



# CLARK COLLEGE

## BOARD OF TRUSTEES





## **VISION**

Clark College inspires learners to excel, transforms lives, and strengthens our increasingly diverse community.

## **MISSION**

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

CLARK COLLEGE BOARD OF TRUSTEES  
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September 28, 2016

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## Clark College Board of Trustees

Wednesday, September 28, 2016

Ellis Dunn Community Room, GHL 213

Agenda

Board Work Session Agenda—PUB 258C	Accountable	Purpose	Time Estimate
Call to Order	Chair Burkman		3:30 pm
<b>Hot Topics</b>			
• Advising Plan Update	Mr. Belden	Informational	3:30-4:15 pm
• Math Restructuring	Dr. Cook	Informational	4:15-4:55 pm

Agenda Items	Accountable	Purpose	Time Estimate
Call to Order/Agenda Review	Chair (Burkman)		
Introductions—2016-2017 ASCC Officers	Mr. Belden		
<b>Action Items</b>			
<ul style="list-style-type: none"> <li>2016-2017 College Budget</li> <li>2016-2017 Presidential Contract Addendum</li> <li>August 24, 2016 Board Meeting Minutes</li> </ul>	Chair Burkman	For Approval	
<b>Audience Statements</b>	Chair	Informational	3 minutes each
<b>Constituent Reports</b>			
<ul style="list-style-type: none"> <li>AHE</li> <li>WPEA</li> <li>ASCC</li> <li>Foundation</li> </ul>	Kimberly Sullivan Billie Garner Sarah Moe Lisa Gibert	Informational	15 minutes
<b>Reports from Board Members</b>	Chair Burkman Vice Chair Rupley Trustee Pollard Trustee Strong	Informational	15 minutes
<b>President's Report</b>			
<ul style="list-style-type: none"> <li>Student Success Story</li> <li>ITT Tech Closing</li> <li>Culinary Update</li> </ul>	<i>Tresa Marsh, Women's Cross Country and Daniel Soriano, Men's Cross Country</i>  President Knight	Informational	

FUTURE TOPICS	WATCH LIST
K-12 Partnerships and Visits	Accreditation
Review of Board Policies	

**Next Meeting**  
*The next regular meeting of the Board of Trustees is currently scheduled for Wednesday, October 26, 2016 in the Ellis Dunn Community Room.*

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

**Adjournment**  
*Time and order are approximate and subject to change*

Chair Burkman

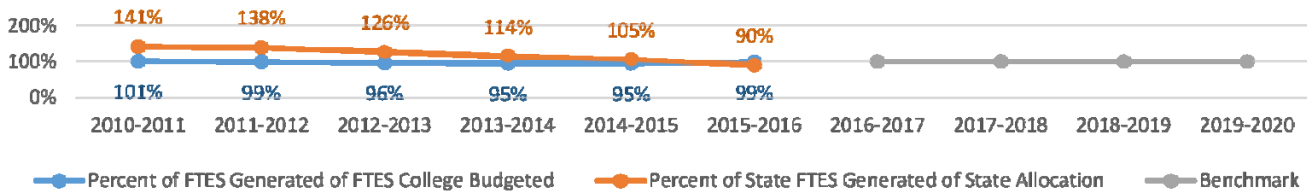
# ENROLLMENT



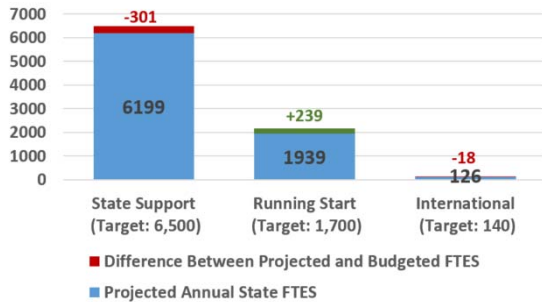
SEPTEMBER 2016

*Clark College facilitates student learning by providing programs, services, and conditions that improve the economic well-being of the student, college, and community. Through the college's focus on enrollment and budget to serve its community, the college aims to increase the community's educational attainment by leveraging resources to create and sustain innovations that improve student learning and increase enrollment.*

Percent of Full-Time Equivalent Students (FTES) Generated based on College Budget and State Allocation



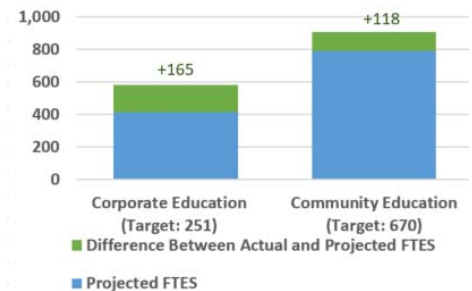
Projected Final Annual FTES Based on Current FTES (Sept 1)



Priority FTES

COMING SOON!

Projected Corporate and Community Education FTES Based on Current FTES (Sept 1)



## Monthly Highlights

- ◇ Athletics brought in over 100 incoming fulltime freshman students and has over 190 full time students combined.
- ◇ Clark College received an increased allocation of \$16,555 to support students who are enrolled in the Worker Retraining program.
- ◇ Clark College received an increased allocation of \$14,219 to support students who are enrolled in the Basic Food Employment and Training program.
- ◇ Eleven enrollment labs were offered to assist new students with registering, advising, financial aid, and problem-solving. The labs were developed and offered in partnership between Student Affairs teams—including Advising Services, Enrollment Services, and Financial Aid—and the Office of Instruction, Planning and Effectiveness, and Communication/Marketing and IT to support a one stop shop model for assisting students to enroll for fall quarter. More than 250 students were served in the enrollment labs during the first two weeks. Males and students of color are overrepresented in the attendees.

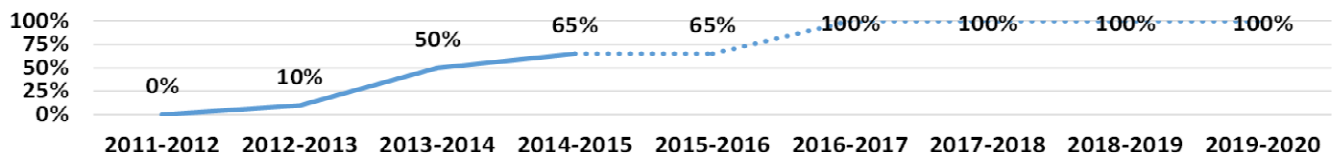
# STUDENT LEARNING



SEPTEMBER 2016

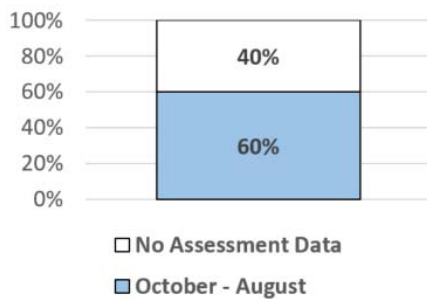
*Clark College facilitates student learning by providing the conditions for intellectual growth through scholarship, discovery, application, creativity, and critical thinking. Clark College's degrees and certificates awarded are the result of a culmination of learning. The college aligns its curriculum with learning outcomes and applies evidence to continually advance student learning.*

**100% of programs have made improvements based on assessment of program learning outcomes**



Due to faculty workload, the expectation is that faculty will complete their program assessment work by September 30th of the next academic year.

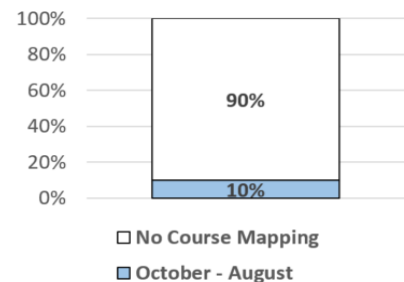
**Proportion of Programs with Assessment Data On File**



**Proportion of Learning Outcomes with Established Learning Targets**

**COMING SOON!**

**Proportion of Programs that have Mapped Learning Outcomes to Courses**



## Monthly Highlights

- ◇ Based on the "State of the AA Transfer Report", the following outcomes were revised in 2015-16: Natural Science, Communication (Oral/Written) and Quantitative.
- ◇ Based on Outcomes Assessment data a Power Privilege and Inequity distribution requirement was approved by the Instructional Planning Team for the Transfer AA degree.
- ◇ The Business program group has developed a prototype curriculum map for the degrees and certificates in their group. This prototype will be used as a model for all degrees and certificates.
- ◇ Based on community need, the Bachelor of Applied Science in Applied Management was created, approved by Clark College's regional accreditation agency, Northwest Commission on Colleges and Universities, and is currently enrolling students to begin winter quarter 2017.

