



Clark College

BOT Meeting

Wednesday, May 27, 2020 5:00pm (PST)

Via Zoom

Link: <https://zoom.us/j/99548208245?pwd=Y3dYMzIBR290U2tNbIpBSziW0XhVQT09>

Meeting ID: 995 4820 8245

Password: 325350

Call In: (253) 215-8782

Board of Trustees Packet, Wednesday, May 27, 5:00pm via Zoom

I. Call To Order/Agenda Review - Chair Jacobsen

II. Introductions - COVID-19 Incident Management Team and Recovery Team - Interim President Fowler-Hill

Bob Williamson, Agency Administrator
Jeff Kaliner, Incident Coordinator
Chris Layfield, Administrative Support
Stephanie Weldy, Admin Support Backup
Ashley Schumacher, Health Officer
Kelly Love, PIO
Hannah Erickson, PIO Backup
Alyssa Voyles, Equity Liaison
Dee Harris, Equity Backup
Lance McIntire, Planning Section Chief
Mike See, Operations Section Chief
Sabra Sand, Finance/Admin Section Chief
Christy Campbell, Finance Backup
Janet Owens, ECD Section Chief
Francois Wevers, ECD Backup
Michele Volk, CFS Branch Director
Paul Caggianese, CFS Backup
Vanessa Neal, HR Branch Director
Heidi Bealer, HR Backup
Mike Silva, IT Branch Director
Val Moreno, IT Backup
Selena Castro, SA Branch Director
Mirranda Saari, SA Backup
Genevieve Howard, Instruction Branch Director
Tim Petta, Facilities Branch Director/Ops B.U.
Ryan O'Meara, Facilities Backup
Damon Grady, Response Branch Director
Eben Ayers, Response Backup
Ramona Sott, Logistics Branch Director
Allison Fjeldheim, Logistics Backup
Rhonda Morin, Foundation Branch Director
Nick Allen, Foundation Backup
Chippi Bello, Financial Aid
Jody Shulnak, International Programs
Marianne Luther, Health Information
Joanne Savage, Rooms/Meeting Coord
Michael Brown, Library & Tutoring Svcs/Instruct Backup
Jennifer Obbard, Nurse Admin/ Health Backup
Zachary Grant, Planning Support/Backup
Lori Bernardini, EHS

III. Action Items/Consent Agenda - Chair Jacobsen

A. #1 - March 11, 2020 Board Meeting Minutes - DRAFT

A. March 11, 2020 BOT Meeting Minutes - DRAFT - Page 5

B. #2 - Approval of IT Plan

A. IT Strategic Plan 2019_2023 - Page 10

C. #3 - Addendum to Interim President Contract - Dr. Sandra Folwer-Hill

A. Fowler-Hill adendum to Interim President Contract - Page 45

B. Clark College- Sandra Fowler-Hill Consulting Contract 2020 - Page 46

C. Client Svcs General Terms and Conditions- Fowler-Hill - Page 49

D. #4 - Request for the Board of Trustees to Authorize Reserves for Early Retirement Incentives

Request for the Board of Trustees to authorize using up to \$250,000 in one-time reserves to cover incentive payments for employees who are approved to participate in the college's voluntary separation and retirement program, pending approval of the program from the Office of Financial Management. In accordance with OFM guidelines, the maximum incentive payment will be \$25,000 per employee.

A. Letter to OFM - Page 55

B. 2020-21 Clark College Voluntary Separation and Retirement Plan - Page 56

IV. Discussion - 2020-2021 Election of Board Officers and Committee Appointments

A. 2020-2021 Election of Board Officers and Committee Appointments - Page 57

V. Audience Statement - Chair Jacobsen

Please note that Public Comment will be limited to two minutes per attendee. Comments can be shared in the following three ways:

- Send an email prior to the meeting to sweldy@clark.edu and it will be read during the public comment portion of the meeting.
- Write your comment in the Zoom chat box during the meeting and the host will read it during the public comment portion of the meeting.
- Use "raise hand" function under "participants" during the Zoom meeting and the host will call on you when it is your turn to speak during the public comment portion of the meeting.

As a note, there has been an increase in Zoom-bombing, we are taking extra precautions to minimize harm during the meetings. All participants will be muted unless the host has unmuted for questions.

VI. Constituent Reports

A. AHE - Suzanne Southerland

B. WPEA - Heather Adams

A. WPEA Report - Page 58

C. ASCC - Evans Kaame

A. ASCC Report - Page 59

D. Foundation - Lisa Gibert

A. Foundation Report - Page 61

VII. Reports from Board Members - Chair Jacobsen

VIII. President's Report - Interim President Fowler-Hill

A. Student Affairs Presentation - COVID-19 Response, Bill Belden, Vice President of Student Affairs

B. Faculty Presentation - COVID-19 Response, Dr. Sachi Horback, Vice President of Instruction

C. Scorecards - Student Completion, Keith Birchfield, Research Associate

A. May Scorecards - Page 69

D. Office of Diversity, Equity and Inclusion - B.U.I.L.D. Broadening Understanding, Intercultural Leadership & Development - Rashida Willard, Vice President of Diversity, Equity & Inclusion

E. Enrollment Report

A. Enrollment Report - Page 81

F. Budget Report

A. January Budget Report - Page 82

B. February Budget Report - Page 83

C. March Budget Report - Page 84

D. April Budget Report - Page 85

IX. Next Meeting

The next regular meeting of the Board of Trustees is currently scheduled for Wednesday, June 10, 2020 at 5pm via Zoom. Additional details will be provided in the Public Notice.

X. Executive Session - Chair Jacobsen

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

XI. Adjournment - Chair Jacobsen

Time and order are approximate and subject to change.

Clark College
Minutes of the Regular Meeting of the Board of Trustees
Wednesday, March 11, 2020
GHL 213

In Attendance

Jane Jacobsen, Chair
Rekah Strong, Vice Chair (via phone)
Jeanne Bennett, Trustee
Jada Rupley, Trustee
Paul Speer, Trustee

Administrators

Dr. Sandra Fowler-Hill, Interim President
Bill Belden, Vice President of Student Services
Dr. Sachi Horback, Vice President of Instruction
Kelly Love, Chief Communications Officer
Rashida Willard, Vice President of Diversity, Equity & Inclusion/Chief Diversity and Equity Officer
Bob Williamson, Vice President of Administrative Services
Valerie Moreno, Chief Information Officer
Kevin Witte, Vice President of Economic and Community Development

Others

Jennifer M, Assistant Attorney General (via phone)
Lisa Gibert, CEO, Clark College Foundation
Danielle Plessler, WPEA Representative
Evans Kaame, ASCC President

I. Call to Order/Agenda Review

Chair Jacobsen called the meeting to order at pm 5:04pm. .

II. Introductions

No introductions given

III. Action Items

- A. #1 – February 26, 2020 Board Meeting Minutes
- B. #2 – March 9, 2020 Special Board Meeting Minutes
- C. #3 – 2021-2023 Academic Calendar
- D. #4 – Consideration of Tenure

MOTION: Trustee Jacobsen made a motion to approve Agenda Items III A-C as a consent agenda
Trustee Bennet seconded the motion and Agenda Items III A-C unanimously passed.

