for campus expansion at **Boschma Farms** and make progress toward implementing the plan. (Academic Excellence, Economic Vitality, and Environmental Integrity)

Clark College
Proposed 2020 Board of Trustees Meeting Schedule
Approved, 2019

	Work Session PUB 258C	Board Meeting GHL 213
January 22	3:30 pm	5:00 pm
February 26	3:30 pm	5:00 pm
Review Tenure Notebooks TBD	PCR	
Tenure Executive Session(s) March 6 March 9 <i>(if needed)</i>	9:00 am-12:00 noon, PCR	
March 11 <i>(Tenure vote, Meeting early due to Spring Break)</i>	3:30 pm	5:00 pm
April 22	3:30 pm	5:00 pm
May 27	3:30 pm	5:00 pm
June 10 <i>(Early due to Commencement)</i>	3:30 pm	5:00 pm
July 22 Retreat <i>(Holding 9:00-5:00 as a placeholder)</i>	TBD	
August 26	3:30 pm	5:00 pm
September 23	3:30 pm	5:00 pm
October 28	3:30 pm	5:00 pm
November 18 <i>(Early due to Thanksgiving)</i>	3:30 pm	5:00 pm
December 9 <i>(Early due to Winter Break)</i>	3:30 pm	5:00 pm

BOT Approval: , 2019

Version Date 7/31/2019

Election of Board Officers and Committee Appointments

Board policy 100.C20 states that in June of each year the Board shall elect from its membership a chair and vice-chair to serve for the ensuing year. The chair and vice-chair of the Board are elected for a term of one year and assume office on July 1.

- 1. **Chair** Jane Jacobsen
- 2. **Vice Chair** Rekah Strong

Committee appointments to be made for (academic year) include:

- 3. **Clark College Foundation Board of Directors**
 - A. Foundation Board (Position #1): _____
 - B. Executive Committee (Position #2): _____
 - C. Board Chair/Vice Chair (BOD/BOT) Committee: _____
- 4. **Legislative Action Committee Representative to Washington State Association of College Trustees (ACT)** _____
Primary
Alternate
- 5. **Workforce Education Liaison** _____
- 6. **Facilities Master Plan** _____
- 7. **Guided Pathways Committee** _____
- 8. **Commercial Property Development Task Force Committee** _____

Clark College
Minutes of the Regular Meeting of the Board of Trustees
Wednesday, June 12, 2019
GHL 213

In Attendance

Jane Jacobsen, Chair
Rekah Strong, Vice Chair
Jada Rupley, Trustee
Paul Speer, Trustee

Administrators

Bob Knight, President
Bill Belden, Vice President of Student Services
Shanda Haluapo, Associate Vice President of Planning & Effectiveness
Dr. Sachi Horback, Vice President of Instruction
Stefani Coverson, Vice President of Human Resources & Compliance
Rashida Willard, Interim Associate Vice President of Diversity, Equity & Inclusion
Bob Williamson, Vice President of Administrative Services
Kevin Witte, Vice President of Economic & Community Development
Colleen Butcher, Interim IT Director

Others

Jennifer Mankowski-Dixon, Assistant Attorney General
Lisa Gibert, CEO, Clark College Foundation
Prof. Kimberly Sullivan, AHE President

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

Chair Jacobsen called the meeting to order at 5:00 pm. Chair Jacobsen then read a statement from the trustees announcing that they will not address collective bargaining issues with the college community. Bargaining should be handled at the table between the negotiating teams and should not be commented upon by anyone other than those on the teams.

The trustees will be gathering feedback from the interim candidate interviews and open forums to review in preparation for the announcement of an appointment of an interim president. The trustees have three excellent candidates to consider and they look forward to making a decision on June 25.

In light of Chair Pollard's resignation on May 31, 2019, Trustee Rupley requested the trustees elect a new Chair and Vice Chair at this evening's meeting. The election of officers has been added to the Action Items agenda as Item I.

II. **Introductions**

There were no introductions this evening.

III. **Action Items**

A. **Approval of 2019-2020 College Budget (carried over from May 2019)**

MOTION Trustee Speer made a motion to approve the 2019-2020 college budget. Trustee Rupley seconded the motion and it passed unanimously.

B. Approval of 2019-2020 ASCC Budget

MOTION Trustee Strong made a motion to approve the 2019-2020 ASCC budget. Trustee Speer seconded the motion and it passed unanimously.

C. Approval of Fourth Plain/Ft. Vancouver Way Project Letter

Foundation CEO Lisa Gibert provided background information about the above-named project. The Foundation is working with the City of Vancouver to enable the vacating the right of way associated with U Street and an alley that overlays the property on the corner of Fourth Plain and Ft. Vancouver Way.

The college wants to develop the corner into a northern gateway to Clark's campus and Central Park. They are asking for request for the alley way to be vacated and then the adjoining road to be vacated. Upon obtaining alleyway ownership, the Foundation would have the necessary border ownership of U Street to meet the threshold to obtain the road.

MOTION Trustee Speer made a motion to approve the letter from the Foundation in support of the project to move forward on the Fourth Plain/Ft. Vancouver Way land transfer agreement. Trustee Strong seconded the motion and it unanimously passed.

D. Approval of President's Contract Addendum and Salary Adjustment (3% COLA)

MOTION Trustee Rupley made a motion to approve the President's contract addendum as of July 1, 2019 increasing the salary by three percent to \$220,087 annually. Trustee Strong seconded the motion and it unanimously passed.

E. Approval of May 22, 2019 Board Minutes

MOTION The minutes were corrected to show the regular meeting was reconvened at 6:00 pm. Trustee Speer then made a motion to approve the May 22 meeting minutes. Trustee Strong seconded the motion and it was approved with one abstention (due to absence).

F. Approval of May 30, 2019 Special Board Minutes

MOTION Trustee Speer made a motion to approve the May 30 special meeting minutes. Trustee Strong seconded the motion and it unanimously passed.

G. Approval of June 4, 2019 Special Board Minutes

MOTION Trustee Speer made a motion to approve the June 4 special meeting minutes as amended after the packet was published (changing "regular" meeting to "special" meeting. Trustee Strong seconded the motion and it unanimously passed.

H. Approval of June 6, 2019 Special Board Minutes

MOTION Trustee Strong made a motion to approve the June 6 special meeting minutes. Trustee Speer seconded the motion and it unanimously passed.

I. Election of Chair/Vice Chair for 2019-2020 Academic Year

MOTION Trustee Rupley made a motion to nominate Vice Chair Jane Jacobsen as Chair effective June 12, 2019 through June 30, 2020. Trustee Strong seconded the motion and it unanimously passed.

MOTION Trustee Speer made a motion to nominate Trustee Strong as Vice Chair effective June 12, 2019 through June 30, 2020. Trustee Rupley seconded the motion and it unanimously passed.

IV. Audience Statements

Faculty members again spoke in favor of equitable pay.

Garrett Gregor spoke about the disparity between administrative and faculty pay.

The Port of Vancouver longshoremen's union president, Cager Clabaugh, appeared in solidarity with the AHE.

Kathrena Halsinger spoke about comments that appeared in *The Columbian* about "outrageous faculty salary demands".

Robin White said no teachers make what they should as all salaries have been stagnant since the 1970s. Corporations receive bailouts, so they should pay for teacher salaries. She said two of Clark's board members have security for life through their retirement plans.

April Mixon said the only way teachers can make six figure incomes is if they are full-time and at the top of their salary scale. She worked all year without summers off and took overload classes to make six figures, but feels teachers still are not compensated properly for their hours teaching or serving students.

Nancy Novak has taught for 20 years and 18 of them full-time. she still has 10-15 years and is concerned about the future of Clark. The college needs an effective Board, President, and administration that are proactive, not reactive. A local community member and student said our teachers need respect and a livable wage.

A Clark student said they are sorry that teachers are leaving Clark because of poor pay and she is coming to resent the college.

Math teacher Robert Weston said he is regularly recruited for many jobs in many fields. He is offered 25%-100% above what he makes here but turns the offers down because what he does is critical for students.

Prof. Kimberly Sullivan said the RIF has been difficult and unnecessarily cruel. One faculty member was delivered her RIF notice while she was teaching. Another received his RIF notice after he had worked to open a new lab. Another is a classified 60% disabled vet who was offered a custodial position. She does not know what has become of communication at Clark. She doesn't know if it is because faculty are now permitted to ask for raises. She has no animosity towards President Knight. They have worked together successfully for many years, but it feels like a curtain has been dropped.

WPEA representative Sarah Thorsen has been working with classified staff who have received their RIF notices. She is trying to help them find jobs and this is non-compensated work. She asked the trustees if any of them have ever been in a position when they were unable to pay their bills. The HR department has offered to contact other community colleges on staff members' behalf. Vancouver is growing and doing well but Clark is

in a situation where we are not in good standing with the local community. They no longer look at Clark as a bright light. Vancouver is on an upward swing and the college is not and it is becoming broadly known that Clark is not a good place to work. Admin staff receive two or three percent increases every time there is a raise. The number of admin/exempt staff has grown while classified is shrinking. The college is top-heavy, and this should be addressed before more people's lives are upended.

Willy Cushwa said he has sent two communications to Chair Jacobsen and is awaiting a response. Nothing will be accomplished while the interim is here and during the search for the permanent president, so the climate will not change for at least 18 months.

V. **Constituent Reports**

A. AHE

Prof. Sullivan has been unable to obtain information about all of the positions that were impacted during the budget reductions. This is producing anxiety among the faculty because no one knows what the impact on workloads will be. She worries that no one at the college sees the big picture nor do they know how this RIF will impact the college overall.

This is her last board meeting. She is thankful she has been able to come before the board and speak but she is sorry the college has come to the state it is in now. She and President Knight always had challenging conversations about money, but the problems now go much deeper than that. She read a statement from the AHE asking the trustees to fulfill their fiduciary role by directing the college to bargain and hold administration accountable for developing a long-term, easily understood budget that reflects input from faculty/staff/students. The AHE is requesting the Board to implement a plan of action with a climate survey to maintain the college community's trust, and to foster a communication process between the board and the college that encourages a diversity perspective.

Trustee Rupley thanked Prof. Sullivan for the time she spent with the Board. Chair Jacobsen thanked her for her representation and good work; the Board appreciates it and her questions. Vice Chair Strong said it has been a pleasure working with her. This is only a snapshot in time and the college will get through it. President Knight told Prof. Sullivan it has been an honor and a pleasure to work together. They have always had respectful discussions and she has represented the faculty well. Once she became the AHE President, the college and union were once again able to communicate.

B. WPEA

Sarah Thorsen reported that the quarterly union meeting will take place on June 13. It has been very challenging to find staff willing to serve as union stewards. Once commencement is complete, the Labor Management Committee will be through meeting until the fall. The WPEA would appreciate having a climate survey done as soon as possible but wishes that it would have been done during winter quarter. They look forward to working with the interim president.