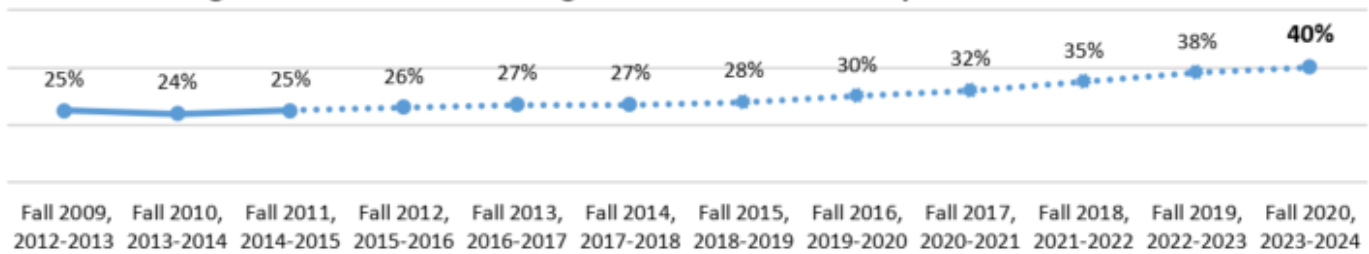
# COMPLETION



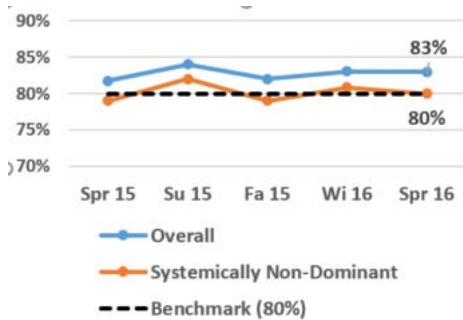
SEPTEMBER 2016

*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,*

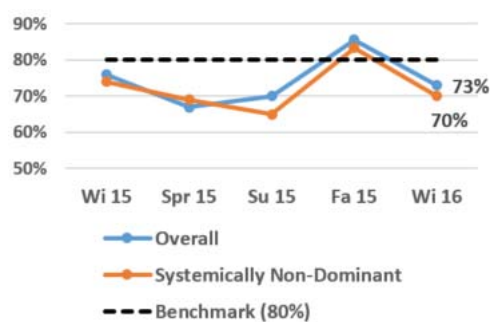
## Degree or Certificate-Seeking Full-Time Student Completion Rate Within 3 Years



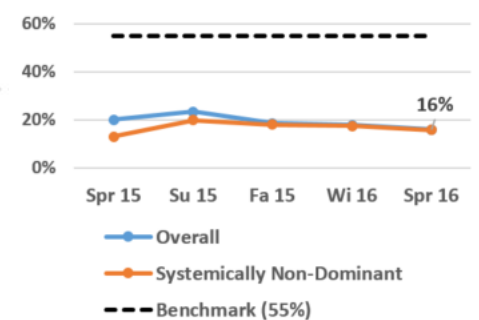
### Course Success Rate: Certificate or Degree-Seeking Students



### First-to-Second Quarter Retention: Certificate or Degree-Seeking Students



### Transfer-Intent Students Completing College-Level Math Within First 4 Quarters



## Monthly Highlights

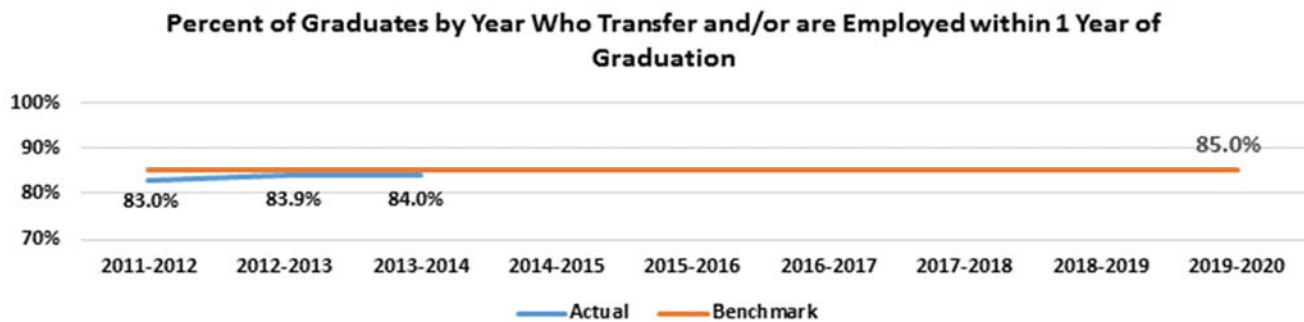
- ◇ Clark College received a \$2,500 donation towards the Emergency Grant Program. This program is designed to provide financial assistance to students who encounter extraordinary events or circumstances that could negatively impact their ability to successfully complete the term.
- ◇ The college is offering College 101 to new students with 61 sections. More 1,400 students were enrolled as of the week before the quarter began.
- ◇ Opening Day kicked off the first of a five-year, college-wide development and implementation process to arrange the programs the college offers into guided pathways. Guided pathways has five fundamental components: 1) deliberate sequence of courses with limited choices; 2) clear roadmap to accomplish goals; 3) new student entry pathway into specific program; 4) regularly monitored student progress; and 5) learning outcomes aligned with programs. Research demonstrates a significant increase in student completion when programs are offered within a guided pathway.

# EMPLOYMENT/TRANSFER



SEPTEMBER 2016

*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.*



GRAPH 2

GRAPH 3

**COMING SOON!**

**COMING SOON!**

## Monthly Highlights

- ◇ 101 Career Advising Appointments took place in August and there were 119 visits to the Career Center independent of Career Advising appointments; Employment Services had 133 visits providing help to students preparing for and conducting job searches either part-time while attending school or full-time career positions.
- ◇ As part of enhancing the advising model, Advising Services is developing curriculum to encourage - students to begin working on their career and transfer plans early in their experience at Clark College. This will be part of students' first quarter advising workshops.



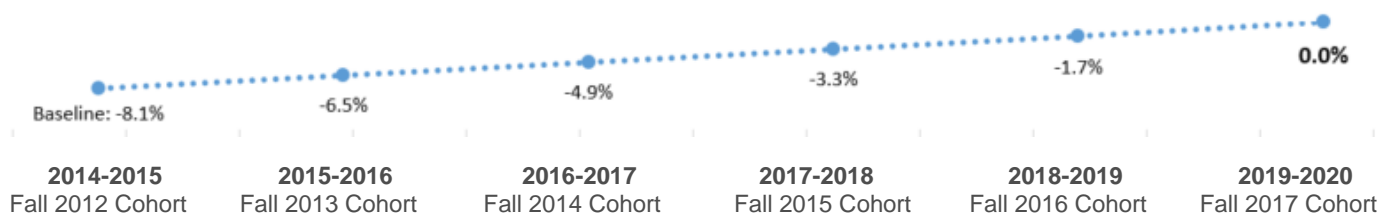
# SOCIAL EQUITY



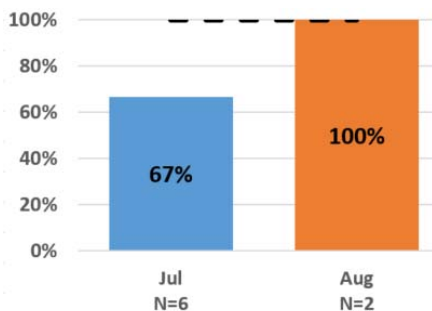
SEPTEMBER 2016

*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.*

**First-Term, Certificate or Degree-Seeking, Full-Time Student Three-Year Completion Rate: Difference Between Systemically Non-Dominant and Systemically Dominant Groups**

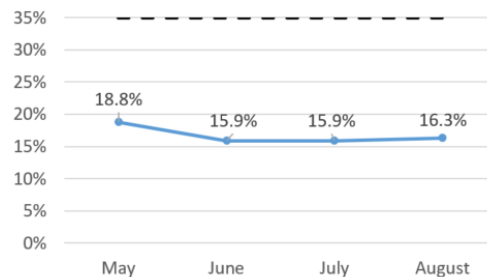


**Percent of Full-Time Applicant Pools with At Least 25% People of Color or People with Reported Disability**



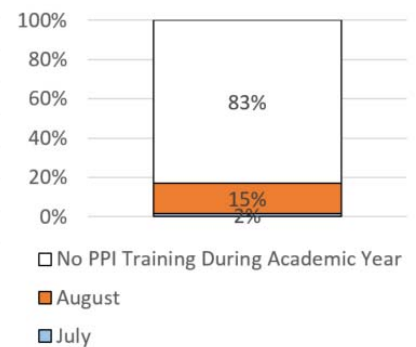
-- Benchmark: 100% of Applicant Pools

**Percent of Employees Of Color or Employees with Reported Disability**



-- Benchmark: 35% of Employees to Match Student Demographics

**Percent of Employees Engaged in Professional Development Opportunities in PPI**



□ No PPI Training During Academic Year

■ August

■ July

## Monthly Highlights

- ◇ Disability Support Services staff presented on Accessibility at Teaching and Learning Days, teaching staff how to create accessible content that works for individuals with disabilities who use assistive technologies.
- ◇ During Teaching and Learning Days, speaker Dr. Ata Karim presented “Understanding Islam” to Clark College employees.
- ◇ Clark College partnered Gifford Pinchot National Forest and SW WA LULAC to present Diversity Hiring Information Session on August 30th that was open to community.
- ◇ Counseling and Health Center designed and implemented Safe Space Training on May 13 for staff to address issues of Homophobia, Biphobia and Transphobia related to Title IX gender inequity.

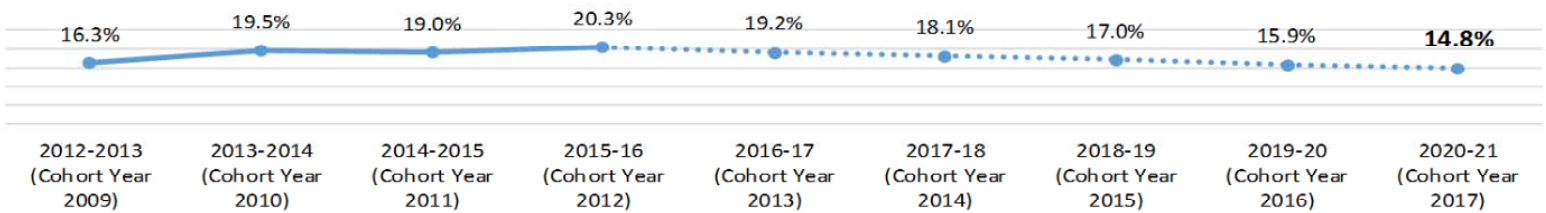
# STUDENT DEBT



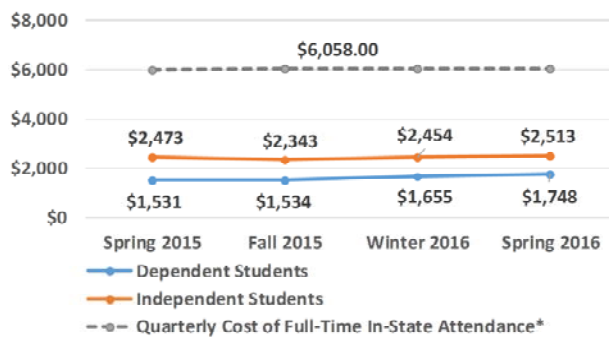
SEPTEMBER 2016

*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.*

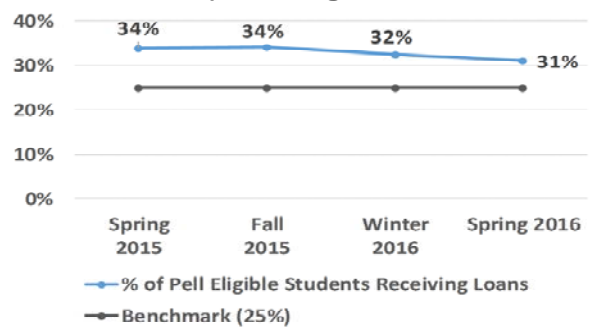
**Student Three Year Loan Default Rate**