- MOTION:** Chair Jacobsen moved that the Board of Trustees, after having given reasonable consideration to the unanimous recommendations of Tenure Review grant tenure to Chris Boucher. The motion was seconded by Trustee Bennett and was approved.
- MOTION:** Trustee Rupley moved that the Board of Trustees, after having given reasonable consideration to the unanimous recommendations of Tenure Review grant tenure to Amy Bratton. The motion was seconded by Trustee Bennett and was approved.
- MOTION:** Trustee Speer moved that the Board of Trustees, after having given reasonable consideration to the unanimous recommendations of Tenure Review grant tenure to Alison Dolder. The motion was seconded by Trustee Bennett and was approved.
- MOTION:** Trustee Bennett moved that the Board of Trustees, after having given reasonable consideration to the unanimous recommendations of Tenure Review grant tenure to Rebecca Engel. The motion was seconded by Trustee Rupley and was approved.
- MOTION:** Trustee Speer moved that the Board of Trustees, after having given reasonable consideration to the unanimous recommendations of Tenure Review grant tenure to Earl Frederick. The motion was seconded by Chair Jacobsen and was approved.
- MOTION:** Trustee Rupley moved that the Board of Trustees, after having given reasonable consideration to the unanimous recommendations of Tenure Review grant tenure to Aaron Guerra. The motion was seconded by Trustee Speer and was approved.
- MOTION:** Trustee Bennett moved that the Board of Trustees, after having given reasonable consideration to the unanimous recommendations of Tenure Review grant tenure to Nicolas Macias. The motion was seconded by Trustee Speer and was approved.
- MOTION:** Trustee Rupley moved that the Board of Trustees, after having given reasonable consideration to the unanimous recommendations of Tenure Review grant tenure to Rheannin Becke. The motion was seconded by Trustee Speer and was approved.

IV. Audience Statements

No audience statements were given.

V. Constituent Reports

A. AHE

President Southerland was out ill and unable to present.

B. WPEA

Danielle Plesser updated the BOT that there will be a LMCC Meeting on March 18. Ms. Plesser shared that WPEA appreciated continued and regular meeting with management and Dr. Sandra Fowler-Hill and excited to welcome Dr. Edwards.

C. ASCC

President Kaame updated the Board that a House Bill was passed in order to help provide a lower cost for text books. President Kaame shared about the impact and opportunity that the students had during the Legislative Breakfast in order to advocate their needs. President Kaame shared

that there are new Club Chairs, which has provided voting opportunities and the ability to access funding from the ASCC. The ASCC is helping promote the clubs and encouraging student engagement.

D. Foundation

CEO Lisa Gibert shared with the Board an update regarding the Foundation's upcoming gala; the event will most likely be postponed in light of the COVID-19 out of concern and for the safety of a vulnerable audience population group. A decision will be made by the end of March.

VI. Reports from Board Members

A. Trustee Bennett

Trustee Bennett shared that she has participated with Dr. Edwards Onboarding Committee and meetings will continue for the remainder of the academic year.

B. Trustee Speer

Trustee Speer shared that he has spent time participating in the Tenure review process. Trustee Speer acknowledged Bob Williamson and Sabra Sand for their work on the Budget Forums. Trustee Speer thanked the Onboarding Committee and the Executive Cabinet in the participatory process. Trustee Speer pointed out that the budget will need to move from a State funded model to a State assisted model. Trustee Speer shared that he attended the STEM breakfast. Trustee Speer met with Bob Williamson for a briefing of the Facilities Master Plan. Trustee Speer attended the Running Start opening night and thanked Bill Belden's leadership with that program.

C. Trustee Rupley

Trustee Rupley shared that she spent time participating in the Tenure review process. Trustee Rupley thanked Val Moreno in her diligence in keeping the college technologically safe.

D. Chair Jacobsen

Chair Jacobsen shared that she has participated in the Tenure review process and remarked that she appreciated the opportunity to meet with first and second year probationers. Chair Jacobsen thanked the Presidential Search Advisory Committee for their work in helping identify Dr. Edwards as the next President.

E. Trustee Strong

Trustee Strong was unable to share a report at this time due to being out ill.

VII. President's Report

A. Student Success Presentation – Chippi Bello, Associate Dean of Financial Aid and Deborah Rezene, Clark College Student

Chippi Bello acknowledged the Land and Tribes of Clark and Cowlitz County. Ms. Bello shared about the financial aid program and the impact it has had on student's lives. Ms. Bello acknowledged that financial aid was social justice system as well as unjust social system. Ms. Bello shared that financial aid is derived from Federal, State, institutions, local agencies, grants, tuition waivers and scholarship programs. The Washington College Grant was highlighted, formally known as the State Need Grant. This grant offers free money to all students who qualify for financial aid, effective during the 2020-2021 award year. Ms. Bello shared that almost 30 million dollars was awarded during the 2017-2018 academic year. Ms. Bello highlighted the history of the higher education system and shared professional and personal experiences

regarding financial aid and the social justice, or lack of, within the system. Ms. Bello highlighted that it is important to have awareness, asking questions and taking steps in order to implement change to effectively create equity. Ms. Bellow shared that there has been additional training for financial aid staff to help guide them as they work with students.

Deborah Rezene shared her personal narrative and experience with financial aid as a recipient and as a Clark employee working in the Financial Aid Department. Ms. Rezene shared about her commitment to social equity and helping empower students with resources that may be available to them.

B. Scorecards – Dr. Rosalie Roberts, Outcomes Assessment Director

Dr. Rosalie Roberts shared details about the Student Learning Outcomes Scorecard. Dr. Roberts requested that the Board share their perspective on how the Scorecards are measured. Trustee Speer mentioned that they were activity based versus outcomes based and asked if the correlation is that activities equal the outcomes. Dr. Roberts reflected that it may be helpful to reevaluate the assessment tool in order to capture quantifiable growth rather than reports of only the numerical data. Dr. Roberts shared that some of these numbers may appear that they are going down, however, will be more of an accurate reflection. Trustee Rupley shared that from a governing standpoint, the Scorecards that stand out the most are the Completion, Cost of Education and Social Equity. Trustee Bennett wanted to make sure that the measured information is useful data and the Trustees are open to those conversations. Dr. Rosalie shared that monthly highlights will be a narrative in order to track progress with a clear goal.

C. Enrollment Report – Bill Belden, Vice President of Student Services

Dr. Sandra Fowler-Hill shared about the enrollment report and some unique challenges. Bill Belden shared that for Spring Enrollment, there is currently 4300 FTE, which is an increase from the report the Trustees received reflecting the registration activity over the last week.

D. Updates – Dr. Sandra Fowler-Hill

Interim President Fowler-Hill honored the newly Tenured Faculty and thanked them for their dedication to Clark. Interim President Fowler-Hill shared that she has followed up as a result of the Board request last October with performance and evaluation processes with best practices for the Executive Cabinet, President and Board, in collaboration with Shanda Haluapo and Trustee Bennett. A third party will seek out feedback on the President's performance in order to provide to the Trustees. Appointments are being set up with Executive Cabinet to begin assessments to include 360 feedback. Interim President Fowler-Hill shared that new policies and procedures are being developed pertaining to interim positions being paid fairly and equitably. An administrative policy and procedure will be reported back to the Board. Interim President Fowler-Hill shared that a new position, Director of Compliance, will be responsible for updating training and managing the Non-Discrimination Policy as well as having job functions as the Accessibility Compliance Officer and Title IX Compliance Officer. Interim President Fowler-Hill shared that there have been COVID-19 response meetings externally and internally to ensure social distancing and converting to remoter operations. Interim President Fowler-Hill shared that delaying Spring Quarter is being considered, moving classes online, canceling events and not bringing large groups together. The Executive Cabinet will be evaluating domestic travel and preparing for virtual meetings. Interim President Fowler-Hill will continue to communicate and update the Board.