C. ASCC

Bryce Regian presented his last report to the trustees. The board recognized the great work ASCC has done this year in the preparation of their budget. Mr. Regian has done an exceptional job and they appreciate all his efforts. President Knight said that Mr. Regian is one of the best presidents ASCC has ever had and he has been a great leader.

D. Foundation

Ms. Gibert thanked the board for their support of the Foundation this year. The Foundation is aware of the challenges the college is facing and strongly believes that private investments will make a difference. The

Foundation has had a very good year and is on track to meet their goal of \$7 million raised this year and anticipate surpassing the goals if all pledges are honored.

She provided an article about a student that was written for the Foundation's publication in 2013; the student recently reached out to let them know that she will be walking on July 20—fully ten years after she began working towards her degree.

VI. **Reports from Board Members**

Trustee Speer highlighted the end of year events he has attended over the past month and which he has found so inspiring. From the LGBTQIA+ graduation reception to the computer science projects, he is in awe of all the college is doing. He thanked Ms. Haluapo for including the grant report in this month's packet.

Trustee Rupley has been deeply involved in the interim presidential interview process along with her year-end work in Clackamas.

Trustee Strong has also been involved in the interim presidential process and is deeply appreciative of all the work Chair Jacobsen and Trustee Speer have done overseeing the project. Trustee Strong's daughter has registered for Running Start and she was very impressed with the orientation and onboarding of the new students. The faculty did a phenomenal job during their sessions and she liked how separate rooms were set up for each discussion topic.

Chair Jacobsen has spent a lot of time at the college in meetings and has been learning a lot very quickly about the Chair role.

Presidential Search Update

Trustee Speer reported. The college interviewed three excellent interim presidential candidates during May and June. These candidates could work anywhere in the United States they wish, and they want to come to Clark. He noted that the interim search process acted as a pilot project for how the permanent search would occur.

Each candidate met with the Board, Executive Cabinet, President's Office staff, ASCC, AHE/WPEA, Social Equity Committee, Foundation, had a College Open Forum, and a briefing with the president. They also took a campus tour with Student Ambassadors and a tour of Vancouver with Trustee Speer. Chair Jacobsen, Trustee Speer, Ms. Coverson, and Dr. Pulliams (Gold Hill) held a debriefing session with each candidate after their two-and-one-half days at the college.

The next step is to receive feedback by June 20 from each of the groups who met with the candidates and then a special meeting on June 25 to make the selection. Background checks will then be completed and a possible special meeting in early July to approve the final contract.

Trustee Rupley thanked Chair Jacobsen and Trustee Speer for doing such an amazing job and the sacrifice of so much of their time.

VII. **President's Report**

President Knight reported that the college and union negotiating teams met with a PERC mediator yesterday and that should help move things forward. Faculty will not receive their increments or the 3% increase until negotiations are complete, but they will receive these retroactively. The faculty contracts will go out with the 2018-2019 amounts on them and an explanation of how the process will work.

The WACTC presidents held a three-hour session discussing faculty negotiations. The colleges are all experiencing challenging negotiations this year and were sharing ideas on how to work through them.

All of Clark's budget reduction amounts and all of the affected positions are posted on the intranet where anyone can access them.

There will be additional salary funds coming over the summer for the Nursing Program. Clark will work out how to distribute the funds between full-time RNs, adjunct RNs, and Nurse Educators with the AHE.

President Knight received a surprise visit earlier in June from Goldendale Rep. Gina Mosberger who is a Clark alum.

ACTION: Trustee Strong requested information on 41 new administrative positions at Clark that the faculty union has addressed in their comments.
Ms. Haluapo will provide this information.

A. Student Success Story

There was no student presentation this evening.

B. Faculty Presentation

There was no faculty presentation this evening.

VIII. Next Meeting

The next regular meeting of the Board of Trustees is currently scheduled for Wednesday, August 28, 2019 in the Ellis Dunn Community Room, GHJ 213.

IX. Executive Session

There was no executive session this evening.

X. Adjournment

There being no further business, the meeting adjourned at 6:35 pm.

Jane Jacobsen, Chair

Leigh Kent
Recorder
June 25, 2019

Clark College
Minutes of the Special Meeting of the Board of Trustees
Wednesday, July 3, 2019
Baird Room 102 (President's Conference Room)

In Attendance

Jane Jacobsen, Chair
Jada Rupley, Trustee
Paul Speer, Trustee
Rekah Strong, Trustee

Others

Jennifer Mankowski-Dixon, Assistant Attorney General

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

Chair Jacobsen called the meeting to order at 8:00 am.

II. **Executive Session**

The Board convened an executive session at 8:05 am for the purposes of evaluating the qualifications of an applicant for public employment and to evaluate complaints against a public officer or employee.

The executive session under RCW 42.30.110(1) was expected to last until 8:50 a.m. At 8:50 am, it was announced that the executive session would be extended until 9:20 am. At 9:20 am, it was announced that the executive session would be extended until 9:50 am. At 9:50 am it was announced that the executive session would be extended until 10:05 am.

The executive session ended and the special meeting reconvened at 10:05 am. No action was taken by the Board during the executive session.

III. **MOTIONS**

A. Trustee Strong made a motion to approve the contract for Interim President Fowler-Hill. Chair Jacobsen seconded the motion and it was unanimously passed.

IV. **Adjournment**

There being no further business, the special meeting adjourned at 10:10 am.

Jane Jacobsen, Chair

Leigh Kent
Recorder
July 29, 2019

Clark College
Minutes of the Special Meeting of the Board of Trustees
Friday, July 12, 2019
Baird Room 102 (President's Conference Room)

In Attendance

Jane Jacobsen, Chair
Jada Rupley, Trustee via phone
Paul Speer, Trustee
Rekah Strong, Trustee

Others

Jennifer Mankowski-Dixon, Assistant Attorney General

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

Chair Jacobsen called the meeting to order at 3:30 pm.

II. **Executive Session**

The Board convened an executive session at 3:31 pm for the purpose of evaluating complaints against a public officer or employee. No final action will be taken during the executive session.

The executive session under RCW 42.30.110(1) was expected to last until 5:00 pm. At 5:00 pm, it was announced that the executive session would be extended until 5:20 pm.

At 5:20 pm, the executive session ended, and the special meeting reconvened at 5:20 pm. No final action was taken by the Board during the executive session.

III. **Adjournment**

There being no further business, the special meeting adjourned at 5:20 pm.

Jane Jacobsen, Chair

Leigh Kent
Recorder
July 29, 2019

Clark College
Minutes of the Special Meeting of the Board of Trustees
Monday, July 15, 2019
Baird Room 102 (President's Conference Room)

In Attendance

Jane Jacobsen, Chair
Jada Rupley, Trustee via phone
Paul Speer, Trustee
Rekah Strong, Trustee

Others

Jennifer Mankowski-Dixon, Assistant Attorney General

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

Chair Jacobsen called the meeting to order at 3:02 pm.

II. **Executive Session**

The Board convened an executive session at 3:03 pm for the purpose of evaluating complaints against a public officer or employee, to review the performance of a public employee, and to discuss with legal counsel representing the agency, litigation or potential litigation to which the agency, the governing body, or a member acting in an official capacity is, or is likely to become, a party. No final action will be taken during the executive session.

The executive session under RCW 42.30.110(1) was expected to last until 4:30 pm. At 4:30 pm, it was announced that the executive session would be extended until 5:00 pm.

At 5:00 pm, the executive session ended, and the special meeting reconvened. No final action was taken by the Board during the executive session.

III. **Adjournment**

There being no further business, the special meeting adjourned at 5:04 pm.

Jane Jacobsen, Chair

Leigh Kent
Recorder
July 29, 2019

Clark College
Minutes of the Board of Trustees Work Session
Wednesday, July 24, 2019
CTC 144/146

In Attendance:

Jane Jacobsen, Chair
Rekah Strong, Vice Chair
Jada Rupley, Trustee
Paul Speer, Trustee
Jeanne Bennett, Trustee

Administrators:

Dr. Sandra Fowler-Hill, Interim President
Dr. Sachi Horback, Vice President Instruction
William Belden, Vice President of Student Affairs
Bob Williamson, Vice President of Administrative Services
Stefani Coverson, Vice President of Human Resources & Compliance
Kevin Witte, Vice President of Economic & Community Development
Rashida Willard, Interim Vice President of Diversity, Equity, & Inclusion
Ms. Shanda Haluapo, Associate Vice President of Planning & Effectiveness
Kelly Love, Chief Communication Officer
Leigh Kent, Executive Assistant to the President and Board of Trustees

Others:

Jennifer Mankowski-Dixon, Assistant Attorney General
Julie Robertson, Director of Planning & Grant Development
Deborah Diamond,

I. Call to Order – Jane Jacobsen, Chair

Chair Jacobsen called the meeting to order at 9:10 am. The meeting began by everyone introducing themselves.

II. General Session—Ms. Haluapo

Ms. Haluapo reviewed the current strategic plan and changes to more accurately reflect objectives and strategies suggested by the NWCCU during their October accreditation visit. The college is now in the process of updating the plan into an interim plan that will cover 2019-2021. At that time, a new five-year plan will be developed. The interim plan has the same mission/vision/values/core themes as the current plan. The only change that the college is making is to take the mission fulfillment outcomes and make them our new objectives. The new objectives will no longer be focused on institutional planning; the focus will completely shift to be on student learning. With that focus, we should not be at risk to have to do another major plan revision. Once the BOT approves the revision, Ms. Haluapo will file it with the NWCCU.

The new indicators of achievement will be on updated scorecards that have been drafted. Strategies will be based on the indicators of achievement where we are not doing well and need to move the needle. The Board's priorities should set what the college's priorities are so that there is aligned activity across the college. Trustee Speer commented that he appreciated the coherence that Ms. Haluapo is bringing to this new direction.

Core themes and objectives have been and are being reviewed by the Core Theme Councils to ensure that they reflect needs of the college.

Social Equity changing to focus on the elimination of racial disparities in educational outcomes. This is consistent with the SBCTC's new vision statement and is consistent with where we are focusing our equity work for the college. This is not to exclude other groups, but rather to focus on where the largest gap is. Conversation ensued on how this focus helps all students. As an example, at the first AACC guided pathways program they spoke about precollege math where one of the colleges opened up free orientation to everyone. They eliminated the disparity and all students benefitted from the orientation.

Although not strictly conforming to NWCCU format, because it is a top priority for the college, the Board encouraged including employee equity as part of the Social Equity core theme measures.

Economic Vitality has been updated to reflect the work of the Economic Vitality Council's looking at whether or not our students are getting living wage jobs (how we prepare students to meet needs of employers and set them up for success) and reducing the cost of education (books/materials/fees, loans, foundation support). Focus needs to be not just on CTE, but also transfer.

Clarification was made that our benchmark region includes six counties: Clark, Skamania, West Klickitat, which is service area the state assigns to us, and Multnomah, Clackamas, and Washington counties which are all across the river.

Environmental integrity focus remains on how to ensure physical, social, and virtual environments that support educational outcomes. Comments were made that we also need to consider how the college looks to the increasing number of students who are interacting with virtual programs.