**Average Loans Awarded and Received by Students, by Independent/Dependent Status**



**Percent of Pell-Eligible Students Receiving Student Loans (Excluding Parent PLUS Loans)**



## Monthly Highlights

- ◇ Athletics awarded over \$45,000 in scholarships for fall quarter to help relieve the stress of student debt.
- ◇ The Financial Literacy Coach search process has been completed and we are waiting on the background check for the successful candidate.
- ◇ Financial Aid staff reached out to 1,067 former students who were delinquent on their loans via phone or email.
- ◇ Financial Aid provided two presentations to staff on how default management is an all-campus responsibility and how each office could play a part in lowering our default rate.
- ◇ Financial Aid provided new curricular materials to the College 101 Staff.
- ◇ Scholarship stats totals for general scholarship process: 309 applications reviewed; 77% of students who were eligible and submitted complete applications received awards; \$541,150 total awarded
- ◇ Over \$300,000 will be available in the fall process for winter and spring awards, and over \$200,000 will be awarded through processes outside of the general application process (transfer, honors, talent, athletic, etc.). For the first time, we will have over a million dollars to award in scholarships to Clark and transfer students for this academic year.

# ACTION ITEMS



ACTION ITEMS



To: Robert Knight, President  
From: Bob Williamson, Vice President of Administrative Services  
Date: August 8, 2016  
Subject: 2016-17 Budget

**Background:**

Although the College and Executive Cabinet spent a considerable amount of time in Winter and Spring developing the 2016-17 budget, final decisions could not be made until the state completed work on the new allocation model. This necessitated asking the Board of Trustees to adopt a resolution in June to carry forward the 2015-16 operating budget into July and August of 2016. Following the release of our new allocation numbers in July we were able to finalize a balanced budget for 2016-17 that is now ready for you to present to the Board of Trustees on August 24.

Key elements of this budget include the following:

- Instruction is implementing \$1.372 million in reductions this year. Combined with the \$660,000 already cut from last year's budget, Instruction has reached its total target of \$2 million in reductions;
- Tuition rates remain static for 2016-17. In addition, Running Start reimbursement rates did not increase at levels seen in previous years;
- The College is projecting to serve 6,500 state-support FTES, down 333 from the 2015-16 budget and 853 below our state funded enrollment target;
- The College is building 1,700 Running Start FTES into the budget, 200 more than budgeted for in 2015-16;
- The College gained \$66,802 from the state's new allocation model. This is based on a three-year rolling average for enrollment beginning with the 2012-13 academic year. As the three-year average rolls forward and begins accounting for years in which the College was under enrolled, we likely see a decrease in state funding until enrollment rebounds;
- The state did not fully cover all costs for the 1.8% salary adjustment. However, the College accounted for this shortage in the proposed 2016-17 budget;

**Recommendation:**

I recommend approval of the College's 2016-17 operating budget per the attached documents:

- Page 1.** State Allocation & Projected Revenue: total budget of \$126,174,300 for all funds.  
**Page 2.** FTES (For Budget Purposes) illustrates the Student FTES supported by the proposed budget.  
**Page 3.** Funding from FTES illustrates the revenue associated with each of the FTE components.  
**Page 4.** 2016-17 Budget by Area of Responsibility illustrates the allocation of resources among the divisions of the College.

**CLARK COLLEGE  
2016-17  
STATE ALLOCATION & PROJECTED REVENUE**

	<b>Funded FTE's</b>	<b>2015-16 Base Budget</b>	<b>Funded FTE's</b>	<b>2016-17 Base Budget</b>
<b>STATE ALLOCATION</b>				
General Fund	6,533	26,587,262	6,899	28,228,677
ABE Enrollments	37	223,850	37	223,850
Apprenticeship	9	37,350	9	37,350
University Contracts	17	97,118	17	97,118
Aerospace	40	315,504	40	315,504
STEM	14	122,449	14	122,449
I-Best	16	156,000	16	156,000
High Demand	98	862,771	98	862,771
Workforce High Demand	24	210,000	24	210,000
Early Ed, Math & Science	8	44,400	8	44,400
Worker Retraining	204	1,018,073	191	1,002,698
	<u>7,000</u>	<u>29,674,777</u> *	<u>7,353</u>	<u>31,300,817</u>
<b>TUITION &amp; OTHER</b>				
Tuition	6833	18,283,432	6500	17,899,375
Excess Enrollment	-	-	-	-
BAS Tuition	27	88,810	78	377,473
International (145)	167	1,261,705	144	1,152,431
Running Start (145)	1,500	8,297,157	1,700	9,525,689
Use of Fund Balance (148)	-	-	-	-
	<u>8,527</u>	<u>27,931,104</u>	<u>8,422</u>	<u>28,954,968</u>
<b>DEDICATED FUNDS</b>				
Matriculation Fee		392,263		408,975
Continuing Education Fees		869,480		922,367
Resale Charges		507,620		507,620
Class Fees		1,210,403		1,478,673
Tech Fee		1,286,071		1,122,218
GED Testing Fees		66,000		15,000
Career Center Fees		5,000		2,500
Admissions Fee		160,000		170,000
Admissions Fee - Accounting		14,000		14,000
Testing		24,000		35,000
Health Occupation Admissions		30,000		30,000
Registration Late Fee		-		14,800
Transcript Services		55,000		56,500
		<u>4,619,837</u>		<u>4,777,653</u>
<b>Subtotal (Operating)</b>		<b>62,225,718</b>		<b>65,033,438</b>
<b>OTHER FUND SOURCES</b>				
Grant & Contracts		4,051,718		4,598,899
Internal Support Services		572,583		577,514
ASCC & Clubs		1,758,603		1,798,810
Bookstore		4,533,413		4,494,707
Parking		439,738		448,370
Auxiliary Enterprises		1,346,010		2,036,009
Student Financial Aid		46,625,798		39,264,609
Capital Projects		35,096,909		7,921,944
		<u>94,424,772</u>		<u>61,140,862</u>
<b>Subtotal</b>		<b>94,424,772</b>		<b>61,140,862</b>
<b>TOTAL COLLEGE BUDGET</b>		<b>156,650,490</b>		<b>126,174,300</b>

\* Adjusted Base

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6/29/2016

**Clark College  
2016-17  
FTES (For Budget Purposes)**

	FTES			
	2015-16	2016-17	Change	% Change
<b>State Allocation</b>				
State Basic	6,533	6,899	366	5.6%
ABE Enrollments	37	37	-	0.0%
Aerospace	40	40	-	0.0%
Apprenticeship	9	9	-	0.0%
University Contracts	17	17	-	0.0%
Stem	14	14	-	0.0%
I-Best	16	16	-	0.0%
High Demand	98	98	-	0.0%
Workforce High Demand	24	24	-	0.0%
Early Ed, Math & Science	8	8	-	0.0%
Worker Retraining	204	191	(13)	-6.4%
<b>State Allocation Sub-total</b>	<b>7,000</b>	<b>7,353</b>	<b>353</b>	<b>5.0%</b>
<b>Other</b>				
Excess Enrollment - Base	-	-	-	0.0%
BAS	27	78	51	188.9%
International	167	144	(23)	-13.8%
Running Start	1,500	1,700	200	13.3%
<b>Total Other FTE</b>	<b>1,694</b>	<b>1,922</b>	<b>228</b>	<b>13.5%</b>
<b>Total FTES</b>	<b>8,694</b>	<b>9,275</b>	<b>581</b>	<b>6.7%</b>

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**Clark College  
2016-17  
Funding from FTES**

	Funding			
	2015-16	2016-17	Change	% Change
<b>State Allocation</b>				
State Basic	26,587,262	28,228,677	1,641,415	6.2%
ABE Enrollments	223,850	223,850	-	0.0%
Apprenticeship	37,350	37,350	-	0.0%
Aerospace	315,504	315,504	-	0.0%
University Contracts	97,118	97,118	-	0.0%
Stem	122,449	122,449	-	0.0%
I-Best	156,000	156,000	-	0.0%
High Demand	862,771	862,771	-	0.0%
Workforce High Demand	210,000	210,000	-	0.0%
Early Ed, Math & Science	44,400	44,400	-	0.0%
Worker Retraining	1,018,073	1,002,698	(15,375)	-1.5%
<b>State Allocation Sub-total</b>	<b>29,674,777</b>	<b>31,300,817</b>	<b>1,626,040</b>	<b>5.5%</b>
<b>Tuition &amp; Excess</b>				
Tuition From State FTE's	18,283,432	17,899,375	(384,057)	-2.1%
Excess Enrollment - Base	-	-	-	0.0%
BAS Tuition	88,810	377,473	288,663	325.0%
Use of Fund Balance	-	-	-	0.0%
<b>Total Budgeted FTES</b>	<b>48,047,019</b>	<b>49,577,665</b>	<b>1,530,646</b>	<b>3.2%</b>
<b>Contractual Programs</b>				
International Education	1,261,705	1,152,431	(109,274)	0.0%
Running Start	8,297,157	9,525,689	1,228,532	14.8%
<b>Total Contractual Programs</b>	<b>9,558,862</b>	<b>10,678,120</b>	<b>1,119,258</b>	<b>11.7%</b>
<b>Total FTES</b>	<b>57,605,881</b>	<b>60,255,785</b>	<b>2,649,904</b>	<b>4.6%</b>