VIII. **Next Meeting**

The Board of Trustees is currently scheduled for a Board Retreat on Thursday, April 2, 2020 from 12-5pm at the Clark College Columbia Tech Center Campus in room 430.

The next regular meeting of the Board of Trustees is currently scheduled for Wednesday, April 22, 2020 in the Ellis Dunn Community Room, GHL 213 at 5pm.

IX. **Executive Session**

The Board did not go into executive session.

X. **Adjournment**

There being no further business, the meeting adjourned 6:53pm.

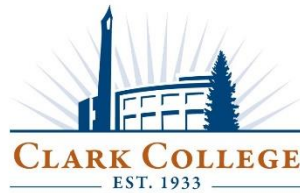
Jane Jacobsen, Chair

Stephanie Weldy
Recorder
Date: March 11, 2020

Clark College

Information Technology

2019 – 2023 Strategic Plan



Executive Summary

The IT Plan identifies the information technology goals, outcomes and actions primarily needed to support Clark College’s strategic and academic plans. Central to the IT Plan is Clark College’s mission “in service to the community, guides individuals to achieve their educational and professional goals.”

The purpose of the IT Plan is to identify and integrate the technology solutions necessary to fulfill the Clark College mission and accomplish the college-wide objectives with the Clark College 2020 Strategic Plan and beyond. In addition, the IT Plan outlines the necessary infrastructure and solutions required to align with other existing college wide plans and initiatives including Guided Pathways, Academic Plan, Social Equity Plan, and Facilities Master Plan. The IT Plan will guide the college in the allocation of resources and in prioritizing future investments in support of these areas.

IT Planning Process

Governance – Ensuring continued improvement

The IT Plan was developed through monthly and quarterly meetings by the [Information Technology Committee](#) in collaboration with the Student [Technology fee Committee](#) with stakeholder engagement from the student government [Associated Students of Clark College](#) (ASCC), input from the [Environmental Integrity Council](#), and from faculty leadership with engagement from the all Deans and Operations managers meetings and with input from the budget committee. Additional feedback and input on technology needs has been gathered via college wide surveys with a focus on classroom, and general technology needs. These surveys were sent to all Clark College students, faculty and staff (results attached).

A thorough planning and intake process has been conducted over the past year ensuring shared governance was applied in identifying critical technology needs of the institution and to provide a roadmap for technology investments. Engagement with these standing committees and working groups ensures continued improvement for IT services.

The 2019-2023 IT Plan has been developed and will be regularly reviewed throughout its implementation via established ongoing IT Governance process ensuring continual feedback on progress to completion.

Technology is a critical function needed for the college to achieve mission fulfillment and is a vital component of the conditions necessary to facilitate student learning. The IT Plan is a crucial component in Clark College’s Academic, Social Equity and Facilities Master Plans.

Mission, Goals and Principles of Information Technology Services

Clark College’s IT services department is committed to

1. OUR IT Mission
 - To develop an Information Technology plan that supports the College’s vision, mission, values and core themes through: Academic Excellence, Social Equity, Economic Vitality and Environmental Integrity
2. OUR IT Goals
 - Implement technology necessary to support students, faculty and staff at Clark College within the framework of [Guided Pathways](#) that aligns with the Academic Plan

- Consistent and relevant IT Infrastructure services, backup and support
 - Cyber Security and Data Integrity
3. OUR IT Principles
- Teamwork and mutual respect
 - Honesty and integrity
 - Dedication and commitment

Accessibility statement

Clark College values accessibility as outlined and in accordance with federal and state laws and guidelines. Clark College is committed to providing accessible technology in its educational and administrative services, programs and activities.

Clark College Information Technology (IT) services strives to comply with all accepted guidelines and standards for accessibility and usability. IT services is committed to continual improvement and in meeting the ethical and legal obligations in accordance with the Americans with Disabilities Act, the Rehabilitation Act of 1973, with Web Content Accessibility Guidelines (WCAG) 2.0 and with Washington State compliance requirements. Clark College IT services is committed to increasing accessibility for students, faculty, staff and our greater community by working towards continuous improvement to ensure technology is accessible for all.

To meet this commitment, IT services has adopted policies, practices and procedures and meets its oversight responsibility with the creation of [Application Development Oversight and Planning Committee](#) (ADOPC) and with IT member active participation in other Clark College committees and working groups with accessibility at the forefront.

Clark IT supports all available accessibility resources including, but are not limited to:

- IT software procurement through [ADOPC](#) intake form VPAT requirements
- IT internal web and [application development](#)
- WCAG compliant [websites](#) and web applications providing users with accessibility needs the ability to perceive, understand, navigate and interact with our sites
- Accessibility for students in CANVAS [online course content](#)
- Accessible step-by-step CANVAS guides for [faculty](#)
- Providing Adaptive computer Technology Services
- Providing accessible podiums for instructors enhancing the teaching environment

IT services is committed to following guidelines that help in providing functional, accessible, and interactive spaces with equal access to information, materials, and services for all IT users at Clark College regardless of ability.

About IT Services

[Clark College ITS](#) provides computing, communications, technology infrastructure services and technology support for student, instructional, administrative and continuing education community usage. Clark College Information Technology Services (ITS) aligns its mission, priorities, and planning with the overall [mission and core themes](#) in support of Clark College’s Guided Pathways initiatives with:

- Service and support to students, faculty and administrative staff through the use of technology
- IT Governance, providing long term partnerships to address IT initiatives

- On-going, continuous improvement of our physical systems, services, and business processes
- Providing cyber secure, risk-averse, fiscally responsible and sustainable systems and practices
- On-going commitment and support for the professional development of our IT staff

Clark College’s Information Technology teams are focused on efficient and effective support for academics, administrative, and technical support services. Clark College’s Information Technology Services department provides service and support for students, faculty and staff supporting Clark College’s [main campus](#) and its [satellite locations](#) serving the greater Vancouver area. Clark College IT services is segmented into departments that provide specialty support services in all given areas of IT in support of Clark College’s [strategic](#), [academic](#), and [social equity](#) plans

Clark College’s IT departments are defined as:

- Application Services – provides college-wide enterprise systems development, application support and Web site development services
- Client Services – responsible for College wide IT Help desk support and student centric hands on IT technical support with IT Tech-Hub, campus based desktop technical support, classroom computer support, technology training for Clark College’s supported IT systems and technical consulting services for IT purchases to departments
- Distance Education - [eLearning](#) Department – provides management and support for remote instructional technologies, including the learning management system, Canvas, video and online teaching environments
- Information Security – responsible for ensuring Clark College awareness of current IT state and federal compliance standards and in providing proposed IT security policy and best practices. Focus is on supporting IT security efforts to set required standards, guidance and enforcement to meet compliance and risk requirements. Information Security and Enterprise Architecture provides formal architecture services in design for enterprise technology in support of infrastructure services.
- Infrastructure Services – responsible for support services related to Clark College’s physical data network, enterprise servers, hybrid and private cloud services, physical data center components, college wide cabling network, telephone and voicemail services as well as monitoring by its network operation center (NOC)
- Media Services – provides classroom support for faculty and students addressing podium, projector and related technologies, digital signage as well as special event support
- IT Project Management – responsible for managing the IT Portfolio of projects. The PMO also oversees structured processes such as intake & prioritization, project status reviews with stakeholder relationship management. The IT project management office hosts college wide community of practice sessions, ensuring departmental continuity and partnership.
- Technology procurement – responsible for all IT related purchases and IT purchase consulting services for all of Clark College’s faculty and department needs.