Discussion regarding proposed new Scorecards generated by SP task force included:

- The Board and the whole college should see the same scorecards each month.
- Board support for the new framework that has been created.
- Particularly on the educational outcome measures, we need to see these metrics as indicators of the failure rate in order to drive a sense of urgency. Scales on the scorecard graphs should be changed to better display the magnitude of work still to be done.
- Completion Scorecard:
 - o Does not include Running Start students
 - o Core success rate is grade C or higher.
 - o First-to-second quarter retention rate is the indicator of completion.
 - o Clark's retention rates are similar to other WA community colleges. Trustee Rupley would like to see the Running Start completion rate to see whether Clark's completion rate is equal to or better than the rest of the state. Dr. Horback commented that strategies to close the completion gap is part of the work being done by Instruction and Student Affairs. Redesigns of English and math and college success along with students taking classes in their majors earlier in their career at Clark are starting to be achieve success. First-to-second quarter retention in English and math during the first year are predictive indicators of completion under guided pathways. Questions being asked included whether there is support of non-dominant students among the faculty and whether they are prepared to help those students succeed? Do faculty members understand guided pathways? Where are we in guided pathways implementation?

Additional discussion included:

- Timeline for interim strategic plan is that we are reviewing today for alignment, any tweaks will be made after the meeting, and the intent is to adopt in August.
- Progress on Social Equity Plan

- The importance of all college employees, particularly managers and supervisors, in the success of the college's equity work.
- There is a need to focus on and dedicate resources to HR training and recognition for a job well done.
- Reward faculty of color for mentoring.
- Every degree will now have PPI incorporated into it.
- The TLC is working on a mentorship program.
- It is required that the college have Indicators of Achievement which are outcomes. The Social Equity Council has discussed what is needed in employee development.
- The college is tracking equity in the hiring pool process and needs to also focus on employee retention. Are there outcomes dedicated to measuring staff acumen around social equity? How can the climate and student surveys be updated to create more learning? How is employee performance measured? Do we understand why people are leaving or staying? How are we providing resources to and engaging critical conversations to move this? This is all critical as it has impact on student completion rates and disparities. It is the responsibility of EC to make sure staff has the resources available to achieve this goal.
- Social Equity Scorecard should reflect all employees, not just full-time.
- Put scorecard verbiage in English.
- It is important to align all programs with workforce skill needs and high demand occupations. How are we staying connected in ongoing quality dialog with employers in the region? We need to look both at jobs and wages.
- Do we have the right measures for the cost of education? What about discounted cost of education as a metric?
- Working with students at Larch to help them find other opportunities for payment since many of the students are not permitted to get financial aid due to their justice status. We are the only college to have employees who work with justice involved students.
- Institutional planning and assessment model built on continuous improvement.

Ms. Haluapo asked for input from the Board about their strategic priorities. After some initial conversation including faculty/staff equity development, guided pathways, social equity plan, ctclink, the budget, student outcomes, etc. it was agreed that all of this was in some way reflected in President Fowler-Hill's duties for the coming year and that the best way to tie things together would be for her to work with the executive cabinet to translate those duties into a list of priorities to be presented at the August Board meeting.

The trustees took a break at 10:45 am. At 11:00 am, Chair Jacobsen reopened the meeting from the break. At 11:01 am, Chair Jacobsen convened an executive session to receive and evaluate complaints or charges brought against a public employee, and to discuss with legal counsel representing the agency litigation or potential litigation to which the agency, the governing body, or a member acting in an official capacity is, or is likely to become, a party. No final action will be taken during the executive session. The executive session is expected to last until 1:00 pm.

At 1:00 pm, Chair Jacobsen extended the executive session until 1:05 pm. At 1:05 pm, Chair Jacobsen reopened the special meeting and called for a lunch break until 1:30 pm. No final action was taken during the executive session. At 1:30 pm, Vice Chair Strong reopened the special meeting.

III. The trustees discussed the 2018-2019 board self-evaluation.

IV. There being no further business, Chair Jacobsen adjourned the special meeting at 3:40 pm

Jane Jacobsen, Chair

Leigh Kent, Recorder
August 19, 2019

Constituent Reports

No documents for this item

AHE

No documents for this item

WPEA

No documents for this item

ASCC

No documents for this item

**Foundation
August 2019**

❖ **Strategic Initiatives – Areas of significance:**

1. **Development:**

Strategic initiatives for FY 2020 incorporates all aspects of the development program:

- Promising Pathways Campaign continues with added focus
- Cost effectiveness of foundation's development operations
- Expansion of the constituent base
- Enhancement of strategic constituent engagement and/or stewardship

The new academic year sees Promising Pathways: The Campaign for Clark College moving forward. The foundation hopes to build on the FY 2019 record-setting fundraising year. The goal for FY 2020 is \$8 million and already more than \$1 million in commitments has come in to support the campaign since the beginning of July. The foundation is especially excited about recent significant commitments that will support two important campaign initiatives: Guided Pathways and the Veterans Resource Center. In fact, with the recent gift commitments to the VRC, the foundation has now secured half of the \$2 million goal for this program.

2. **Strategic Alignment:** *Builds on the mantra "together we are stronger."*

Strategic alignment indicators for FY 2020 involve:

- Enhance communication between institutions
- Implement plan for diversity and inclusion
- Collaborate on advocacy at a governmental level
- Progress development of real estate holdings

It's a new fiscal year, which has brought about leadership changes. Work is being done to assist with that transition while making critical introductions of community leaders to Dr. Sandra Fowler-Hill.

A design firm was hired to assist in the visioning of the frontage commercial/retail space at Clark College at Boschma Farms. Key stakeholders will provide input into the process and renderings are expected in September. The anchor tenant will be a Workforce Innovation Center focusing on incumbent workers in Southwest Washington.

3. **Fiduciary Responsibility:** *Insuring compliance and fiduciary oversight to the organizations asset base.*

The foundation is closing the accounting records as of year-end, June 30, 2019. Following this process, an annual report will be provided to the college trustees and president detailing funds raised and expenditures made in support of the college and students.

Moving into FY 2020, updates were made to indicators associated with fiduciary responsibility. The focus areas now include:

- Move toward a multi-year financial sustainability model
- Oversight of key financial processes and compliance with governing documents
- Transparency to college regarding support and assets available
- Insure annual compliance

4. **Board Relations:** *Implement and maintain processes by which board insures its relevance through appropriate succession planning and evaluation of efforts.*

FY 2020 indicators involving the board's responsibilities include:

- Identification, recruitment and nomination of new board members
- Assessment of process for board member engagement
- Solidify unity for transition period at institution.

Our newest board member is Deborah Blom, a local real estate broker and community volunteer. Her first board meeting was August 6, 2019.

5. **Other:**

- Clark College Foundation was recognized with a 2019 CASE Educational Fundraising Award, an honor given each year to exceptional fundraising programs at educational institutions in the United States.

Our institution is among a select group of more than 90 colleges and universities receiving awards this year. The foundation won for Overall Performance based on blind analysis of three years of fundraising data CCF submitted to CASE's AMAtlas Voluntary Support of Education Survey (VSE).

CASE's Educational Fundraising Awards recognize exemplary fundraising programs and activities. The foundation has not only demonstrated the highest levels of professionalism and best practice in its fundraising efforts, it has contributed to the betterment of educational advancement worldwide by serving as a model to which others aspire.

- Clark College Foundation CEO Lisa Gibert was appointed to the Council for Advancement and Support of Education's national committee for Institutionally Related Foundations. In the role, Gibert provides leadership and guidance for foundations that partner with education institutions across the United States. One of her duties is to keep CASE members current on the trends occurring in programs and services related to foundations. She will serve the three-year term along with 18 other members. The first meeting is in Chicago in September. Additionally, you may recall that Gibert was recognized with a National Commonfund Award for Leadership in Institutionally Related Foundations in 2018. This is one of the industry's most prestigious awards. Gibert continues to advance the excellent work of Clark College Foundation through her expertise as one of the top leaders in CASE.

Respectfully submitted,

Lisa Gibert
Chief Executive Officer
August 12, 2019

Attachments:

Financial Dashboard
Development Dashboard
Annual Giving Comparison
Campaign Committed Gifts Report
August Campaign/Development Report
August Strategic Alignment Report
August Fiduciary Report
August Board Relations Report

Financial Dashboard as of June 30, 2019

Contributions/Donations Received

	1973 - Present				
	Year to Date	6/30/2018	6/30/2017	6/30/2016	Life to date
Unrestricted \$	655,930	\$ 702,866	\$ 351,760	\$ 1,022,195	
Temp. Restricted	1,486,696	2,096,785	1,483,984	4,128,267	
Perm. Restricted	6,572,248	1,752,797	103,677	346,685	
Total \$	8,714,874	\$ 4,552,448	\$ 1,939,421	\$ 5,497,147	\$104,848,206

College Support Expended

Program	Year to Date		6/30/2018		6/30/2017		6/30/2016		1973 - Present Life to date
	Unrestricted	Temp Restricted	Unrestricted	Temp Restricted	Unrestricted	Temp Restricted	Unrestricted	Temp Restricted	
Boschma Farms land acquisition	\$ 230,950	\$ 1,327,240	\$ 470,922	\$ 601,058	\$ 298,054	\$ 495,521	\$ 432,044	\$ 643,482	\$ 35,377,917
Capital projects-STEM/Dental Hyg./Oth.	2,082,091	-	444,444	-	444,444	-	1,244,444	-	7,659,866
College & Community Relations	57,317	-	47,306	603,265	175,000	252,559	-	1,537,786	13,986,854
Scholarships	17,622	1,174,984	8,210	960,649	81,718	-	46,821	-	271,092
Total	\$ 2,387,979	\$ 2,502,223	\$ 970,882	\$ 2,164,972	\$ 1,008,279	\$ 1,648,119	\$ 1,732,724	\$ 3,029,893	\$ 69,497,480

Scholarships

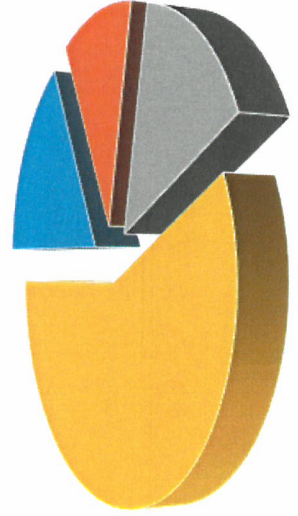
	YTD			
	6/30/2018	6/30/2017	6/30/2016	6/30/2015
Number of students receiving awards	561	421	383	385
Clark College Students (Fall Census excl. Running Start)	7,973	8,880	9,118	10,081

*Cost of tuition (2018-2019).
12 credits for 3 qtrs. = \$3,755.
Lower division courses.
Excludes books or addtl.
fees such as nursing, labs,
etc.*

Net Assets by Type

Unrestricted	\$ 18,592,309
* Excludes board restricted net assets of	\$ 11,074,008
Temporarily Restricted	15,171,780
Permanently Restricted	60,407,905
Net Assets	\$ 105,246,002