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**Clark College  
2016-17  
By Area of Responsibility**

	2015-16 Operating Base*	2016-17 Operating Base w/ Adj	Change	% Change	Other Accounts	2016-17 Total By Area
<b>President</b>						
Operating	733,190	765,973	32,783	4.5%		765,973
<b>Special Advisor for Diversity and Equity</b>	367,334	381,220	13,886	3.8%		381,220
<b>Vice President of Administrative Services</b>						
Operating	7,359,978	8,061,120	701,142	9.5%		
Internal Support Services					577,514	
Bookstore					4,494,707	
Parking					448,370	
Auxilliary Services					2,036,009	
Capital Projects					7,921,944	23,539,664
<b>Vice President of Instruction</b>						
Operating	38,183,712	38,311,727	128,015	0.3%		38,311,727
<b>Vice President of Student Affairs</b>						
Operating	8,606,313	8,890,391	284,078	3.3%		
ASCC					1,798,810	
Financial Aid					39,264,609	49,953,810
<b>Associate Vice President of Planning and Effectiveness</b>						
Operating	573,105	785,042	211,937	37.0%		785,042
<b>Associate Vice President of Corporate &amp; Continuing Ed</b>						
Operating	1,081,569	1,140,100	58,531	5.4%		
Grants & Contracts					929,644	2,069,744
<b>Chief Communications Officer</b>						
Operating	4,470,835	5,213,907	743,072	16.6%		5,213,907
<b>Associate Vice President of Human Resources</b>						
Operating	832,083	1,061,486	229,403	27.6%		1,061,486
<b>Other</b>						
Grants & Contracts					3,669,255	3,669,255
Contingency	17,594	422,472	404,878			422,472
Benefit/Salary Changes to be allocated	-	-	-			-
<b>Total</b>	<b>62,225,713</b>	<b>65,033,438</b>	<b>2,807,725</b>		<b>61,140,862</b>	<b>126,174,300</b>

\*Ending

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6/29/2016

## ADDENDUM TO CONTRACT

The Board of Trustees acting by duly passed motion at its regular meeting on Wednesday, September 28, 2016, and the President hereby amend the President's Contract, which sets forth the terms and condition of the appointment of the President.

The President's contract is amended as follows:

### VII. Evaluation

In April and May of each year, the Board shall review the President's performance. The performance review shall be based upon pre-established and measurable goals/objectives mutually agreed upon by the Board and the President. The Board Chair and President shall jointly develop an evaluation instrument and submit to the Board for the Board's review and approval, enabling the Board to provide an annual written review of the President's performance. The Board will meet with the President annually, for the sole purpose of reviewing the President's objectives, responsibilities, and accomplishments. Such annual reviews may also include prioritizing job objectives and establishing timelines and the resources for completion of such objectives. For each year during the Term of this Agreement, goals/objectives shall be established by August 1<sup>st</sup>.

The terms and conditions of the President's Contract and any addenda are expressly incorporated herein by reference, except as expressly amended in this addendum.

**IN WITNESS WHEREOF**, the Board and the President have executed this agreement on this 28th day of September, 2016.

\_\_\_\_\_  
Jack Burkman, Chair, for and on behalf of,  
Board of Trustees of Community College District 14

Accepted:

\_\_\_\_\_  
Robert K. Knight, President  
Community College District 14



Minutes of the Business Meeting of the Board of Trustees  
 Clark College, District No. 14  
 August 24, 2016  
 Ellis Dunn Room GH1 213

	TOPIC	DISCUSSION	ACTION
I.	CALL TO ORDER/AGENDA REVIEW/INTRODUCTIONS		Chair Rupley called the meeting to order at 5:05.
	AGENDA REVIEW	<ul style="list-style-type: none"> <li>At the work session the trustees received a presentation of the college's 2016-2017 budget. Given this year's trend, the board and administration are very concerned about the declining enrollment. The trustees also heard a branding presentation and took part in an Executive Session to review the performance of a public employee. No action was taken in the Executive Session.</li> </ul>	<ul style="list-style-type: none"> <li>President Knight introduced Amanda Osterberg, the college's new Internal Auditor. Amanda is a Clark College and WSU-V graduate who has considerable higher education auditing experience.</li> </ul>
II.	ACTION ITEMS		
		<p><b>Committee appointments to be made for 2016-2017:</b></p> <p><b>Clark College Foundation Board of Directors</b>            Foundation Board Position #1 Jane Jacobsen            Foundation Executive Committee Position #2 Rekah Strong            Board Chair/Vice Chair Committee Jack Burkman/            Jada Rupley</p> <p><b>Representative to Washington State Association of College Trustees (ACT)</b>            alternate Jada Rupley            Rekah Strong,</p> <p><b>Workforce Education Liaison</b> Jack Burkman</p> <p><b>Shared Governance Committee</b> Jack Burkman</p> <p><b>Facilities Master Plan</b> Royce Pollard</p> <p><b>North County Master Plan Committee</b> Jada Rupley</p> <p><b>Board Officer Elections</b> <b>Planning/Accreditation Committee</b> Jack Burkman</p>	<p><b>A MOTION</b> was made by Trustee Pollard to elect Trustee Burkman as Chair of the Clark College Board of Trustees for a second term. Trustee Jacobsen seconded the motion and it was unanimously approved.</p> <p><b>A MOTION</b> was made by Trustee Burkman to elect Chair Rupley as Vice Chair of the Clark College Board of Trustees for a second term. Trustee Jacobsen seconded the motion and it was unanimously approved.</p> <p><b>A MOTION</b> was made by Trustee Burkman to approve the slate of committee appointments as presented. Trustee Pollard seconded the motion and it was unanimously approved.</p>
	2017 Board of Trustees Meeting Schedule		<b>A MOTION</b> was made by Trustee Pollard to approve the 2017 Board of Trustees meeting schedule as presented. Trustee Burkman seconded the motion and it was unanimously approved

	TOPIC	DISCUSSION	ACTION
	President's Contract	<ul style="list-style-type: none"> <li>The trustees discussed the President's contract, which called for a 1.8% salary increase, the same COLA increase that college employees received. They believe that he deserves more as he is one of the lowest-paid community college presidents while being one of the most senior.</li> <li>They agree that the college, the students, and the community are fortunate to have him and they look forward to working with him moving the college forward.</li> </ul>	<b>A MOTION</b> was made by Trustee Pollard to approve the President's 2016-2017 contract with a 1.8% salary increase. Trustee Jacobsen seconded the motion and it was unanimously approved.
	Minutes from June 8, 2016 Board Meeting		<b>A MOTION</b> was made by Trustee Burkman to approve the June 8, 2016 Board Meeting minutes. Trustee Pollard seconded the motion and it was unanimously approved.
	Minutes from July 27 and August 3, 2016 Special Board Meetings/Retreats		<p><b>A MOTION</b> was made by Trustee Burkman to amend the July 27 and August 3 minutes to add that the student survey would be shared with the board and to add "Weber trustees" to the discussion on the Weber property to clarify that the Weber trustees went to the city, not the Clark trustees. Chair Rupley seconded the motion and it was unanimously approved.</p> <p><b>A MOTION</b> was made by Trustee Burkman to approve the amended July 27 and August 3 minutes. Chair Rupley seconded the motion and it was unanimously approved.</p>
	Budget Resolution #146		<b>A MOTION</b> was made by Trustee Pollard to approve Budget Resolution #146 authorizing the expenditure of local funds in an amount equal to the 2015-2016 budget until a formal budget is adopted for 2016-2017. Trustee Burkman seconded the motion and it was unanimously approved.
III.	<b>AUDIENCE STATEMENTS</b>		
	Former Clark student and employee, Juliet McGraw spoke on behalf of the friends of the Ridgefield National Wildlife Refuge's new interpretive center. She requested that the trustees write letters in support of the center and help them connect them with people who can help the Refuge. There is no deadline on the letters of support.		<ul style="list-style-type: none"> <li>President Knight will look into what is allowable and appropriate for the trustees to do in support of the refuge and notify the board.</li> </ul>

	TOPIC	DISCUSSION	ACTION
IV.	CONSTITUENT REPORTS		
	AHE		<ul style="list-style-type: none"> <li>There was no report from the AHE this evening.</li> </ul>
	WPEA		<ul style="list-style-type: none"> <li>There was no report from the WPEA this evening.</li> </ul>
	ASCC		<ul style="list-style-type: none"> <li>There was no report from the ASCC this evening.</li> </ul>
	Foundation	<ul style="list-style-type: none"> <li>The Foundation has been spending significant time working with individuals and entities who were not aware of the college, which has led to some very interesting and fruitful discussions.</li> <li>Mr. Munson asked the trustees to please advise the Foundation should they run into people who may not know about Clark so that they can follow up with them. It is encouraging to bring people on campus who are not familiar with Clark so they can see all that is taking place. The people they are connecting with have had relationships with major universities and they have been very excited to see a community college and learn about their missions. Mr. Munson said these new faces and new possibilities are what the foundation has been looking for.</li> </ul>	
	Statements & Reports from Board Members	<ul style="list-style-type: none"> <li>As the board has not met since June, Trustee Burkman commended commencement speaker Jessica Lynch for her speech that evening. Trustee Burkman attended the Mechatronics Capstone Project event and said it was fascinating to see the projects and encouraging that there were many businesses there to see we are delivering hands on work to our students. He also congratulated the college on ending the year 3% under budget. He was also honored to have been able to participate in the program at The Archer Gallery honoring Ms. Gibert.</li> <li>Trustee Jacobsen attended the Archer Gallery event and said it was a nice feeling to see so many of the community members who support the college. She has met several times with Ms. Gibert and other donors, and is pleased to see how hard they are working to find new ways for the college to be successful.</li> <li>Trustee Pollard was pleased to have been able to attend the Archer Gallery event. He is also disappointed that the Athletic Director is leaving; she did such a great job in the short time she was able to be at Clark.</li> </ul>	