2. G.5 – Consistent with its mission, core themes, and characteristics, the institution has appropriate and adequate technology systems and infrastructure to support its

management and operational functions, academics programs and support services, wherever offered and however delivered¹.

2.G.5 Consistent with colleges mission

Clark College supports information technologies (IT) at the institution using a blended organizational structure. The bulk of the IT support services is provided by the [IT Services Department](#) a 35 full time employee [centralized service organization](#) supporting academic and administrative computing at the college. IT Services maintains the network infrastructure and provides desktop computer support for employees and instructional labs throughout the institution. IT Services maintains smart classroom technologies and other media production equipment. IT Services also provides its own software development services for the institution.

Infrastructure

The network infrastructure consists of fiber-optic cabling, connecting buildings throughout the college, and copper horizontal wiring to end user devices. Service to the institution's [satellite facilities](#) is provided by 50 Mbps metropolitan fiber-optic wide-area network circuits. A 1 Gbps connection to the Washington State K-20 network provides connectivity to the internet. Campus inter-building 10-Gig fiber was upgraded in 2015 to support additional bandwidth needs for the foreseeable future. In 2018 IT services extend secondary backup fiber optic services to Clark College's newest STEM building providing needed backbone infrastructure upgrades and redundancy in support of its academic programs.

Clark College uses managed Cisco network technologies for its core network switch, routers, and edge switches. This equipment has been replaced when needed using local fund balances. In 2019 the Clark College budget committee approved the replacement of the Colleges primary firewall. The firewall appliance is scheduled for upgrade in 2020, this appliance to provide enhanced security visibility and remediation tools.

IT Services maintains the server environment supporting backup and storage, file, print, and video services; enterprise database applications; reporting services; SharePoint sites; and web servers. IT Services makes extensive use of server virtualization in conjunction with storage area network technologies to increase efficiency and resiliency of the server environment. The server environment is sufficient to meet the college's current needs with excessive of room for growth. The college has been systematically moving application services into cloud configurations like Office 365 for email and SharePoint. IT services continues to work with our vendors to move services to the cloud after meeting security and accessibility standards.

Information Security

As an industry, Higher education institutions were identified as "most likely to be breached" with [Verizon 2018 breach report](#) placing the rating to 3rd most common for cyber-attacks. This may be due to the more "open source nature of schools and universities". In 2018 the Clark College Executive Cabinet recognized the need for a Cabinet level position for Chief Information Officer (CIO) who also serves as the Chief Information Security Officer (CISO). This hire has enabled IT to have direct engagement with the key senior stakeholders at Clark College and to elevate crucial IT decisions to Cabinet level discussions. In 2018 the CIO/CISO provided a security assessment and roadmap for IT cyber security to meet federal and

¹ [NWCCU Accreditation Standards 2.G.5](#)

state compliance, along with provided ongoing dialogue with both the Cabinet and Board of Trustees regarding Information Security awareness and strategic need of the college. The institution's information security planning also meets the NWCCU 2020 eligibility requirements (15) by including "emergency preparedness and contingency planning for continuity and recovery of operations should catastrophic events significantly interrupt normal institutional operations". In addition in 2019 Clark College established its own network operation center (NOC) that provides continued monitoring of its network components to ensure uninterrupted network service, beyond standard 9 to 5 hours of operation. The Information Security department is working towards a 2020 security operations center (SOC) which will focus on actively protecting Clark College's network and technologies from hackers with malicious intent

Wireless Network Access

Clark College provides wireless technology throughout the college in order to provide access to services from mobile devices utilizing a Ruckus enterprise controller system with over 200 wireless access points. The College performed a major upgrade to the wireless infrastructure controllers in 2019 and is poised to continue end point wireless access upgrades into 2020 moving towards ubiquitous wireless service. These upgrades will provide better coverage and access to modern revised transmission protocols. In addition and related the ITS engineering and architecting group frequently meet with our Wi-Fi provider to ensure continuous improvement steps are taken. In 2020 Clark College will also undergo a comprehensive wireless engineering review of our configuration in search of dead zones and in preparation for its final phase of the 2019 wireless redesign. This will optimize the access points for Clark College's changing physical environment and address constituent wireless availability concerns.

Telecommunications

Clark College provides telecommunications services using a Cisco Voice over Internet Protocol (VoIP) telephone system. This system was installed in 2011 and upgraded in 2017 is sufficient to meet the institution's current needs. By installing telephones in most classrooms, offices, and meeting rooms, the telephone system also serves an emergency notification system. Its latest major upgrade was completed in 2017 to virtualize the Cisco VoIP computing cluster to provide more flexibility and potential redundancy to the system. The Cisco VOIP system is tied directly into our emergency management system for campus emergency notifications. Telecommunication services are slated for a 2021 technology assessment.

Student Computing

Clark College maintains 86 computer labs with approximately 1,500 computers available for student use. The institution provides [9 open access computer labs](#) with more than 300 computers on the main campus and at satellite facilities to support the general computing needs of students. The remaining computers are in dedicated instruction labs, supporting specific instructional programs. The equipment in instructional computer labs is replaced on a three to five year interval in line with the colleges established [Instructional Computer Replacement Plan](#). Despite the growth in the use of mobile devices by students, the demand for computer labs remains high. Clark College attempts to balance the demand for computing facilities with the constraints of shrinking budgets. Requests for new computer labs are reviewed annually and assessed by the technology fee committee.

Classroom Technologies

Clark College has equipped 202 classrooms and meeting rooms with smart technologies, which includes a projector and screen or flat panel, computer system with annotation software, audio and video playback equipment, and a digital presenter (ELMO). Standardized control systems and uniform hardware are

installed to ensure the systems are easy to use for faculty, and facilitates efficient preventative maintenance. The IT organization utilizes tech fee funding to address its equipment replacement plan.

E-Learning

In partnership with Clark College's [E-Learning Department](#) backend Canvas administrators were moved to the IT reporting structure in 2019. The E-Learning department is administered by the Dean of Library services who has overall responsibility for E-Learning instruction support they provide tutoring and faculty development in related areas. All course shells for the institution's cloud-based Learning Management System (LMS) Canvas are generated for every Clark College class using an automated process. Applying automation to the creation of these course shells certifies every Canvas environment is universally designed for faculty and students ensuring standardization. This also guarantees Clark College is creating and advancing accessible, integrated and technology-enriched learning environments. All faculty members are encouraged to use LMS Canvas once they have received the requisite training. The eLearning staff provide training and troubleshooting for faculty on the LMS. The IT department contracts with a third-party vendor provide [Help Desk](#) services to students on a fulltime 24x7 basis. In addition the collaborative E-Learning departments also provide training and assistance with lecture capture tools and other instructional video requirements.