Net Assets by Type

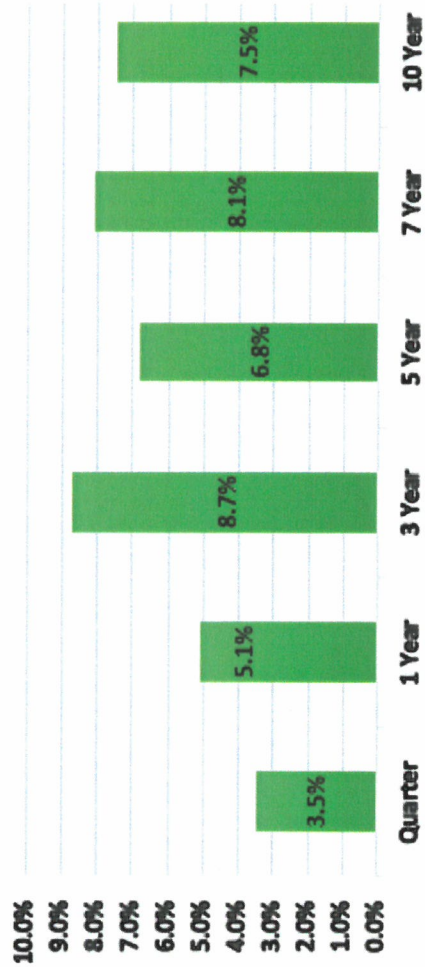


- Unrestricted
- Board Restricted
- Temporarily Restricted
- Permanently Restricted

	6/30/2019	6/30/2018	6/30/2017	6/30/2016	6/30/2015
Unrestricted Net Assets					
Assets					
Cash	\$ 81,765	\$ 32,573	\$ 533,396	\$ 434,119	\$ 493,183
Investments	9,592,447	8,103,108	7,067,349	7,797,334	7,174,405
Receivables	245,100	122,925	133,280	65,880	62,090
Prepays/Deposits/Other Assets	459,283	337,341	164,818	120,217	116,667
Land/building/equipment	12,821,758	12,728,727	12,731,837	13,038,307	13,041,589
Liabilities					
A/P/Other Liabilities	(4,608,044)	(888,502)	(422,434)	(1,957,849)	(675,487)
Note Payable	-	(2,082,091)	(2,481,701)	(2,873,600)	(4,251,388)
	<u>\$ 18,592,309</u>	<u>\$ 18,354,081</u>	<u>\$ 17,726,545</u>	<u>\$ 16,624,408</u>	<u>\$ 15,961,059</u>

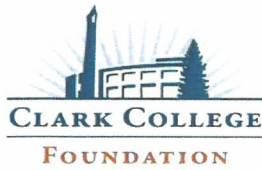
	6/30/2019	6/30/2020	6/30/2021	6/30/2022	6/30/2023
Projected Liquid Unrestricted Net Assets Available	313,420	310,450	322,150	333,850	345,550

Investment Pool Returns (Losses)



Endowment

	FY 20	FY 19	FY 18	FY 17	FY 16
Distribution Details					
College Program	\$ 1,100,044	\$ 1,522,786	\$ 1,229,465	\$ 1,187,928	\$ 1,153,185
Unrestricted	2,275,514	1,884,177	1,733,270	1,704,605	1,650,472
College Program Reserves	99,247	221,260	232,247	201,368	248,212
	<u>\$ 3,474,805</u>	<u>\$ 3,628,223</u>	<u>\$ 3,194,982</u>	<u>\$ 3,093,901</u>	<u>\$ 3,051,869</u>



Dashboard



Strategic Initiatives:

- Development
- Strategic Alignment
- Fiduciary Responsibility
- Board Relations

	Current fiscal year to-date	Prior fiscal year to-date	Prior fiscal year
Fiscal year	7/1/2018 - 6/30/2019	7/1/2017 - 6/30/2018	7/1/2017 - 6/30/2018
Total number of donors	1,962	2,083	2,076
Number of new donors acquired	768	866	858
Number of new major gift donors acquired	19	19	18
Number of \$1,000+ donors	230	228	224
Number of confirmed irrevocable planned gifts	7	3	3
Number of confirmed revocable planned gifts	1	2	2
Foundation board participation*	95%	100%	100%
College trustee participation	100%	100%	100%
Executive Cabinet participation	70%	88%	91%
Foundation staff participation	100%	100%	100%

*excludes ex-officio members

Soft credits are considered in this report, giving each constituent credit for gifts directly from them as well as gifts from a spouse/partner, personally-owned business, individual foundation or trust, donor choice program or donor advised fund.

Major gift donor is defined as a donor with a total gift commitment of \$10,000 or more during a single fiscal year. Matching gift commitments are considered in the donor's giving total.

Gift types considered: cash, recurring gift payment, pledge, property/stock, in-kind.



Clark College Foundation
Annual Giving Comparison
as of June 30, 2019

	FY2019	FY2018	FY2017	FY2016
TYPE				
Cash/Stock/Property	\$2,145,169	\$3,135,656	\$1,032,495	\$1,254,375
Pledge	\$884,101	\$99,974	\$1,015,831	\$4,442,124
In-kind	\$65,868	\$41,124	\$220,399	\$81,907
Deferred Irrevocable at Face Value*	\$4,916,732	\$1,158,712	\$100,000	\$9,953
TOTAL	\$8,011,870	\$4,435,467	\$2,368,725	\$5,788,359
SOURCE				
Board Members (includes ex officio)	\$193,438	\$95,380	\$641,410	\$111,404
Employees	\$53,491	\$36,108	\$54,078	
Alumni	\$568,992	\$1,039,995	\$185,508	\$380,645
Friends	\$981,835	\$615,815	\$545,993	\$331,164
Estates	\$4,723,175	\$1,087,717	\$26,200	\$23,000
Family Foundations and Trusts	\$806,115	\$850,600	\$337,988	\$4,450,530
Corporate & Community Foundations	\$343,691	\$499,208	\$222,342	\$140,220
Corporations/Other Organizations	\$329,989	\$204,394	\$353,892	\$343,482
Government Entities	\$11,144	\$6,249	\$1,314	\$7,914
TOTAL	\$8,011,870	\$4,435,467	\$2,368,725	\$5,788,359
PURPOSE				
Current Use				
Unrestricted	\$129,599	\$396,376	\$495,391	
Faculty Support	\$0	\$0	\$0	
Programs/Other	\$519,077	\$315,270	\$423,516	
Scholarships	\$690,585	\$717,393	\$377,189	
Sponsorships	\$86,100	\$13,384	\$34,600	
Technology/Equipment	\$0	\$0	\$0	
Endowed				
Unrestricted	\$0	\$0	\$0	
Faculty Support	\$0	\$0	\$0	
Programs/Other	\$180,880	\$80,243	\$33,456	
Scholarships	\$1,476,297	\$1,747,579	\$103,393	
Technology/Equipment	\$0	\$0	\$0	
Capital				
Culinary	\$12,600	\$6,370	\$780,515	
STEM	\$0	\$140	\$20,465	
Programs/Other	\$0	\$0	\$200	
Deferred Irrevocable at Face Value*				
Programs/Other	\$4,916,732	\$1,158,712	\$100,000	
TOTAL	\$8,011,870	\$4,435,467	\$2,368,725	\$0
*Number of irrevocable gifts secured	7	3	1	
Deferred Revocable at Face Value	\$170,000	\$1,010,000		

Clark College Foundation Campaign with Grant Awards

Committed Gifts Report

By Campaign Initiative

July 1, 2015 - July 8, 2019

	Endowment	Current	Capital	Irrevocable Planned Gift	In Kind	Total
Scholarships (\$8 MM)						
FLEX	\$ -	\$ 52,350	\$ -	\$ 4,157,939	\$ -	\$ 4,210,289
Unit / Program Based	\$ 3,659,219	\$ 1,747,621	\$ -	\$ 1,188,806	\$ 5,577	\$ 6,601,223
Foundation Unrestricted	\$ -	\$ 298,752	\$ -	\$ -	\$ -	\$ 298,752
Advanced Manufacturing (\$5 MM)						\$ -
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Program	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Guided Pathways (\$4 MM)						
Professional Development	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ 25,000
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Financial Literacy	\$ -	\$ 45,000	\$ -	\$ -	\$ -	\$ 45,000
Technology / Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Smart Classrooms	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Program	\$ -	\$ 65,193	\$ -	\$ -	\$ 347	\$ 65,540
Veteran's Resource Center (\$2 MM)						
Emergency Fund	\$ -	\$ 4,125	\$ -	\$ -	\$ -	\$ 4,125
Transportation / Childcare	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Professional Development	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transition Boot Camp	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Program	\$ -	\$ 328,704	\$ -	\$ -	\$ 2,805	\$ 331,509
Culinary (\$10.5 MM)						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ -	\$ -	\$ 4,815,010	\$ 297,000	\$ -	\$ 5,112,010
Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Program	\$ -	\$ 41,143	\$ -	\$ -	\$ 19,862	\$ 61,005
Mature Learning (\$1 MM)						
Program	\$ -	\$ 14,465	\$ -	\$ -	\$ -	\$ 14,465
Other						
Restricted	\$ 179,880	\$ 853,763	\$ 329,840	\$ 345,819	\$ 302,192	\$ 2,011,495
Unrestricted	\$ -	\$ 1,365,416	\$ -	\$ 189,953	\$ 73,254	\$ 1,628,623
Total (\$35 MM)	\$ 3,839,099	\$ 4,847,613	\$ 5,144,850	\$ 6,179,517	\$ 409,299	\$ 20,420,377 *

*Does not include \$1,000,000 donor advised fund gift.

✓	Complete
✓	In Process
✓	Challenged

PROPOSED - FY 2020 Strategic Initiative #1

Campaign/Development

Supporting Promising Pathways: The Campaign for Clark College
 August 2019

1. Campaign Priorities

	Goal	Goal-to-date
Scholarships	\$8 million	Note: system crashed, numbers not available.
Adv. Manufacturing	\$5 million	
Guided Pathways	\$4 million	
Culinary	\$10.5 million	
Veterans Resource Center	\$2 million	
Mature Learning	\$1 million	
Other	\$5 million	
<ul style="list-style-type: none"> • Restricted • Unrestricted 	\$2.2 million	
Total	\$2.8 million	
	\$35 million	
(see campaign <i>Committed Gifts Report</i> for details)		
Cost per \$ raised FY 2019-2020	22 ¢	
With an annual fundraising stretch goal of \$8 Million for FY 2020, the advancement program is striving for a cost per dollar raised ratio of 22 cents, in accordance with our five-year plan to eventually get this ratio to approximately 18 cents by the end of December 2021.		