	TOPIC	DISCUSSION	ACTION
V.	PRESIDENT'S REPORT	<ul style="list-style-type: none"> <li>• Dr. Hazelbaker commented on the college's participation at this year's Clark County Fair. It was the first time in many years the college was there and it gave us much more visibility and increased marketing opportunities. The Fair actually invited Clark to attend and provided the space at no charge. They Fair theme was promoting science fun. The college space was quite large and there was additional space with computers where students could register for classes. Staff from across the college volunteered and welding students brought one of their projects while nursing students brought one of their sims. There were displays of the North County map so staff could answer questions about the new campus. Student Affairs waived the standard application fee for the 65 people who applied from the booth. He plans to contact the Fair about next year and said that we could actually use 50% of the space that was allocated this year.</li> <li>• President Knight said the Strategic Enrollment Management committee met earlier this week to discuss short- and long-term enrollment efforts. They have a plan to contact 1,300 students who have put in applications but not registered. He thanked the trustees for their offer to make phone calls.</li> <li>• Dr. Cook said incoming students need a lot personal attention. There are many students who have shown interest in applying and the college is read to help them walk through the process. There will be enrollment labs next week, staffed with highly trained individuals to help get them through the process. The labs will run through September 15. College 101 classes will help guide them through their first quarter, starting with Penguin Welcome Days. So far, 800 students have attended Welcome Day orientations.</li> <li>• Mr. Williamson said that the culinary bids have gone out to contractors and will be opened on September 8. President Knight talked to several local contractors to let them know the college was going out to bid again. Fourteen contractors attended the walk-through and he is confident that a good bid will come through. The Facilities Department has literally gutted the culinary area already to save on cost. No asbestos and no environmental issues were found. President Knight will get information out to the trustees just as soon as he has it. The next round of bonding starts on November 1, so the college must have a signed contract by October 1.</li> <li>• The Clark College Golf Tournament took place on August 22; the Athletic Department organized it and it was very successful. President Knight has already personally received scholarship support from some of the participants.</li> <li>• Ms. Diehl has added new dashboard information to the board packet. Currently, Clark's enrollment is trending in the middle of the other colleges.</li> </ul>	<ul style="list-style-type: none"> <li>• Trustee Burkman acknowledged Dr. Hazelbaker about the college's use of social media to keep everyone informed of what is going on. He appreciates hearing news and said if there is something the trustees should be aware of, please find way to get messages to them through the President's Office.</li> <li>• Trustee Burkman commended the Dental Hygiene partnership with WSU-V to provide interpreters to treat Spanish-speaking patients. Ms. Walstead is working with students who are bilingual who will help translate and stay with the patients as they are treated.</li> </ul>
	President's Report		

	TOPIC	DISCUSSION	ACTION
	President's Report		<ul style="list-style-type: none"> <li>Trustee Burkman will be working with President Knight to update the Future Topics and Watch Lists. This is also a good time to review board policies as it has not done in several years.</li> </ul>
VI.	<b>DATE AND PLACE OF FUTURE MEETING</b>		
	<ul style="list-style-type: none"> <li>The next regular meeting of the Board of Trustees is scheduled for September 28, 2016 in the Ellis Dunn Community Room, GHJ 213.</li> </ul>		
VII.	<b>EXECUTIVE SESSION</b>		
	<ul style="list-style-type: none"> <li>No Executive Session was held this evening.</li> </ul>		
VIII.	<b>ADJOURNMENT</b>		
	<ul style="list-style-type: none"> <li>There being no further business, Trustee Jacobsen made a motion, which was seconded by Trustee Pollard, to adjourn meeting. The motion passed and the meeting adjourned at 5:50 pm.</li> </ul>		

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Jack Burkman, Chair

Leigh Kent  
Recorder  
September 7, 2016

# ACADEMIC EXCELLENCE

PRESIDENT'S REPORT  
SEPTEMBER 2016

**ACADEMIC EXCELLENCE**

Facilitate student learning by providing the conditions for intellectual growth through scholarship, discovery, application, creativity, and critical thinking.

- Implement and institutionalize practices that increase academic performance, retention, and completion.
- Create and sustain an inclusive and dynamic curriculum and environment that reflect our diverse college community.
- Integrate active learning strategies within and across courses, disciplines, and programs with a global perspective.
- Create and advance accessible, integrated, and technology-enriched learning environments.
- Engage faculty, administrators, and staff in professional development experiences that enhance student learning.
- Align curriculum with learning outcomes and apply outcomes assessment evidence to continually advance student learning.

*Progress—*

*An activity or strategy that has demonstrated progress toward meeting one of this core theme's objectives; identify the progress you are measuring.*

*An activity that involves partners within the community—identify the partner and purpose of the partnership.*

- Opening Day was kicked off with an introduction to Guided Pathways. Shanda Diehl, Associate VP of Planning and Effectiveness provided the background data that made the case for a change to pathways. Tim Cook, Vice President of Instruction outlined the rationale for a systems change that Guided Pathways will provide for the College. The entire college community then got together in smaller groups to do an exercise emulating the challenges around choosing a major and navigating our systems, followed up by a discussion on the relative merits and challenges surrounding the pathway work. This model is the primary focus of the 2016-21 Academic Plan. *Progress being made:* Implement and institutionalize practices that increase academic performance, retention, and completion. (OOI)
- Tim Cook, Vice President of Instruction gave a presentation to the regional K12 superintendents on September 23<sup>rd</sup>. The topics included new dual credit opportunities, including College in the High School, Rural Mechatronics Education, Transitional Studies programs, Tech Prep, Apprenticeships,

## ACADEMIC EXCELLENCE

new Math/English placement processes, and guided pathways. The development of entry pathways will require effective partnerships with our K12 institutions and there is significant interest to accomplish this goal. This is related to the Academic Plan Goal 3: Improve Student Preparedness. (OOI)

- A learning Communities training took place on Sept 8<sup>th</sup> with approximately 55 faculty and staff in attendance. The goal was to engage and educate faculty about the learning potential of these communities. Faculty spoke about their experiences with these communities and a student panel discussed their experiences with learning communities. Thirteen learning communities are being taught this Fall quarter and this directly relates to Academic Plan Goal #3: Improve Student Preparedness and Academic Plan Goal #5: Integrate Active Learning Strategies. *Progress being made:* Integrate active learning strategies within and across courses, disciplines, and programs with a global perspective. (OOI)
- Kelly Jones, Veterans Resource Manager, conducted a VET 101 workshop during Teaching and Learning Days on August 16. The workshop discussed how we can better serve our student veterans in higher education, understanding military culture, Post-Traumatic Stress Disorder, Traumatic Brain Injury, and other issues our student veterans face on campus and in our community. There were 39 staff members who attended the workshop. *Progress being made:* Implement and institutionalize practices that increase academic performance, retention, and completion. (SA)
- Economic & Community Development's (ECD) open enrollment program provided instructor trainings and operational updates to prepare for fall quarter. Four instructor "teach-ins" were held during August and September and saw an attendance of 48 instructors. The focus of the training was course preparation and delivery, a walkthrough of the new ECD website, and the plan for engaging in the marketing of their courses. *Progress being made:* Engage faculty and staff in professional development experiences that enhance student learning. (ECD)

# SOCIAL EQUITY



## SOCIAL EQUITY

Facilitate student learning by providing the conditions that improve educational outcomes and eliminate systemic disparities among all groups.

- Create and sustain an accessible and inclusive environment by utilizing principles of universal design and social justice so that all students can achieve equitable outcomes.
- Demonstrate improved intercultural competency among employees and students through comprehensive professional development and curricular transformation.
- Institutionalize hiring and retention practices that challenge systems of power, privilege, and inequity.

*Progress—*

*An activity or strategy that has demonstrated progress toward meeting one of this core theme's objectives; identify the progress you are measuring.*

*An activity that involves partners within the community—identify the partner and purpose of the partnership.*

- The Office of Diversity and Equity sponsored speaker Dr. Ata Karim to present “Understanding Islam” at the Teaching and Learning Days at Clark College on August 16. Approximately 190 college employees attended the presentation that provided basic information around the Islamic faith and myths that are associated about the religion. As a Vice President at Bellevue College, Dr. Ata Karim gave great insight around how to serve our Muslim students effectively. *Progress being made:* Demonstrate improved intercultural competency among employees and students through comprehensive professional development and curricular transformation. (ODE)
- Diversity Outreach Manager Dolly England, and Director of Human Resources Sue Williams, presented *Equity in Hiring* to 37 employees during the Teaching and Learning Days on August 16 and 17. This training is mandatory for anyone who serves on a screening committee and supports our commitment to equitable hiring practices. To date, more than 357 college employees have received the training. *Progress being made:* Institutionalize hiring and retention practices that challenge systems of power, privilege, and inequity. Demonstrate improved intercultural competency among employees and students through comprehensive professional development and curricular transformation. (HR)
- Diversity Outreach Manager Dolly England represented Clark College at the City Career Fair and Diversity Hiring Panel in Portland, OR on August 24. Dolly spoke with 45 job seekers at this event. *Progress being made:* Institutionalize hiring and retention practices that challenge systems of power, privilege, and inequity. (HR)
- Diversity Outreach Manager Dolly England, in partnership with the Gifford Pinchot National Forest Service, SW Washington LULAC Council 47013, and the SW Washington Commissioner on African-American Affairs, held the first of hopefully many Diversity Hiring Information sessions on August 30. Approximately 20 job seekers attended eager to learn best practices for applying for jobs with Clark

## SOCIAL EQUITY

College and the United States National Forest Service. *Progress being made:* Institutionalize hiring and retention practices that challenge systems of power, privilege, and inequity. (HR) (ODE)

- Economic & Community Development ran a two-week training program with Educational Opportunities for Children and Families (EOCF) during the week of July 18, 2016. Due to the growing Spanish-speaking population in Southwest Washington, EOCF wanted to equip their employees with basic Spanish language skills. ECD first ran an eight-hour course for 12 employees, which resulted in very positive evaluations from all participants. Due to the success of the first training, ECD was asked to provide a second round of training for 21 employees during the week of August 15, 2016, this time with twice as many classes. A second beginner class and a class for intermediate level speakers were both offered and received very positive feedback. *Progress being made:* Demonstrate improved intercultural competency among employees and students through comprehensive professional development. (ECD)

# ECONOMIC VITALITY

## ECONOMIC VITALITY

Facilitate student learning by providing programs, services, and conditions that improve the economic well-being of the students, college, and community.