Employee Computing

Employees are provided with computers that are to be replaced on a five year rotation and documented by IT audit procedures. Computers for part-time employees and adjunct faculty are funded by the hiring department. In requested cases, adjunct faculty members are supplied with computers that are rotated out of permanent employee offices or computer labs designated for faculty. With the use of Microsoft SCCM, all of our employee desktops are centrally managed and the ITS group actively builds and deploys centralized application deployment services.

Administrative Systems and ctcLink

The core administrative applications used by Clark College—Student Management System, Financial Management System, Personnel/Payroll Management System, and Financial Aid Management System—are developed and maintained by the [Washington State Board for Community and Technical Colleges](#) (SBCTC) and identified as ctcLink its product name is [Oracle PeopleSoft](#). This state mandated system is administered by the SBCTC on behalf of all 34 community and technical colleges in Washington State. This system processes all payroll, HR-related functions; general ledger, finance and accounting functions. This system will act as our primary student information system. ctcLink also used for data analytics and reporting. ctcLink data is integral for the proper function of the vast majority of Clark College's applications as well as 3rd party systems. The Colleges prior aging legacy system and applications lack the features and capabilities of modern enterprise resource planning (ERP) systems. As a result, many bolt-on or shadow systems have been implemented across the college and state system to address functional gaps in the legacy systems.

SBCTC is replacing these legacy systems with new ERP technology ctcLink (*Oracle PeopleSoft*) in a multi-year phased approach for all 34 Washington State community and technical colleges'. Clark College is scheduled migrate to PeopleSoft in its third wave of implementations starting in 2019. Implementation and revisions to this system is slated to continue into 2020 until the platform is stabilized. In addition Clark College will leverage this primary system of record to create its own data warehouse incorporating all Clark College built applications for single use reporting.

Application Development Services

Increasingly, the need for accurate and reliable information to inform decision-making has compelled the college to create specialized reports and web applications to collect and manage data. In conjunction with ctcLink, custom application and programs are undertaken when commercially available products either lack the required features and capabilities or are cost prohibitive.

IT Services employs application developers/database administrators to develop specialized applications for Clark College addressing outcome assessments and reporting functionality for various departments. Often these applications provide functionality that is not possible to achieve using the institution's legacy administrative applications nor are they compatible with the state sponsored ctcLink product. Application development services also help in addressing application compliance matters, ensuring Clark College is moving towards Washington State accessibility requirements. The IT application development team utilizes principles of universal design to ensure projects worked on help all students achieve equitable outcomes. In addition the application IT developers work directly in partnership with the office of disability support services ensuring accessibility requirements for work produced is addressed and tested.

Web Services

While IT Services maintains the infrastructure and backend components of [Clark College's website](#), employees in the [Communications and Marketing department](#) manage the content for the college's public website and intranet. In 2019 the public website underwent a functional redesign to better meet the needs of the college. This redesign enabled the support of mobile devices. In addition the content management system (OU Campus) was implemented for the public website and the college intranet to allow Clark College departmental designees the ability to better manage and revise the content on their department webpages.

2. G.6 – The institution provides appropriate instruction and support for faculty, staff, students, and administrators in the effective use of technology and technology systems related to its programs, services, and institutional operations.²

2.G.6 Provide appropriate support

Training opportunities in various formats and subjects are provided to improve the technology competencies of employees and students at the Clark College. Funds are budgeted at the institutional level to pay for or supplement the cost of formal [staff development activities](#), e.g. fee-based online training, workshops, classes, and conferences. This is generally the approach used by faculty teaching in technical programs and by IT professionals to upgrade skillsets. Other training methods include:

- A number of short, one-to-two hour workshops offered throughout the year on specific technology topics, such as computer basics and the use of software applications, e.g. *Word*, *Excel*, and *SharePoint*. ITS also provides direct training on major new system releases such as Windows

² [NWCCU Accreditation Standard 2.G.6](#)

10 and One Drive These workshops are conducted as a cooperative effort between IT Services, the Teaching and Learning Center, and Human Resources and through departmental request.

- Online and in person training is provided for Clark College-specific smart classroom technologies.
- [Specific training for faculty on instructional technologies](#) such as the Learning Management System (LMS) and lecture capture systems provided by the [eLearning](#) department. IT services also offers 24x7 [assistance to students using the LMS](#) (link doesn't work, can't find what it should be on clark.edu)Canvas through a third party provider.
- IT services provides training and orientation sessions on IT systems and services for the college provided during dedicated Employee Training days.
- Periodic training for faculty and students conducted by the library staff on the use of the integrated library system and online databases used in research. The library also offers [short noon-time workshops](#) on technology topics of interest, such as tips and tricks for iPad tablets, the use of *Skype*, or the use of cloud-based storage solutions.
- A [Help Desk](#) operated by IT Services to assist employees with computer hardware and software issues. The Help Desk also offers on-the-spot assistance to employees with questions about common software applications. IT Services also maintains an [online service center](#) where employees can find answers to frequently-asked questions as well as the creation of leaflets and marketing material placed in the workrooms across campus with support information.
- IT services provides college 101 training to all new incoming students. Students learn basic instruction of IT software and hardware services
- Basic instruction is also provided for students in the use of computers and computer applications from lab assistants, who staff the open computer labs at the college. Lab assistants also help resolve problems related to student email and problems connecting to the wireless network.
- The “TechHub” one-stop help desk located in the Cannell Library to assist students with a variety of technology questions including access to online services, use of the learning management system, student network and email accounts, and other technology topics.
- A [student-run Help Desk](#) assists students with computer hardware issues. Students in the Computer Technology (CTEC) instructional program staff the Help Desk.
- Regularly scheduled College 101 classes are offered to help students acquire the technology skills they will need in their classes.

2. G.7 – Technological infrastructure planning provides opportunities for input from its technology support staff and constituencies who rely on technology for institutional operations, programs, and services.³

2.G.7 Technological Infrastructure Planning

Major technology investments at Clark College are driven by institutional need. Development and planning are driven by the technology support staff and the constituencies of the college. With the onboarding of a new CIO in 2018, the Information Technology operational and strategic planning

³ [NWCCU Accreditation Standard 2.G.7](#)

continues to be a priority. This activity culminates in the setting of broad goals and associated outcome measures that tie into Clark College’s Strategic and Academic plans.

The IT Plan was developed through monthly and quarterly meetings by the [Information Technology Committee](#) in collaboration with the Student [Technology fee Committee](#) with stakeholder engagement from the student government [Associated Students of Clark College](#) (ASCC), input from the [Environmental Integrity Council](#), and from faculty leadership with engagement from the all Deans and Operations managers meetings. Additional feedback and input on technology needs has been gathered via college wide surveys with a focus on classroom, and general technology needs. These surveys were sent to all Clark College students, faculty and staff (results attached).

A thorough planning and intake process has been conducted over the past year ensuring shared governance was applied in identifying critical technology needs of the institution and to provide a roadmap for technology investments and continual improvement.

Technology is a critical function needed for the college to achieve mission fulfillment. Technology is a vital component of the conditions necessary to facilitate student learning and a crucial component in Clark College’s Academic, Social Equity and Facilities Master Plans.

2. G.8 – The institution develops, implements, and reviews regularly a technology update and replacement plan to ensure its technological infrastructure is adequate to support its operations, programs, and services.⁴

2.G.8 Institution develops, implements and reviews

In 2018 the new CIO immediately began to conduct a comprehensive needs assessment that included IT needs and IT governance for input and continual evaluation. Clark College has developed structures with committees to ensure continual improvement and regular review of its technology and services in preparation for replacement and upgrades to infrastructure services. This new review structure will ensure its technological infrastructure is continually reviewed and will be adequate to support its operations, programs, and services. Moreover, it will anticipate the future technology needs as the college transforms its programs and services into guided pathways.