2. Pipeline/Number of Donors

	Goal	Goal-to-date
• # of donors (for the year)	2,200	
• # of new donors(for the year)	875	
• # of new major gifts (for the year)	22	
• # of \$1,000+ donors (for the year)	250	
• # of irrevocable planned gifts (for the year)	5	
• Total number of unique donors to the campaign (since July 2015)	5,000	

3. Strategic Engagement of Board Members

	Goal	Goal-to-date
<ul style="list-style-type: none"> • Sponsorships • Tables secured for Savoring Excellence • "New" preliminary partners (with breakdown) <ul style="list-style-type: none"> ✓ Conversations ✓ Peer Screening & Rating Dinners/ Activities ✓ Savoring Excellence ✓ Other Activities (individual introductions/ cultivations) • Preliminary partners turned into managed partners 	<p>\$120,000</p> <p>18</p> <p>286</p> <p>60</p> <p>120</p> <p>90</p> <p>16</p> <p>70</p>	

PROPOSED - FY 2020 Strategic Initiative # 2

Strategic Alignment

Builds upon the mantra, "together we are stronger..."

August 2019

✓	Complete
✓	In Process
✓	Challenged

A. Enhance communications between entities

		Current Status	Comments/Notes
1	Continue Quarterly BOD/BOT meetings	✓ In Process	Being scheduled now.
2	Provide feedback and participate in permanent search of new president	✓ In Process	To begin second phase of leadership transition this fall.
3	Trustee/college involvement in key committees/task forces	✓ In Process	Continued involvement from FY 19.
4	Support new interim president and position her for success during this nine - twelve month period	✓ In Process	Provided background material on foundation operations and requested areas of assistance. Began scheduling Dr. Fowler-Hill with key community leaders. Provided background for recognition questions.

B. Implement plan for diversity and inclusion involving foundation operations

		Current Status	Comments/Notes
1	Present plan to board and obtain feedback. Make adjustments as needed	✓ In Process	Plan has been documented and presented to BRC. Further review and input sought.
2	Monitor plan against baseline measures. Provide semiannual updates	n/a	No evaluation expected until plan is finalized.

C. Collaborate advocacy at local, state and federal levels to support higher education and philanthropic initiatives.

		Current Status	Comments/Notes
1	Participate in legislative agenda for 2020. Foundation involvement alongside interim president to provide history and stability.	n/a	Agenda not yet established, although facilities support has been provided for potential supplemental capital budget request.
2	Create a government relations ad hoc committee with the specific purpose of advocating for capital funds to build academic buildings on the Boschma Farms campus.	✓ In Process	Discussed at Executive Committee and possible names identified.

D. Manage development of real estate holdings

			Current Status	Comments/Notes
1	<p>Clark College at Boschma Farms</p> <ul style="list-style-type: none"> a) Finalize development agreement with City of Ridgefield/Commercial Property b) Assess funding options c) Transfer land for first building/use as land swap option for FVW d) Manage farm lease with Clark College construction needs e) Seek surrounding land opportunities in merging a master planned concept 	✓	In Process	<p>Project still involving significant moving parts. Road extension has begun with Hinton Development leading. Arkrom Mosian has been chosen to lead a visioning exercise on the commercial portion of the campus. Collaboration on academic building continues, although state funding has been delayed.</p>
2	<p>Concept and design of North Gateway @ 4th Plain/FV Way</p> <ul style="list-style-type: none"> a) Complete road vacation b) Obtain concept designs c) Evaluate funding options d) Land swap for hillside 	✓	In Process	<p>Consideration of development on Fourth Plan/FVW continues as alleyway vacation details are secured. Vision was disclosed in a recent Columbian article as approval from BOT was needed. Story was picked up through the open public meeting. Currently awaiting requested information from college.</p>
3	<p>Establish administrative guidance to obtain long-term operational sustainability.</p>	✓	In Process	<p>To be considered at the board retreat in September 2019.</p>

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FY 2020 Strategic Initiative # 3
Fiduciary Responsibility
August 2019

✓	Complete
✓	In Process
✓	Challenged

A. Address financial sustainability and long-term funding structure of foundation.

		Current Status	Comments
1	<p>Clear reporting to board to make financial decisions.</p> <p>a. Enhanced budget process to provide increased opportunities for board members to evaluate, question and provide feedback on the budget.</p> <p>b. Monthly financial close completed by the 20th of the following month.</p>	✓	Budgeting process to begin in March 2020.
2	Establish long-term budget projections (5 years) to review with finance committee and board.	✓	June 2019 in process of being closed. Year-end adjustments require June's final close to extend longer than other months. Draft long-term budgets have been prepared and will be reviewed in an upcoming finance committee meeting.

B. Oversight of key financial processes and compliance with governing documents.

		Current Status	Comments
1	Oversee investment management and provide education to board on strategy, allocation and returns. (Investment Committee)	✓	Next investment committee meeting to be held August 20, 2019 and upcoming board education session to be scheduled.
2	Bi-annual review of articles of incorporation, board policy manual and bylaws (completed FY 2019). (Executive Committee)	n/a	Process to review articles of incorporation not yet underway.
3	Review and revise operating agreement between foundation and college.	n/a	Process to review operating agreement not yet underway.
4	Provide oversight of email domain transition.	✓	Contract signed with vendor to assist migration. Estimated date of completion is September 15, 2019.

C. Transparency to college regarding support and assets available.

		Current Status	Comments
1	Bi-monthly reporting of support to college (Dashboard).	In Process ✓	Provided in each board of trustee report packet.

D. Compliance Standards

	Completed	Date Required	Comments
1	✓	July 2019	Completed.
2		August 2019	
3		December 2019 Board Meeting	
4		January 2020	
5		May 15, 2020	

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PROPOSED – FY 2020 Strategic Initiative #4
Board Relations
August 2019

✓	Complete
✓	In Process
✓	Challenged

A. Identify, recruit and nominate new board members to assure leadership succession

		Current Status	Next Steps
1	<p>Broaden the pipeline for recruitment and nomination of board members</p> <ul style="list-style-type: none"> Update board member criteria by exploring all aspects of diversity (current areas assessed: geographical, cultural, experiential, age, gender, etc.) Enhance opportunities for non-board members to work towards board involvement 	✓ In Process	Committee reviewed recently drafted diversity and inclusion plan at meeting held on July 18, 2019. Plan will assist in purposeful board recruitment efforts. Committee also agreed to utilize committee assignments for non-board members in preparing candidate for an active board role.
2	<p>Recruit and place “net” three new board members</p> <ul style="list-style-type: none"> Maintain a pipeline of 4 – 6 prospective leaders in que at all times for possible placement Structure pipeline for specific actions within a determined timeline. Failure to progress will result in elimination for a determined timeframe. All board members to enhance pipeline and build leadership succession through personal recommendations 	✓ In Process	Prospective board member pipeline requires additional attention. New names are being sought for review. Pipeline management process needs refinement. Committee to address at August 27, 2019 meeting.

B. Enhance board member experience through meaningful engagement

		Current Status	Next Steps
1	Managed partner visits to include a segment to obtain input on board engagement satisfaction	✓ In Process	Added to tasks under the Managed Partners system. Further discussion needed with staff.

2	Implement and perform an exit interview process for gaining insight for improvement			Committee to consider exit interview process and questions for reflection.
3	Structure committee meetings and interactions to ensure meaningful participation and decision-making.			Each committee to address effectiveness of the group's task. Chair to evaluate and pursue meaningful engagement around decisions made.
4	Enhance mentor and engagement process; implement regular check-ins with new directors.			No updates at this time.
5	Create a co-chair position to help improve and manage processes.			No updates at this time.

C. Solidify unity for transition period at institution

			Current Status	Next Steps
1	CEO to CEO regular meetings to insure continuity of projects and relationship statue of college.	✓	In Process	CEO has complied with all current requests of interim president and has begun scheduling visits with key community leaders and constituents.

Reports from Board Members

No documents for this item

Presidential Search Update

No documents for this item

President's Report

No documents for this item

Student Success Story

No documents for this item

Faculty Presentation

No documents for this item

Guided Pathways

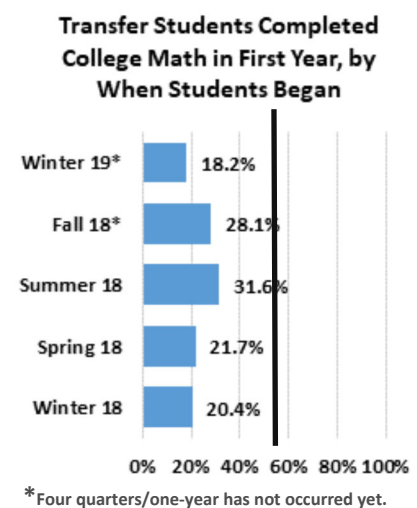
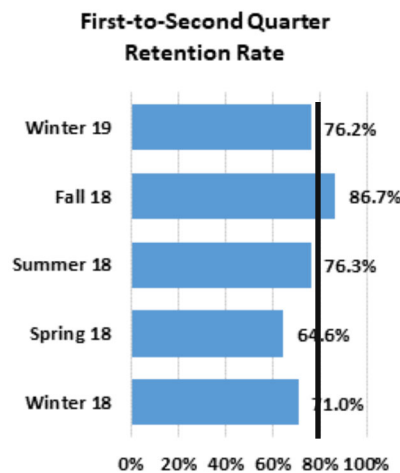
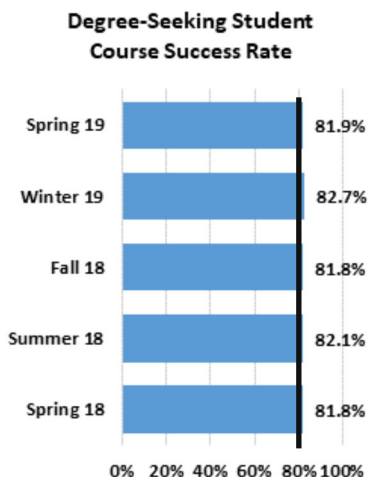
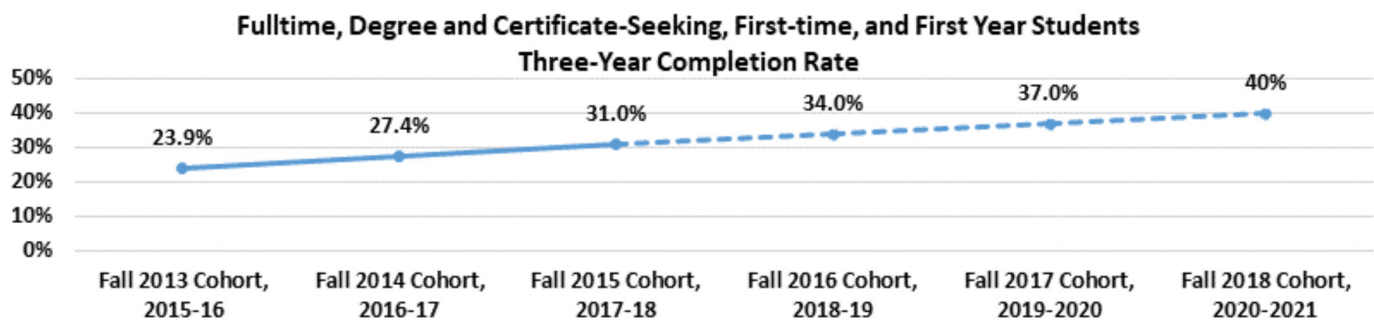
No documents for this item

COMPLETION



AUGUST 2019

Clark College, in service to the community, guides individuals to achieve their educational and professional goals – including certificate and degree completion – by accomplishing its core theme objectives of academic excellence, social equity, economic vitality, and environmental integrity.