- Improve college affordability for students by 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.
- Align program offerings with regional workforce needs to include technical and work-readiness skills.
- Align, expand, and enrich the relationships with regional industry leaders to increase internships, advisory committee participation, financial support for students' education and programs, hiring pipelines, grant partnerships, mentorships, and apprenticeships.
- Maximize the college's return on investment by responsibly allocating available resources.
- Leverage resources to create and sustain future innovations.

*Progress—*

*An activity or strategy that has demonstrated progress toward meeting one of this core theme's objectives; identify the progress you are measuring.*

*An activity that involves partners within the community—identify the partner and purpose of the partnership.*

- Tim Cook, Vice President of Instruction and Kevin Witte, Associate Vice President of Economic and Community Development have been meeting with local business and community leaders regarding a county wide approach to the aerospace and aviation industry, including the Pearson Airfield. Discussions have evolved toward how to integrate the programs into existing Advanced Manufacturing and Industrial Maintenance programs and exploring potential aerospace education. *Progress being made:* Implement and institutionalize practices that increase academic performance, retention, and completion. (OOI)
- Brianna Lisenbee, Employer Relations Specialist, met and/or spoke with various local companies including Alliance Steel, Microsoft, Fresenius Medical Care, and the U.S. Postal Service, to cultivate partnerships and opportunities for Clark College students by posting job and internship openings on Penguin Jobs, setting up recruitment events on campus and coordinating program tours for company representatives. *Progress being made:* Align, expand, and enrich the relationships with regional industry leaders to increase internships, advisory committee participation, financial support for students' education and programs, hiring pipelines, grant partnerships, mentorships, and apprenticeships. (SA)

## ECONOMIC VITALITY

- Kelly Jones, Veterans' Resource Center (VRC) Manager, and Sarah Holm, Veterans Administration Work Study, participated in the Clark County Fair during Military Appreciation Day on August 9. They spoke with prospective students and alumni about the Veterans Resource Center and what Clark College has to offer veterans. Many of the alumni shared stories of their time at Clark College. *Progress being made:* Improve college affordability for students by 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. (SA)
- Kelly Jones, VRC Manager; Mike Gibson, School Certifying Official; Tyler Bieber, Clark College Student Recruitment Specialist; and Sara Holm, VA Work Study, attended the Clark County Veterans Assistance Center Stand Down for veterans on August 10 at the Armed Forces Reserve Center in Vancouver. Sixty-six providers served 224 veterans with 71 of those being homeless. Services ranged from medical, dental, education, securing shelter for homeless, providing food and clothes, and discussing Veterans Affairs benefits. *Progress being made:* Leverage resources to create and sustain future innovations. (SA)
- Kelly Jones, VRC Manager, was invited to speak at the Tigard Rotary on August 18. Approximately 45 Rotarians attended Kelly's presentation focused primarily on the difficulty student veterans face during their transition from the military. She also discussed the disconnect veterans feel from civilians in their community and the lack of understanding about who our veterans are and what they have endured during their time in service. *Progress being made:* Align, expand, and enrich the relationships with regional industry leaders to increase internships, advisory committee participation, financial support for students' education and programs, hiring pipelines, grant partnerships, mentorships, and apprenticeships. (SA)
- Kelly Jones, VRC Manager, attended the Employer Support of the Guard and Reserve (ESGR) Employer Symposium on August 19. Over 100 people attended the symposium where business recruiters, human resource professionals, and community leaders discussed employment opportunities and challenges for members serving in the Guard and Reserve. Bob Knight, Clark College President, was one of the community leaders who spoke along with the Vancouver Mayor Pro-Tem, Anne McEnery-Ogle. *Progress being made:* Align, expand, and enrich the relationships with regional industry leaders to increase internships, advisory committee participation, financial support for students' education and programs, hiring pipelines, grant partnerships, mentorships, and apprenticeships. (SA)
- In July, Economic & Community Development (ECD) began to work with the Veterans Administration Northwest Health Network (NW VISN) on leadership skills. ECD was asked to develop training for a group consisting of mid- to high-level employees, including discussion on the various concepts revolving around leadership. We delivered three sessions of four hours each in order to improve the leadership skills of the group and also improve the communication among the various departments under the NW VISN. *Progress being made:* Align program offerings with regional workforce needs to include technical and work-readiness skills. (ECD)

## ECONOMIC VITALITY

- In June and July, Economic & Community Development contracted with the Port of Vancouver to provide diversity training to their workforce. The Port of Vancouver was looking for an opportunity to increase attention to workplace diversity and create a workplace that recognizes and appreciates diversity among its employees. To provide the Port of Vancouver with an exceptional training led by instructors who are experts in the field of diversity, social equity, cultural competency, and inclusion, ECD partnered with Felisciana Peralta, Multicultural Retention Manager and Dolly England, Diversity Outreach Program Manager from Clark College to provide the training. Over three separate days in June and July, both Felisciana and Dolly trained over 125 employees in the areas of identifying diversity, inclusiveness, and privilege. *Progress being made:* Align program offerings with regional workforce needs to include technical and work-readiness skills. (ECD)
- Economic & Community Development designed and delivered a Supervisory Series program to train 90 supervisors at a large local manufacturing company. The program consisted of six separate modules provided to groups of 12-25 trainees. The program started on July 26, 2016 and ran through September 9, 2016. This included 30, four-hour sessions over the course of 15 days, amounting to a total of 120 hours of training. *Progress being made:* Align program offerings with regional workforce needs to include technical and work-readiness skills. (ECD)
- Associate Vice President Kevin Witte was elected Treasurer of the Southwest Washington Regional Health Alliance (RHA) Board of Directors. The RHA is a non-profit organization chartered by Washington State as an Accountable Community of Health (ACH) to create integrated Medicaid reform for Clark and Skamania Counties. Clark and Skamania Counties are the only two counties in the state that will be enacting an integrated reform of Medicaid's behavioral, substance abuse, and physical healthcare as an early adopter region—the rest of the state will follow in four years. Kevin Witte serves on the RHA Board of Directors representing education and workforce. *Progress being made:* Align program offerings with regional workforce needs. (ECD)



# ENVIRONMENTAL INTEGRITY

## ENVIRONMENTAL INTEGRITY

Facilitate student learning by providing the conditions that continually improve the college's physical, virtual, and social environment.

- Incorporate environmental sustainability priorities into all college systems.
- Improve the college's physical and virtual environment to maximize access and appropriate use of space and technology.
- Integrate principles of mutual respect, collaboration, clear communication, and inclusivity in all interactions.

*Progress—*

*An activity or strategy that has demonstrated progress toward meeting one of this core theme's objectives; identify the progress you are measuring.*

*An activity that involves partners within the community—identify the partner and purpose of the partnership.*

- Effective August 2016, the Bookstore completed a pin pad replacement upgrade at all registers, including the web processing station. This installation enabled Point-to-Point encryption of credit card information ensuring PCI (what is PCI?) compliance of credit/debit transactions handled in the store. *Progress being made:* Improve the college's physical and virtual environment to maximize access and appropriate use of space and technology. (AS).
- Six contractor bids for the culinary remodel project were opened on September 8. The Department of Enterprise Services is conducting reference checks on the apparent low bidder. The College learned that the state will not be conducting a November bond sale as originally planned. As a result, the college won't be able to receive financing for culinary's \$8.5 million Certificate of Participation until the next bond sale, which will probably take place in February or March of 2017. *Progress being made:* Improve the college's physical and virtual environment to maximize access and appropriate use of space and technology. (AS)

# Culinary Remodel Funding Proposal

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Board of Trustees  
September 28, 2016

# Culinary Project Costs

<b>Total Project Budget</b>	<b>\$10,588,206</b>
Actual Spent thru August 2016 (Local Capital)	\$ 879,928
Projected Expenses Sept. 2016 thru Feb. 2017 (next bond sale)	<u>\$ 3,987,095</u>
<b>Total Actual and Projected Spent thru Feb 17</b>	<b>\$ 4,867,023</b>
Remainder	<b>\$ 5,721,183</b>

# Proposed Funding Plan Thru Feb. 2017

Local Funding Source	Amount
2015-17 Minor Capital	\$1,450,000
2014-15 One-Time Funds	650,000
Temporary One-Time Funds*	767,023
<u>Temporary Use of Reserves*</u>	<u>2,000,000</u>
<b>TOTAL</b>	<b>\$4,867,023</b>
<b>*Will be paid back with COP funding after March 2017</b>	

# Monthly Cash Flow Plan

	Spent to Date	Sep 16	Oct 16	Nov 16	Dec 16	Jan 17	Feb 17
<b>Costs</b>	\$877,928	\$27,018	\$228,046	\$617,767	\$828,591	\$1,128,773	\$1,156,900
<b>Funding Source</b>							
15-17 Minor Capital	229,928	27,018	228,046	617,767	347,242		
14-15 One-Time	650,000						
16-17 One-Time					481,349	258,674	
Reserves						843,099	1,156,900
<b>Total</b>	<b>\$879,928</b>	<b>\$27,018</b>	<b>\$228,046</b>	<b>\$617,767</b>	<b>\$828,591</b>	<b>\$1,128,773</b>	<b>\$1,156,900</b>



# COP Repayment Schedule

<b>Estimated Annual Loan Repayment (10 years, 2.5%)</b>	<b>\$974,500</b>
<b>Clark College Foundation Annual Contribution</b>	<b>\$500,000</b>
<b>Clark College Annual Contribution</b>	<b>\$474,500</b>