Clark College supports a tech fee funded computer replacement plan for student facing computers as well as an employee computer replacement plan funded by individual department and IT funding. Computers are replaced on a five year rotation with all computers assessed. Computers receive software and hardware updates and/or replaced entirely each year. In 2020 all computers that are student facing will be within the 5 year window prior to replacement. Employee computers are standardized in a way that lowers the costs of maintenance and provides maximum purchasing power to ensure costs remain adequate to sustain the minimum five year replacement cycle.

Replacement plans are reviewed each year by the [IT Committee and the Technology Fee Committee](#) and internally within the IT department the plans are adjusted as needed to ensure that the institution maintains sufficient instructional technology to meet the needs of its academic programs. In addition, Clark College ITS reviews all standard computer configurations receiving departmental and faculty input

⁴ [NWCCU Accreditation Standard 2.G.8](#)

to address specialty needs for software requirements for classroom instruction as well as software needs for administrative support.

Capital Projects

Clark College in Ridgefield, WA. The college's Facilities Master Plan identified North County as an area where the college could fulfill its mission of providing access to an underserved area of the service district. The Washington State Board of Community and Technical Colleges has prioritized building projects for the upcoming biennium with additional state funding. [Construction](#) of the first building can potentially occur 2020-2022.

IT Vision Statement

Clark College IT Services will develop and maintain sustainable Information Technology endpoints and computing infrastructure that supports the College mission and provides to students, faculty, staff and community stakeholders necessary and appropriate access to College IT resources.

Clark College IT Services is committed to foster and advance the necessary technology initiatives for education and the administration for the college. The strategic initiatives outlined within Clark College's [Strategic plan](#) are broken into core themes and objectives⁵. For IT Services this vision means that the College IT Infrastructure and services will provide the appropriate campus IT resources for all accepted teaching/learning practices and methodologies and in addressing stated IT goals

IT Plan Purpose

Technology plays a pivotal role in supporting students, faculty and staff within in each core theme area.

1. Academic Excellence by:
 - a. Creating and advancing accessible, integrated and technology-enriched learning environments
 - b. Engage faculty, administrators and staff in professional development experiences that enhance student learning
2. Economic Vitality by:
 - a. Improve college affordability for students by expanding access to services
3. Social Equity by:
 - a. Create and sustain accessible and inclusive environment by utilizing principles of universal design and social justice so that all students can achieve equitable outcomes
4. Environmental Integrity by:
 - a. Improve the college's physical and virtual environment to maximize access and appropriate use of space and technology

IT Strategic Goals and areas of focus

The IT Plan provides strategic goals to support the transformation of engaging students in learning opportunities within the guided pathways framework. The Clark College 2015 – 2020 Strategic Plan mission states “Clark College, in service to the community, guides individuals to achieve their educational and professional goals.” The college categorized its work to achieve mission fulfillment within the four core themes: Academic Excellence, Social Equity, Economic Vitality and Environmental Integrity. Technology is identified as a crucial tool to enhance student learning and fulfilling its mission.

The IT strategic goals and areas of focus addresses the technological needs required to achieve the college's stated mission and subsequent plans. Specifically these goals listed identifies the technology needed to transform the college in support of guided pathways.

The 2019-2023 IT Plan has been developed and will be regularly reviewed throughout its implementation via established ongoing IT Governance process ensuring continual feedback on progress to completion.

⁵ Clark College Strategic Plan: http://www.clark.edu/about/governance/strategic_plan/strategic-plan.pdf

The goals and areas of focus will:

IDENTIFY SPECIFIC GOALS AND STRATEGIES FOR ACHIEVING

Identify actions

State outcomes

1. PROVIDE EXCEPTIONAL IT SERVICES

- a. Enhance the effectiveness of faculty, staff and students by enabling IT services and infrastructure through:
 - i. Update wireless services
 - ii. In coordination with Facilities refine data center power requirements for consistent IT service offerings
 - iii. Improving internet data upload/download speeds and computing services
 - iv. Provide continual technology enhancements and replacements for faculty, staff and classroom use
 - v. 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

2. CYBER SECURITY AND COMPLIANCE

- a. Reduce institutional exposure to information security threats by:
 - i. Establishing a network (NOC) & security operations center (SOC)
 - ii. Continually review WA state compliance requirements and apply to Clark policies and procedures
 - iii. Actively work toward compliance in all areas of information security
 - iv. Emergency preparedness and contingency planning for continuity and recovery of operations

3. DIGITAL LEARNING

- a. Deliver up to date digital learning and instructional tools to help faculty and students achieve greater success plans
 - i. Work in collaborative efforts with office of instruction and the Clark College bookstore to provide online e-books for students
 - ii. Provide canvas and studio training for online instruction
 - iii. Provide Canvas shells for all classes and all instructors
 - iv. Expand IT lab services
 - v. Improve the colleges physical and virtual environment to maximize access and appropriate use of space and technology

4. DATA ANALYTICS

- a. Ensure that data and information are relevant, convenient and support faculty and campus use
 - i. Work with state agency to ensure ctclink data is available
 - ii. Continued application development to meet the gap in data availability needs
 - iii. Implement and institutionalize practices that increase academic performance, retention, and completion

5. TECHNOLOGY INNOVATION

- a. Embrace the principles of innovation and leverage advanced technology opportunities
 - i. Ensure all IT service offerings are mobile first and mobile friendly

- ii. Commit to accessibility standards
- iii. Create and advance accessible, integrated and technology-enriched learning environments

Information Technology Funding

IT funding is provided from primarily three funding sources and based is on student enrollment, additional one time funding sources originate from the Clark College foundation, from the Washington State system and from Grants awarded. Samples of permanent funding showing general expenditures and fund balance for FY19/20

IT tech fee fund balance for FY19/20

Sample outline: Fund #1

Funding for FY19/20	IT – Student Technology Fee			
	Permanent Budget	Expenditure to Date	Projected Spend	Available Balance
Student/Staff Salaries and Wages	719,200	234,871	479,467	4,862
Benefits	133,915	43,133	89,277	1,505
Goods and Services	795,104	89,880	612,445	92,779
YTD Total	1,648,219	367,884	1,181,188	99,147

Sample outline: Fund #2

Funding for FY19/20	IT – Student Computer Support			
	Permanent Budget	Expenditure to Date	Projected Spend	Available Balance
Student/Staff Salaries and Wages	1,812,594	944,289	681,198	187,107
Benefits	632,900	331,117	237,916	63,867
Goods and Services	169,364	17,468	204,159	-52,263
YTD Total	2,614,858	1,292,874	1,123,273	198,711

Sample outline: Fund #3

Funding for FY19/20	IT – Administrative Computer Support			
	Permanent Budget	Expenditure to Date	Projected Spend	Available Balance
Student/Staff Salaries and Wages	565,383	294,375	188,128	81,880
Benefits	196,599	99,817	65,533	31,349
Goods and Services	390,728	306,521	124,094	-39,886
YTD Total	1,152,710	700,713	377,755	73,242

Attachments

[2018 student survey results](#)

Student feedback is collected via survey on a bi-annual basis. Attached are the results from the 2018 survey. Next scheduled student survey – 2020