Monthly Highlights

- ◇ Enrollment Services and Credentials revised the graduation application process to provide students with earlier feedback to support on-time completion.
- ◇ Student Affairs collaborated with institutional partners to implement multi-quarter enrollment options (summer/fall and winter/spring) to support student persistence.
- ◇ A mandatory new student orientation is now required for students beginning Summer 2019, in alignment with guided pathways best practices, which has been designed to increase student retention and completion.
- ◇ As of fall 2018, all new students were assigned to the caseload of an academic advisor as part of their onboarding process. Advisors complete weekly outreach to their assigned students based on important dates/milestones during the term. Student Affairs and Information Technology Services developed an advisor assignment tool to support implementation of caseload advising.
- ◇ The Transitional Studies Division recently negotiated an Open Doors agreement with Vancouver School District, giving students who are 16 and older access to Clark's ESL and HS21+ programs. Open Doors allows disengaged youth access to accelerated pre-college pathways and is funded on the Running Start model.

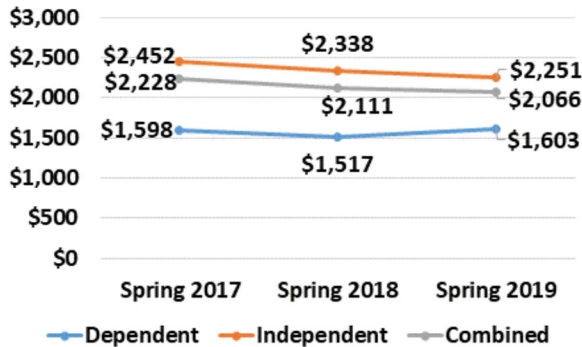
COST OF EDUCATION



AUGUST 2019

Clark College facilitates student learning by providing programs, services, and conditions that improve the economic well-being of the students by improving student affordability. Specific strategies to improve affordability are expanding access to and information about financial resources, clarifying career and educational goals, providing pathways to success, improving college readiness, increasing financial literacy, and managing costs.

Average Student Loans Awarded During Quarter, by Student Dependent Status



Percent of Students Receiving Opportunities to Reduce Cost of Education:

Not Available*

Average Cost of Student Books, Materials & Fees:

\$709 (Fall 2018)

Monthly Highlights

- ◇ Disability Support Services is supporting new students in the acquisition of technology resources to support their success, including the free text to speech reader software, Natural Reader.
- ◇ Childcare for student families improves success, retention and higher completion rates for student parents. We are pleased that the 2019-20 CCAMPIS (Child Care Access Means Parents in School) grant continuation has been approved for Child and Family Studies to provide early childhood education and childcare for our Pell eligible student parents. This will be \$122,981 direct support for childcare fees at Clark College Child and Family Services for the 2019/20 academic year.
- ◇ Following the successful piloting of the new First Day Digital Access (FDDA) program in winter and spring 2019, the Bookstore has worked with faculty to expand the offerings to 16 sections in fall quarter, benefiting an estimated 495 students. Through FDDA, students are able to digitally access all of their course material on the first day of class through Canvas. This option saves students approximately 60% when compared to the costs of printed materials sold in the Bookstore.

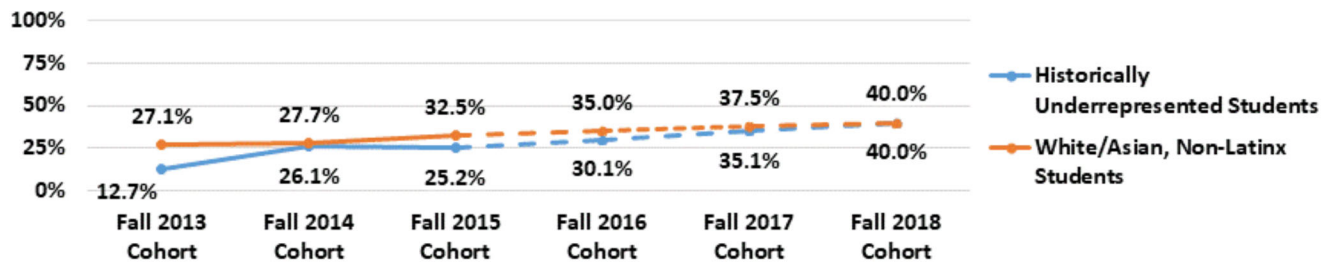
SOCIAL EQUITY



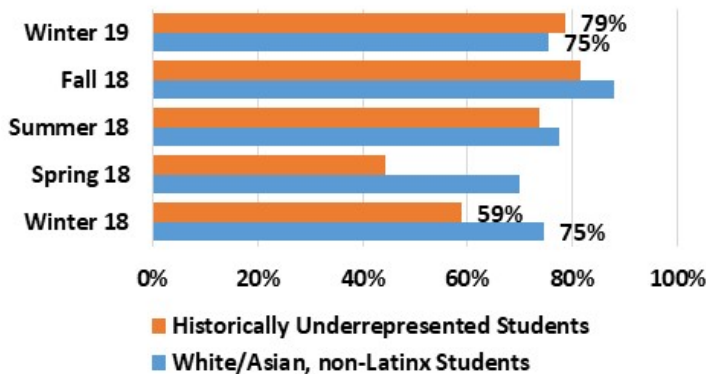
AUGUST 2019

Clark College facilitates student learning by providing the conditions that improve educational outcomes and eliminate systemic disparities among all groups. Two strategies the college has implemented relate to improving employee cultural competencies through professional development and hiring employees reflective of the college's diverse students.

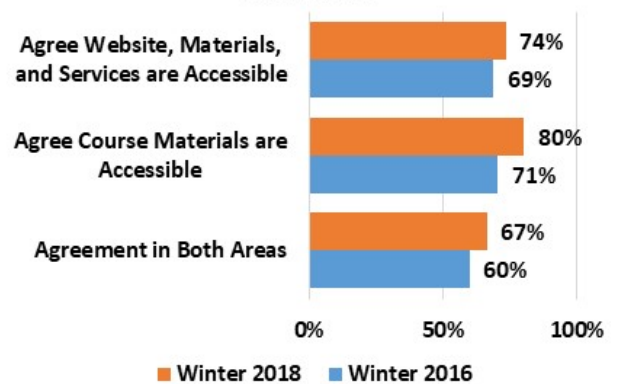
Eliminate Disparities in Three-Year Completion Rate for Historically Underrepresented Students



First-to-Second Quarter Retention Rate for Historically Disadvantaged is Equal or Higher than White/Asian Students



Percent Students Agree that Course Materials and College Technology are Accessibility for Student with Disabilities



Monthly Highlights

- ◇ Workforce Education Services has established a new partnership with Caples Terrace to provide educational connections and funding for at-risk youth.
- ◇ With the support of the Board of Trustees and a College Spark Grant, the English Department will be teaching the first sections of the new co-requisite composition sequence in winter quarter. Clark will also be transitioning to Directed Self-Placement for composition classes in October which should also increase completion rates.
- ◇ Students at the Larch Corrections Center will soon have the option of earning a High School+ credential rather than having the GED as their only option. The GED is expensive and can present a barrier to students with test anxiety and learning disabilities, particularly since it is nearly impossible to get documentation for accommodations in prison.

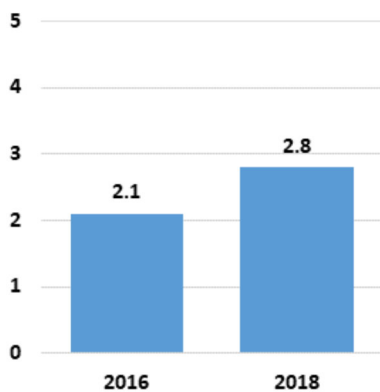
PHYSICAL, VIRTUAL, AND SOCIAL ENVIRONMENTS



AUGUST 2019

Clark College, in service to the community, guides individuals to achieve their educational and professional goals – including certificate and degree completion – by accomplishing its core theme objectives of academic excellence, social equity, economic vitality, and environmental integrity.

Sustainability of Facilities, based on Clark County Green Survey



Employee Climate:

Mutual respect, collaboration, clear communication, and inclusivity

Winter 2017: 5.01
(Meets threshold of 5.0)

Items Rated less than 5.0 threshold:

- Areas and departments throughout the college work cooperatively (4.73)
- When other areas and departments across the college make decisions that impact my work, I am able to offer input before the decision is made (3.62)
- Criteria by which decisions are made are clearly communicated (4.39)

Student Climate:

Mutual respect, collaboration, clear communication, and inclusivity

Winter 2018: 4.07
Winter 2017: 4.02
(Meets threshold of 4.0)

Items Rated less than 4.0 threshold:

- How much has Clark College contributed to your knowledge, skills and personal growth in each of the following areas: Working effectively with others (3.88)
- During my first quarter at Clark, I received the information and services I needed to be a successful student (3.81)

Monthly Highlights

- ◇ A new scheduling tool, Insight, was implemented in May 2019 allowing students the ability to conveniently schedule their own advising appointments via the MyClark student dashboard. Students are now able to schedule up to three weeks in advance. This new technology is being released in additional departments across the college.
- ◇ As of the beginning of August, more than 50% of the security cameras across campus have been installed.

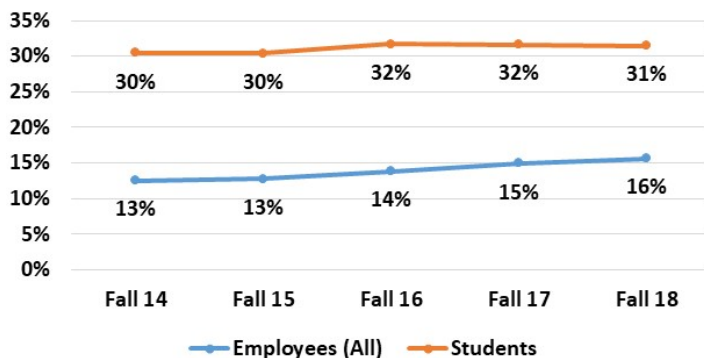
INTERCULTURAL AND MULTICULTURAL COMPETENCIES



AUGUST 2019

Clark College facilitates student learning by providing the conditions that improve educational outcomes and eliminate systemic disparities among all groups. Two strategies the college has implemented relate to improving employee cultural competencies through professional development and hiring employees reflective of the college's diverse students.