# STATISTICS

## Clark College - Budget Status Report August 31, 2016

Sources of Funds (Revenues)	2016-17 Budget	Revenues to Date	Difference	% Budget Received
<b><u>Operating Accounts</u></b>				
State Allocation	31,300,817	5,720,870	(25,579,947)	18.3%
Tuition & ABE	19,429,279	7,287,184	(12,142,095)	37.5%
Running Start	9,525,689	806	(9,524,883)	0.0%
Excess enrollment	-	-	-	0.0%
Planned use of prior fund 148 balance	1,914,503	-	(1,914,503)	0.0%
Dedicated, matriculation, tech, cont ed	4,777,653	1,385,752	(3,391,901)	29.0%
<b>Total Operating Accounts</b>	<b>66,947,941</b>	<b>14,394,612</b>	<b>(52,553,329)</b>	<b>21.5%</b>
<b><u>Other Accounts</u></b>				
Grants & Contracts less Running Start	4,377,092	147,690	(4,229,402)	3.4%
Internal Support & Agency Funds	1,170,993	445,688	(725,305)	38.1%
ASCC	1,798,810	524,435	(1,274,375)	29.2%
Bookstore	4,494,707	549,329	(3,945,378)	12.2%
Parking	448,370	87,023	(361,347)	19.4%
Auxilliary Services	1,459,678	132,137	(1,327,541)	9.1%
Financial Aid	37,477,333	2,573,489	(34,903,844)	6.9%
<b>Total Other Accounts</b>	<b>51,226,983</b>	<b>4,459,791</b>	<b>(46,767,192)</b>	<b>8.7%</b>
<b>Total Sources of Funds</b>	<b>118,174,924</b>	<b>18,854,402</b>	<b>(99,320,522)</b>	<b>16.0%</b>

Uses of Funds (Expenses)	2016-17 Budget	Encumbrances Expenditures to Date	Difference	% Budget Spent
<b><u>Operating Accounts</u></b>				
President	1,169,760	101,616	1,068,144	8.7%
Associate Vice President of Planning & Effectiveness	873,587	79,943	793,644	9.2%
Special Advisor for Diversity & Equity	381,221	50,254	330,967	13.2%
Vice President of Instruction	38,427,713	4,312,996	34,114,717	11.2%
Vice President of Administrative Services	9,614,376	3,689,860	5,924,516	38.4%
Vice President of Student Affairs	8,787,843	1,443,051	7,344,792	16.4%
Associate Vice President of Economic & Community Dev	1,222,327	234,356	987,971	19.2%
Chief Communication & Information Officer	5,230,909	988,718	4,242,191	18.9%
Associate Vice President of Human Resources	1,240,205	226,036	1,014,169	18.2%
Bank & credit card fees	-	11,331	(11,331)	
<b>Total Operating Accounts</b>	<b>66,947,941</b>	<b>11,138,159</b>	<b>55,809,782</b>	<b>16.6%</b>
<b><u>Other Accounts</u></b>				
Grants & Contracts less Running Start	4,377,092	833,170	3,543,922	19.0%
Internal Support & Agency Funds	1,170,993	549,400	621,593	46.9%
ASCC	1,798,810	456,799	1,342,011	25.4%
Bookstore	4,494,707	1,090,143	3,404,564	24.3%
Parking	448,370	102,549	345,821	22.9%
Auxilliary Services	1,459,678	375,956	1,083,722	25.8%
Financial Aid	37,477,333	6,129,771	31,347,562	16.4%
<b>Total Other Accounts</b>	<b>51,226,983</b>	<b>9,537,789</b>	<b>41,689,194</b>	<b>18.6%</b>
<b>Total Uses of Funds</b>	<b>118,174,924</b>	<b>20,675,948</b>	<b>97,498,976</b>	<b>17.5%</b>
<b>Difference - Excess (Deficiency)</b>	<b>-</b>	<b>(1,821,546)</b>		
Capital Projects- Foundation and Grant Contributions	54,000	54,000	-	100.0%
Capital Projects- Expenditures	8,220,610	1,556,674	6,663,936	18.9%

**CLARK COLLEGE**  
**Fund and Cash Balances**  
as of July 1, 2016

	<b>Fund Balance</b> (minus non-cash assets) <b>6/30/16</b>	<b>Cash Balance</b> (minus dedicated cash) <b>6/30/16</b>	<b>Required Reserves</b>	<b>Prior Commitments</b> (prior to 7/1/16)	<b>New Commitments</b> (2016/17)	<b>Total Available Cash</b>
145 Grants and Contracts	6,768,462	5,291,762		375,733	2,224,326	<b>2,691,703</b>
145 CIS	377,797	377,797			-	<b>377,797</b>
147 Local Capital	(1,569,058)	-				-
148 Dedicated Local	3,046,591	(487,859)		75,000	514,424	<b>(1,077,283)</b>
149 Operating Fee	394,200	153,838				<b>153,838</b>
440 Central Store (Catalog)	-	-				-
448 Print/Copy Machine	17,012	17,012				<b>17,012</b>
460 Motor Pool	105,705	105,705				<b>105,705</b>
522 ASCC	1,435,056	-				-
524 Bookstore	4,161,622	4,161,622		2,000,000		<b>2,161,622</b>
528 Parking	231,381	231,381				<b>231,381</b>
570 Other Auxiliary Enterprise	1,082,182	337,112		30,315		<b>306,797</b>
790 Payroll (clearing)	177,344					-
840 Tuition/VPA	1,849,021					-
846 Grants - Fin Aid	(1,141,921)					-
849 Student Loans	21,910					-
850 Workstudy (off-campus)	(3,054)					-
860 Institutional Financial Aid Fui Reserves*	790,146					-
			4,503,344			<b>(4,503,344)</b>
<b>Totals</b>	<b>17,744,396</b>	<b>10,188,370</b>	<b>4,503,344</b>	<b>2,481,048</b>	<b>2,738,750</b>	<b>465,228</b>

\*Reserves of 10% reduced by \$2,000,000 on October 21, 2014 to fund Culinary remodel as approved by Board  
(Reserves amount is an estimate until budget is finalized)

## Fund Balance Less Commitments

<b>Available Fund Balance Before Commitments</b>	<b>10,188,370</b>
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### Prior Year Commitments

Date	as of July, 2016	Fund	Amount	Total
8/1/2015	CTC Cash Flow Shortage-FY 2017	145	375,733	375,733
7/22/2013	STEM Grant	148	25,000	
1/28/2016	Salary Survey Consultant	148	50,000	75,000
10/21/2014	Culinary Remodel-use of reserves	524	2,000,000	2,000,000
7/1/2011	Basic Events	570	18,535	
7/1/2011	Government Events	570	10,000	
11/27/2013	Basic Events	570	1,780	30,315
<b>Total Prior Commitments</b>				<b>2,481,048</b>

### New Commitments July 1, 2016 to present

Date		Fund	Amount	Fund Total
7/1/2015	Moore vs. Healthcare Authority Settlement	145	1,293,579	
7/1/2015	STEM FFE	145	447,441	
7/1/2015	Athletic Coaches	145	31,500	
7/1/2015	ECD Computer Replacement	145	10,400	
7/1/2016	Lawnmower	145	70,000	
7/1/2016	Culinary Arts COP	145	371,406	2,224,326
7/1/2014	Funds formerly held at CIS	145	-	-
7/1/2015	CTC Link Cost	148	459,274	
7/1/2015	Teaching and Learning Days	148	4,150	
7/1/2015	Assessment Cost	148	29,000	
7/1/2015	Penguin Welcome days	148	22,000	514,424
<b>Total New Commitments</b>				<b>2,738,750</b>

### Required Reserves

<b>10% of \$65,033,438 less \$2,000,000*</b>	<b>4,503,344</b>
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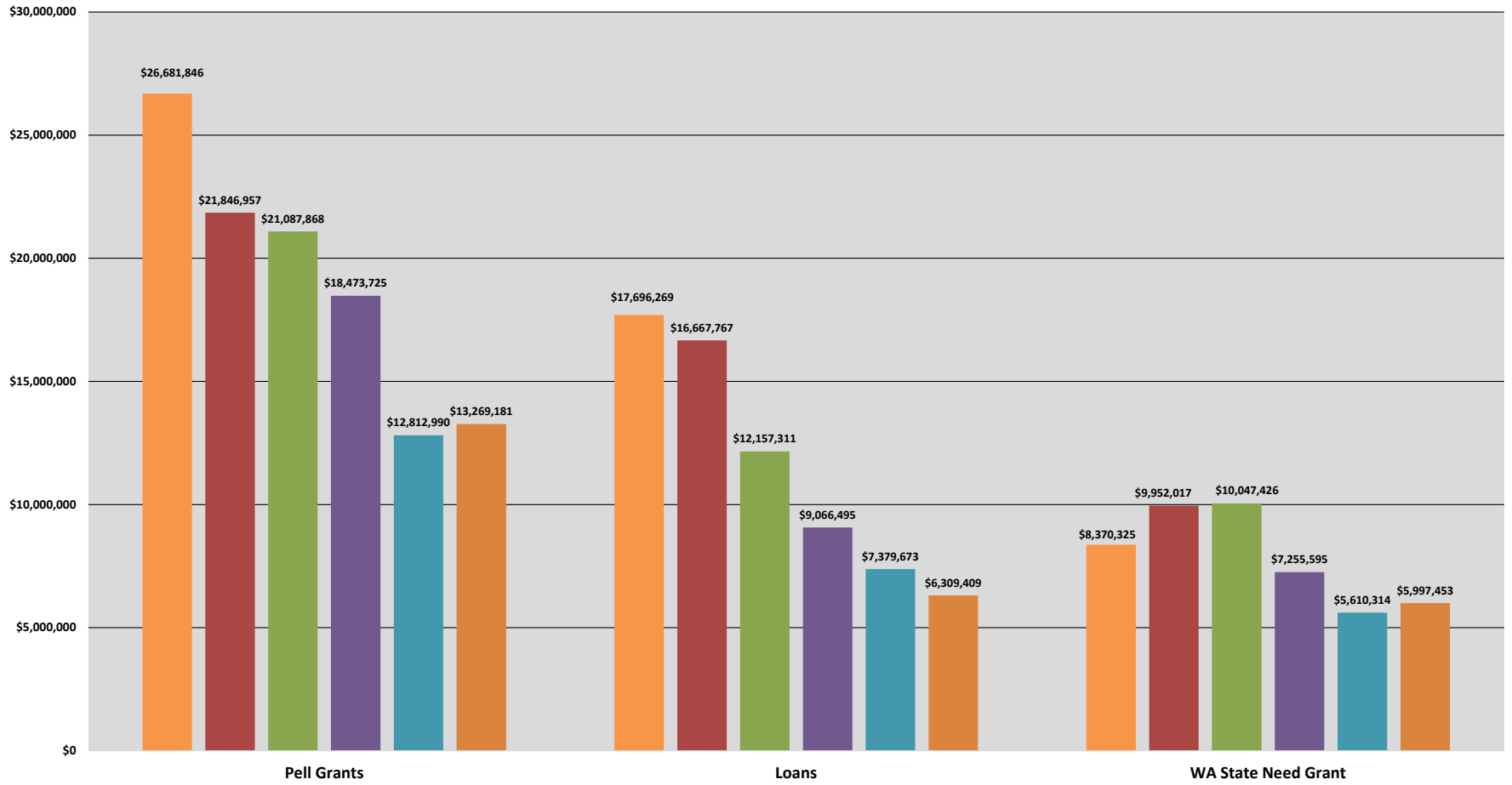
<b>Fund Balance After Commitments and Required Reserves</b>	<b>465,228</b>
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\* Reserve as approved by the Board on June 11, 2014, use of reserve approved 10/21/14