[2019 staff survey results](#)

Staff feedback is collected via survey on a bi-annual basis alternating schedules with student surveys. Attached are the results from the 2019 survey. Next scheduled staff survey – 2021

[2019 IT Funded Project List](#)

Project list from the IT PMO showing 2019 - 2023 projects

[2019 Project List – IT ctcLink application services](#)

IT project status report showing all internal application revisions post ctcLink migration

[2020 Computer replacement report](#)

IT Services recommendation for college wide computer replacement plan

[2020 IT Organizational Chart](#)

Showing full-time, part-time and student work study employees

Clark College Student Experiences Survey

Clark College Student Experiences Survey	
Winter student- Comments with theme 'Canvas/Technology'	Entered survey as
All online teachers knowing how to work Canvas in a way that is efficient for both them and the students.	Running Start
Allow the different educational departments to buy the needed software licenses to have a better updated learning experience.	Adult
Better food options. Quieter places to study other than library. Have security in parking lots after dark. Having only 1 online schooling site like Canvas. Why am I paying for Sapling when Canvas is free?	Unknown
Better parking. All teachers using Canvas.	Adult
Better technology with other programs like Pearson and canvas	Adult
Better wifi connection and cell service.	Running Start
Canvas for all classes.	Adult
Clark College has the noisiest library I have ever been to. It should not be necessary to use a study room to get some quiet in a library. There are times when there are not enough study rooms available. For security purposes- Better cellular service. Clark is a dead zone for cell service, especially inside the buildings. Clark needs better job placement services. Penguin Jobs has too few listings. Canvas is only as good as the teachers knowledge of how to use it. Using Canvas should be required and classes in how to use it should be mandatory.	Adult
Encourage/make more professors use Canvas.	Running Start
Faster internet connection, also encourage carpools way more.	Unknown
fix the classrooms and maintain the campus. the squeaky doors at hannah hall were incredibly annoying. our video projector was so old, it had error messages when you did turn it on manually and it didn't always come on; also the buttons to operate it were broken and the wireless clicker didn't work. the projector screen doesn't even retract properly, making it incredibly awkward for the teacher as she tries several times and then waits for a couple minutes for it to retract--just ask [Individual Name Removed]. there were broken desks and chairs in the classroom; also, several were so small that they weren't suitable for an adult.	Adult
Fix your wifi! Please! I have tried for a total of 6 weeks 5 days a week and have only accessed the wifi once. I log in with the basic password but the page needed for the second stage of security crashes due to the internet shutting off before it can load. I have tried logging in inside 4 separate buildings, tried changing my password, restarting my phone, turning the wifi on and off again, forgetting and reconnecting,	Unknown

asking the gift shop, and asking teachers and students. I found I wasn't the only one with this problem. I understand that you need to have two step security, but make it accessible to your students!	
Giving All students a brand new computers to take home.	Running Start
Have all professors use canvas so that we can always see our current grade and improve our performance based on our grade.	Running Start
Have all teachers use Canvas effectively.	Unknown
Have all teachers use Canvas or the same program to post grades and such.	Running Start
Having a clear way of meeting people within classes to have connections without seeming weird (using Canvas etc).	Running Start
Home internet programs.	Adult
I do not like that there are students monitoring what you print. I also have left two important pieces of paper that we accidently given to another person, I then had to reprint. Why can't it be like at a normal library where you have to log in again to print? I will never use the library @ Clark again.	Unknown
I have three classes and the syllabus in canvas is set up differently in all three. I would like to see consistency. I also would like to be able to have access to canvas to see the syllabus a week before classes start so I can be prepared in advance of the first day of class.	Unknown
I think it would be beneficial if students had access to an Instructor-rating system. Maybe something to add to the schedule tab on the school's website. This way students could determine if a specific teacher would be a good fit for them or not, before they take the class. The students could rate their teachers on a scale of 1-5, how difficult the class was, what grade they earned in that class, and any additional comments about the course and Instructor that could be helpful to future students.	Adult
I think using the same website for quizzes, homework, and handouts instead of having like 4 different websites for one class would be helpful. For teachers to review their online course before each quarter and assume that every quarter will run the same. I have had several online classes that the teacher has just reused their site from last quarter and the schedule kept changing and it threw me off a lot.	Unknown
I wish that Canvas worked better overall. And I wished that I didn't have to waste time on a College 101 class. I'm in college, why do I need to take a class about college? I can't take it with a running start/C.A.S.E.E. schedule so I'll have to wait until after high school, when I've already taken several classes. Thank you.	Running Start
I would add more technology in classrooms.	Unknown
I would change a way for Clark to allow a program to plug in the classes you have completed for a degree and for it to tell us what classes remain that we need to take.	Running Start
I would change the computers in almost everywhere that use Windows XP and upgrade them to Windows 7 at the very least and upgrade the parts so there not so damn slow.	Running Start

I would change the consistency in Canvas. I like online classes due to the amount of work hours I have. And it's supposed to be nice to do online classes. But I'm finding that instructors are making it so structured, that I might as well take on-campus classes.	Adult
I would encourage instructors to use Canvas and for parking to be better. There is not enough space.	Unknown
I would improve the Canvas app. I use my phone to check for assignments like most students and the app doesn't show the calendar properly. I think having a working app would save me a lot of time. Improving the WIFI in the buildings would also help me save some time.	Running Start
I would like a larger group of tech hub technicians or quicker responses via email from the tech hub. Most times when I need help it is with something I need to get done right away and sometimes the tech hub takes up to three days to respond and by then I have somehow navigated a different way to get what I need done.	Running Start
I would like it to be a mandatory task for all teachers to have a Canvas so I could check grades and assignments. I would also like to see a first generation college student workshop because I struggled a bit in my enrollment process.	Recent High School Grad
I would like to see the addition of more technology in the classroom.	Unknown
I would make sure that all instructors use Canvas and Powerpoint lectures. I do so much better in classes in which the instructors frequently use technology.	Running Start
I would offer more private study rooms. Also, sometimes I can't sign in to the wi-fi. I don't know if it's my computer or your system.	Unknown
I would require all professors to use Canvas. A couple of my professors didn't and it became hard to keep track of my current grades and what was due. It also made my teacher less available to respond to emails since email was no longer directly in Canvas. The grades I was ultimately given in classes that did not use Canvas were significantly lower than those that used Canvas. I think that part of that can be a part of my not being able to see what my current grade was which is an indicator of how much more hours you need to put into studying for exams. Also parking has been an issue. And sometimes I have to leave early from work because finding a parking space takes so much time.	Running Start
If all the teachers used Canvas it would make it easier to contact them & better prepare for our courses.	Adult
If I could change one thing at Clark it would be for every teacher to be required to use Canvas to post grades so every student knows their status in the class.	Running Start
internet that doesn't cut out consistently	Adult
It would be nice if all instructors used canvas and put due dates on all of the assignments within canvas.	Running Start
Make all teachers use Canvas.	Running Start