**Employees Reflect Student of Color Population:
Comparing Percent of Employees of Color to
Percent Students of Color**



**Student Intercultural and
Multicultural Competencies Indicator:**

In-Development

**Employee Intercultural and
Multicultural Competencies Indicator:**

In-Development

Monthly Highlights

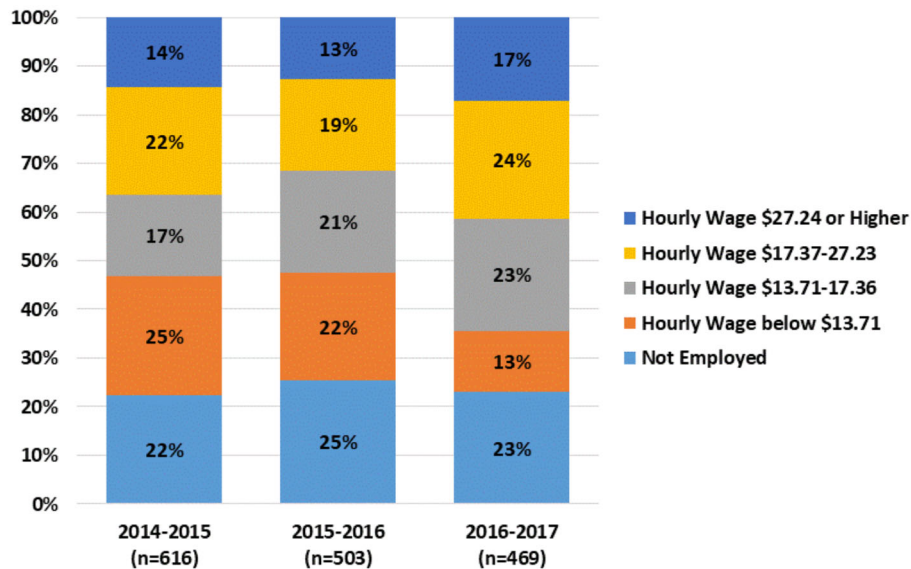
- ◇ The Tenure Support office is in the process of developing training materials focused on equity for the tenure review process in order to ensure that the process is supportive in nature for faculty from systemically non-dominant backgrounds and that faculty are actively supportive of our systemically non-dominant students. The annual tenure committee training is required for all committee members (faculty and administrators) as well as the tenure-track probationers.
- ◇ The annual Teaching and Learning Day conference were held August 13-14, 2019. The agenda for the two-day conference provides a chance for over 300 staff members to engage professional development and focus on the five essential practices for moving our college forward: change, growth, engagement, readiness and goal setting. The conference offers more than 60 sessions, and in collaboration with the Office of Diversity, Equity, and Inclusion, there are (7) focused on privilege and inequity (PPI). Sessions include Safe Zone training; Race, Space, and Belonging; It Takes a Village of Building Community; What is Cultural Appropriation; Can We All Just Get Along; Why "Diversity Recruitment" isn't enough; and Communicating through Social Change. Some sessions will repeat twice to help maximize participation.
- ◇ The advising team participated in quarterly trainings and workshops presented on- and off-campus, including Appreciative Advising, which provide further education on how to engage in the intentional collaborative practice of asking generative, open-ended questions that help students optimize their educational experiences designed to eliminate achievement gaps.

EMPLOYMENT

AUGUST 2019

Clark College, in service to the community, guides individuals to achieve their educational and professional goals. Through the college's focus on student outcomes, the college aims to connect students to their long-term educational goals. For Clark College students these goals are most often employment and/or transferring to another higher education institution.

Employment Outcomes for Professional Technical Program Graduates, Nine Months After Completion



Monthly Highlights

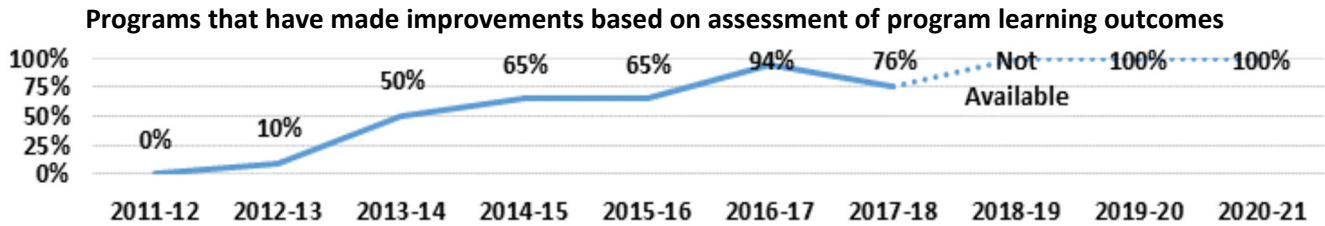
- ◇ Workforce Education Services is strengthening practices to provide personalized referrals to Career Services, WorkSource, and Partners In Careers for students nearing completion.
- ◇ The first year earn-and-learn model pilot program between SEH America and the Mechatronics program was a success and we have an agreement to continue with a second cohort in the winter quarter.

STUDENT LEARNING



AUGUST 2019

Clark College's degrees and certificates awarded are the result of a culmination of learning. The college aligns its curriculum with learning outcomes and applies evidence to continually advance student learning.



Percent of Students/
Graduates who Learned
Institution-wide student
learning outcomes
*Not Currently Available

Percent of Students/
Graduates who Learned
program student
learning outcomes
*Not Currently Available

Percent of Students/
Graduates who Learned
course student
learning outcomes
*Not Currently Available

Monthly Highlights

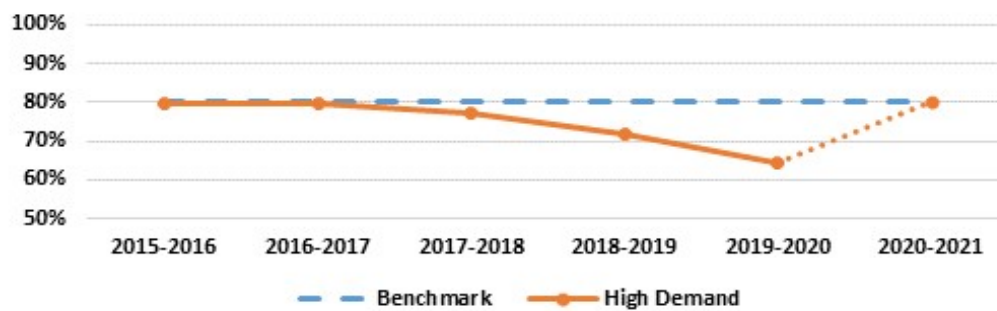
- ◇ College Spark Washington has approved extending the grant period for the \$150K Mathematics Pathways Initiative (MPI), originally budgeted for two years, to be extended for the 2019/20 academic year. This will allow the remaining grant funds to continue to be used to promote success and retention in math courses through: continuing refinement of college level “supplemental instruction” or “Corequisite Remediation” college-level courses; continuing to fine-tune our precollege offerings; and providing additional faculty training in active learning pedagogies. The final report is due in April 2020.
- ◇ \$27K in Perkin’s funding was recently approved for curriculum revisions and professional development for our CTE programs.
- ◇ Academic Advising has been fully integrated with COLL 101 to introduce all new students to the College’s academic supports and the importance of having an educational plan.

ALIGN PROGRAMS

AUGUST 2019

Clark College, in service to the community, guides individuals to achieve their educational and professional goals. Through the college's focus on student outcomes, the college aims to connect students to their long-term educational goals. For Clark College students these goals are most often employment and/or transferring to another higher education institution.

All Program Groups that Contain High Demand Occupations



Percent of Transfer Program Groups that Contain High Demand Occupations



Percent of Prof Tech Program Groups that Contain High Demand Occupations



Monthly Highlights

- ◇ There have been significant program structural changes to T-TEN and Honda PACT/HiTECC automotive programs completed with guidance from advisory boards and industry partners in an effort to increase enrollment and retention of our students.

MISSION: Clark College, in service to the community, guides individuals to achieve their educational and professional goals.

Academic Excellence	Completion				Student Learning	
	Three-Year Completion Rate: 31% 	Course Success Rate: 82% (1 yr avg) 	First-to-Second Quarter Retention: 82% (1 yr avg) 	First-Year Math Completion: 23% (1 yr avg) 	Outcomes Assessment: Not Available* 	Institution-Wide Learning Outcomes: Not Available*
Strategic Priorities: Student Engagement, Accreditation						

Social Equity	Eliminate racial disparities			Intercultural and Multicultural Competencies		
	HU* Student Completion Rate: 25.2% 	Course materials and college technology is accessible: 67% 	HU* Student First-to-Second Quarter Retention: 76.3% (1 yr avg) 	Percent Employees Of Color Equal to Students of Color: 16% vs 31% 	Student Indicator: In-Development	Employee Indicator: In-Development
Strategic Priorities: Professional Development, Student Engagement, Hiring and Retention						
*Historically Underrepresented						

Economic Vitality	Align Programs	Cost of Education			Employment
	Programs Defined as High-Demand: 65% 	Reduced Cost of Education: Not Available* 	Cost of Books, Materials & Fees: \$709 	Average Student Loans: \$1,550(D) / \$2,194(I) 	Graduates with living-wage employment: 64%* (Prof-Tech Only)
Strategic Priorities: External Partnerships, Boschma Farms					

Environmental Integrity	Physical, Virtual and Social Environments		
	Sustainability of Facilities: 2.4 	Student Climate: 4.07 	Employee Climate: 5.01
Strategic Priorities: College Climate, ctcLink			