**6 Year Comparison of Awards by Category**  
**August YTD**

■ 2011-2012    ■ 2012-2013    ■ 2013-2014  
■ 2014-2015    ■ 2015-2016    ■ 2016-2017

Dollars (millions)



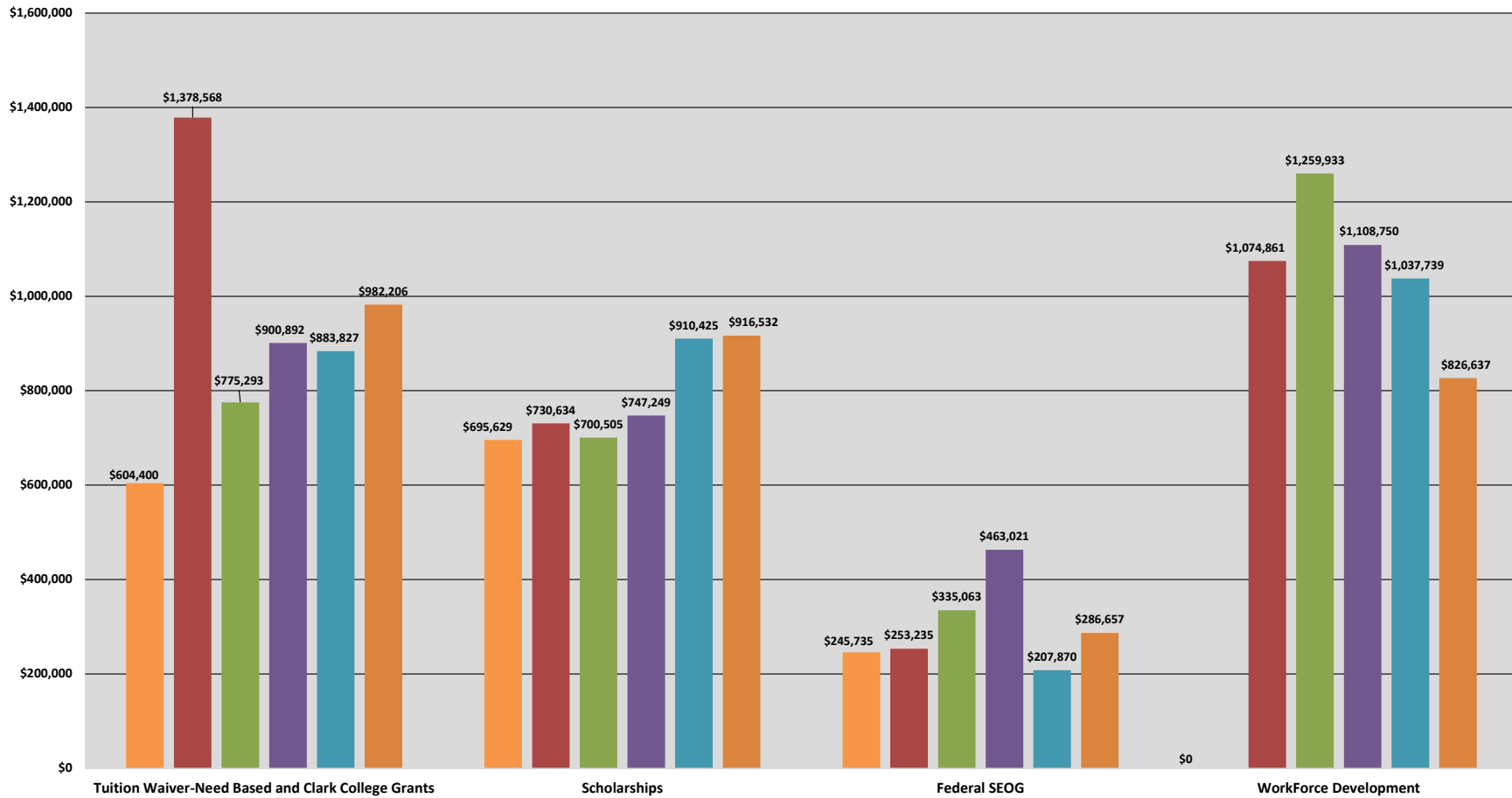
Note: WA State Need Grant includes College Bound Scholarships



**5 Year Comparison Awards by Category (cont'd)**  
**August YTD**

■ 2011-2012    ■ 2012-2013    ■ 2013-2014  
■ 2014-2015    ■ 2015-2016    ■ 2016-2017

Dollars (millions)

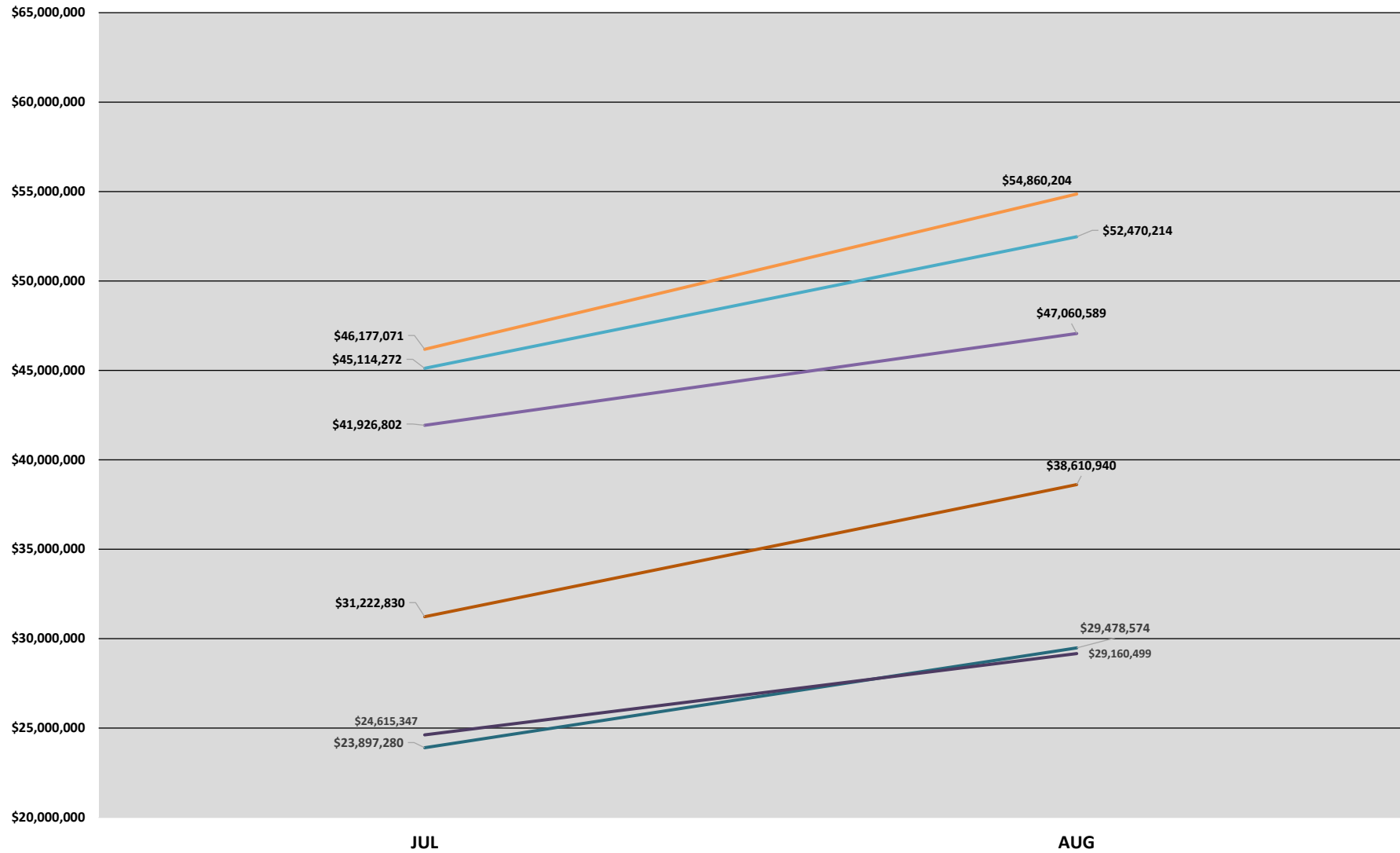


Note: WorkForce Development includes WorkFirst, Worker Retraining, BFET, Opportunity Grants, and Sponsored Programs

### 6 Year Comparison of Total Aid Awarded

2011-2012 2012-2013 2013-2014  
2014-2015 2015-2016 2016-2017

Dollars (millions)



### 6 Year Comparison of Students Served