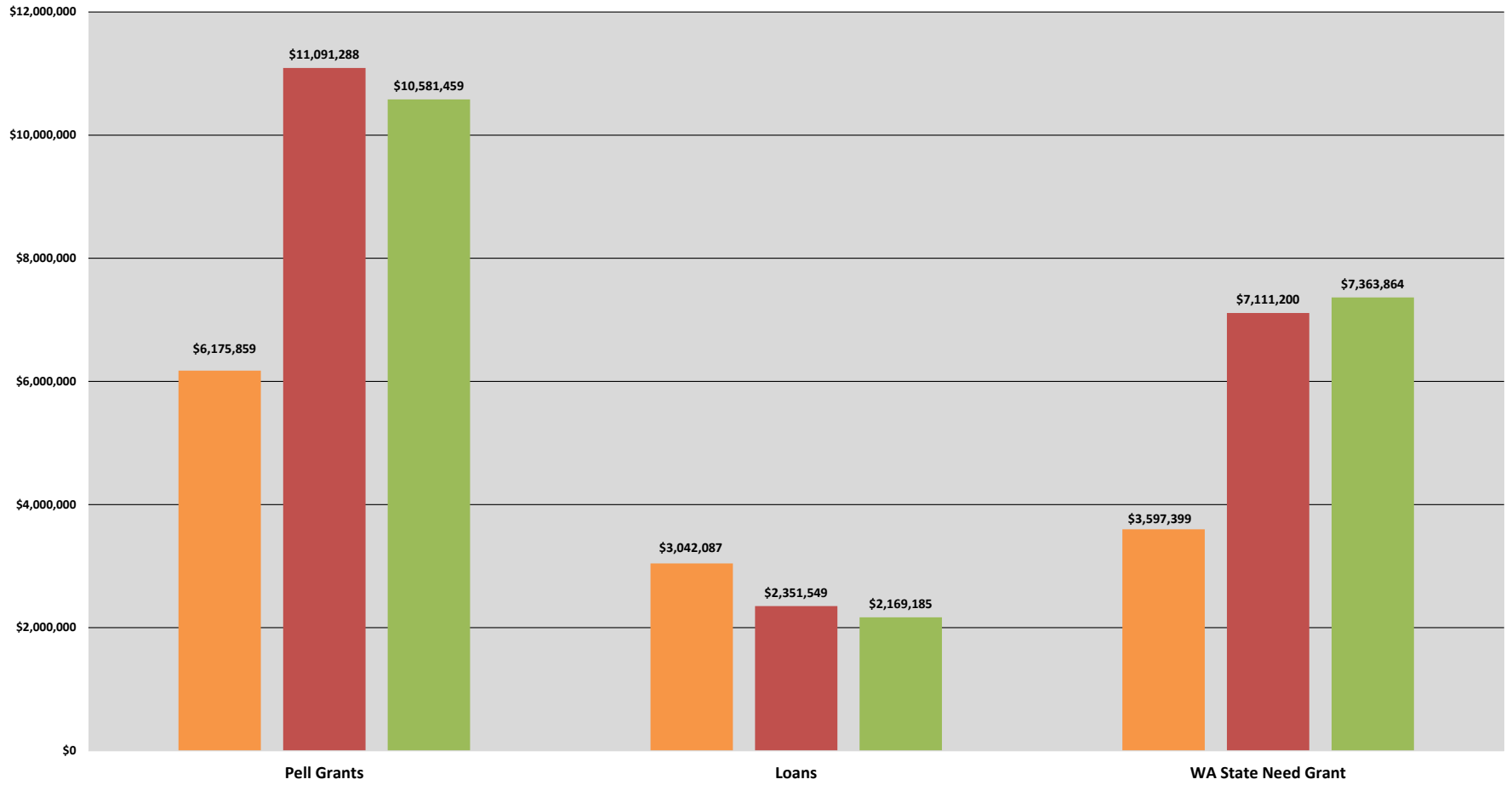
LEGEND

- Meets or exceeds desired outcome; continuous effort needed to maintain or improve even further.
- Does not meet desired outcome; action is needed to meet goal.
- Does not meet, well below desired outcome and immediate action is needed.
- Something changed. Rate or percentage updated.

3 Year Comparison of Awards by Category
July YTD

■ 2017-2018
■ 2018-2019
■ 2019-2020

Dollars (millions)

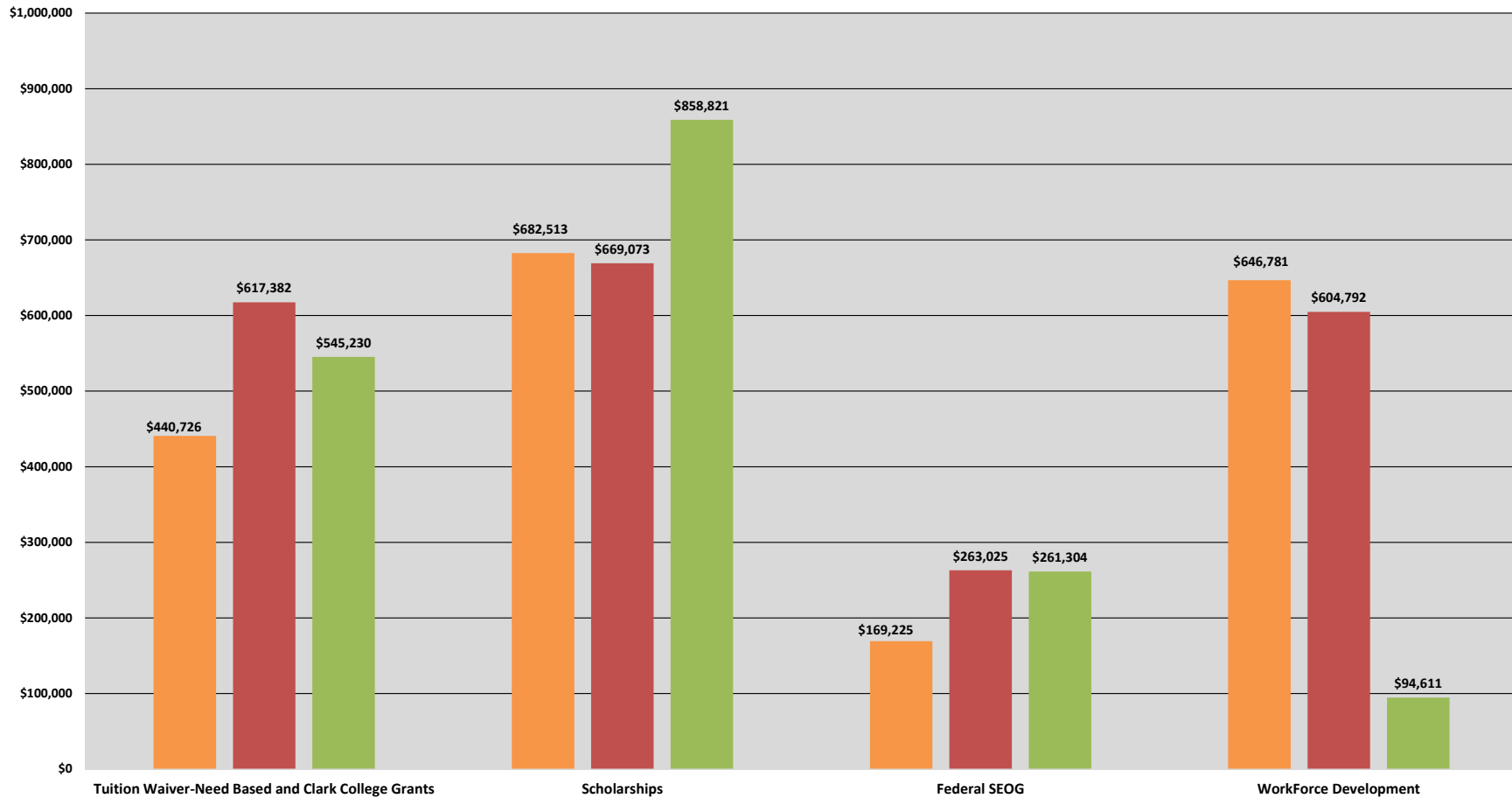


Note: WA State Need Grant includes College Bound Scholarships

3 Year Comparison Awards by Category (cont'd)
July YTD

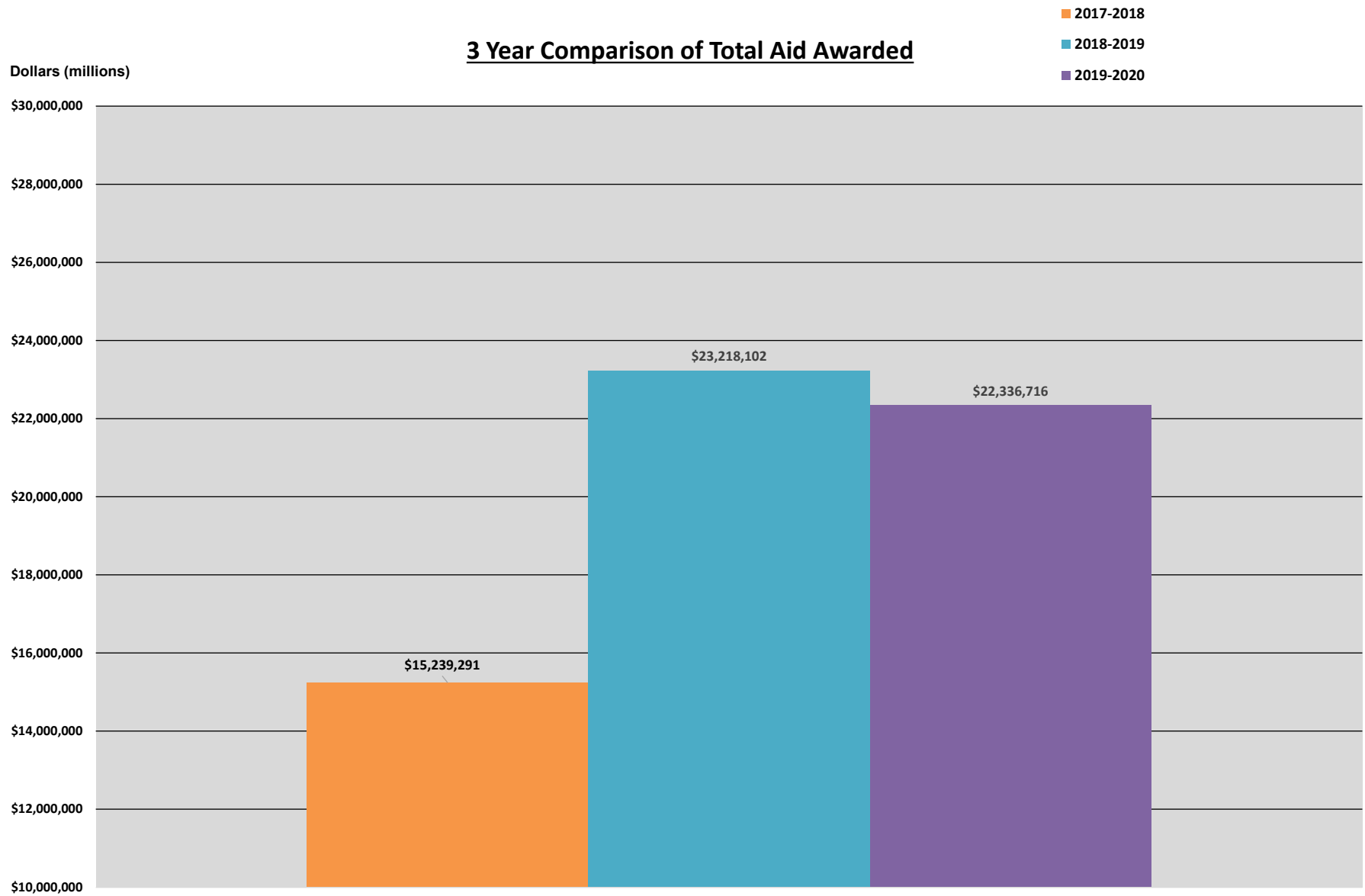
■ 2017-2018
■ 2018-2019
■ 2019-2020

Dollars (millions)



Note: WorkForce Development includes WorkFirst, Worker Retraining, BFET, Opportunity Grants, and Sponsored Programs

3 Year Comparison of Total Aid Awarded



JULY
Note: 2018-2019 Awarding is still in progress

Next Meeting

No documents for this item

Executive Session

No documents for this item

Adjournment

No documents for this item