Make Canvas better the system is clunky and hard to manage. The main campus parking lots are very difficult to get out of spots with larger older cars causing a back up of cars waiting for the car to pull out of the spot.	Running Start
Make Canvas easier to use.	Running Start
Make Canvas more friendly.	Adult
Make it mandatory that teachers must use Canvas bc guys I got a teacher who doesn't and I don't know my grade.	Running Start
Make online services such as Canvas more easily accessible and streamlined. Actually e-mail students if we have pre registration dates. Return phone calls.	Adult
MORE AND BETTER PARKING & WIFI. This survey is not a good idea. 1. It takes up the time that students could be using to actually learn or fulfill other academic requirements. 2. It is not accurate because of running start students. More healthful food options for any diet. You guys took away Mighty Bowl and now there aren't any health vegan or vegetarian options :(.	Running Start
More computers & desks in the main library!	Unknown
More guidance for new students entering. I did not know my computer was not ready to access the software (Canvas) successfully so I got behind right away. But really has been good overall.	Adult
more help with the online classes, i do not prefer online but when i saw that the class i needed was only offered online i had to take it (quick books) even though there is a tutor for accounting there is not a tutor for that class and i struggled between my teacher sending me to the tech hub and them telling me they dont help with those kind of things like example: downloading a binder for pdf files or opening a zip file. I had struggled so much in that class in the begining with all of the stuff needed, I had fallen behind and had not passed it having to retake the class that is an extra 300.00 that i really dont have	Adult
More parking, better service for cellphones, more basic instruction classes.	Unknown
More power outlets in some of the classrooms in the STEM building and also better internet in the STEM building, there's a lot of users connecting to the wifi which slows down the connection which makes it hard sometimes to follow along with the teacher. Being someone who learns well by doing, being able to do what the teacher is doing really helps with the learning process and understanding how concepts work in computer programming. There's not enough outlets in classroom 155 in the stem building to allow the students to bring their computers and keep them fully charged. I know it's expensive to add these things, but I think it'd really greatly improve understanding with students like me who learn by doing or following along.	Adult
more technology in the class	Running Start
More user control in Canvas. In the above question (24) there should not be a comma between "that" and "would".	Adult

My answer is a 2 part answer. One thing is the online canvas. I've had some instructors that have a clear simple system on learning/handing in assignments but some that I've had make a huge complicated system where information is all over the place and you can't even tell when certain things are due because they probably copy and pasted their last class set up without changing any of the dates. Also please stop requiring students to take college 101. That is all information that can be learned without making students pay \$200+ for information about how to be a student at Clark. Or at least waive the requirement for returning students who already know how to succeed based on their prior experience.	Adult
Not make the wifi so difficult to log into. I can never remember my passwords.	Adult
On Canvas sometimes I will write a required post for my class and all of my writing will disappear. This is a big waste of time. Maybe I am accidentally hitting a button to delete all of my writing in the post, but I am not aware of such a button. Please fix this, already happened twice to me in Business Law. Get tired of losing work I completed and having to do it over again.	Adult
One thing that I would change to make students more successful would be to allow unlimited length passwords when changing the password for the computer lab and wifi. The upper limit is currently only around 14 characters. I would feel much more secure if I could use a mixed case, 64 character long, alpha numeric password. This extra security would lessen my worries allowing me to be more successful.	Running Start
Optimize Canvas better.	Running Start
Overall my experience at Clark College has reinvigorated my enthusiasm for learning. My advisor is awesome! Improvements I would suggest: 1. Require all professors to use the same skeleton on Canvas. a. Not all class assignments show up in the very handy 'to do' portion of the app & webpage. b. Sometimes it's like an Easter egg hunt trying to find all of the required assignments on Canvas. *I'd be glad to write a more thorough idea map of this if you'd like me to. Please e-mail me if you would like more detailed feedback on this idea. 2. The online registration and grades portion of the web-site is confusing and in need of an overhaul. a. Instead of having all the classes in a catalog like format for registering. It would be less confusing if there were macro-like buttons for each degree. The required classes for that degree would be in that section of the database and suggested additional classes that support the chosen path would be there too. * Keep the online catalog but only as a back-up method of registering so students have the full class options available to them.	Adult
Re-write the course layout in Canvas for NTEC 132. It is very disjointed. The resources are confusing.	Adult
Reduce the amount of usernames passwords we need to use i.e. for internet access, computer access, logging into canvas, logging into my clark page.... I am most positive that I forgot one...	Adult
Seriously, do something about teachers using Wamap. Probably the worse way a teacher can teach because they can throw all their problems on there and expect	Running Start

them to know it. Also fix the lab schedule in chemistry, there shouldn't be a big line every time I go. Had to wait 3 hrs just to get in.	
Students should have access to the colored printer in the library.	Running Start
Teaching more about systems of oppression and PPI. Also making sure that professors use technology that works for all students instead of requiring them to use old versions of things like Internet Explorer for online lab simulations.	Running Start
Tell online instructors to stop using respondus lockdown. Its buggy and a waste of time	Recent High School Grad
The ability to access reliable wifi needs to be improved. The cellular connection around Clark is very poor, and the Clark wifi is often very slow or does not work, leaving students with less options to access the internet.	Running Start
The only thing that I would change would be require all proffesors to use Canvas, so students can see how they're doing in the class.	Adult
The use of canvas should be used by all instructors.	Recent High School Grad
The website could be so much better. I hate that I have to manually enter my ID and code or password every time, even on my home computer (no autofill). The degree audit is confusing and doesn't seem to have the information I need. And the class schedule/registration is a mess. There's one place you go to find out course options that tells you how many openings (if any) there currently are if you click on each section number individually (but no info on how many spots there were to begin with). There's one place on Canvas where you can find those course options and if they are open (but nothing about how many spots). And another place entirely to register for classes. Not to mention all the hassle with weight lists and being unable to register for conflicting schedules while you figure it out. The whole thing should be so much better.	Adult
There are sometimes glitches in Canvas, particularly the quizzes. I had trouble last term because many of the questions were graded incorrectly and I only noticed halfway through the term. I worry that my grade was affected, not to mention other students' grades. I did let my instructor know and will be cautious in the future but it would be great if that could be remedied.	Adult
To have one site be used for all subjects hw, because currently every term there are new sites for homework.	Adult
Update the Star Board computers with new hardware in BHL so the math teachers who use it won't experience it crashing anymore.	Adult
Video surveillance of parking lots. More teachers need to use Canvas. More teachers should be like [Individual Name Removed].	Running Start

Funded – IT Services Project List

<u>Project Name</u>	<u>Executive Sponsor</u>	<u>IT Strategic Goal</u>
IT Rear - restructure	ITS	Provide Exceptional IT Services
Dental Facilities Computer Upgrade	Instruction	Technology Innovation
Library IT - Tech Hub Renovation	Instruction	Technology Innovation
IT computer end-point Audit	All	Technology Innovation
Budget- Initial Audit/Assessment	ITS	Provide Exceptional IT Services
Video Phone project for accessibility	ITS	Technology Innovation
New Lab - STEM (SBG252)	Instruction	Digital Learning
ECRP audit (equipment)	ITS	Technology Innovation
Multi-factor Grant Application	ITS	Cyber Security & Compliance
IT Equipment - Audit & Surplus	ITS	Cyber Security & Compliance
Insight (Symplcity) - Student Self-Scheduling	Student Affairs	Technology Innovation
Student Orientation - Canvas Resource	Student Affairs	Technology Innovation
Audit IDF/MDF Closets	ITS	Provide Exceptional IT Services
PEN-Test - Audit	ITS	Cyber Security & Compliance
Labstats Software Integration	ITS	Technology Innovation
Commencement	ITS	Technology Innovation
Advisor Tool - Matching students & Advisors	Student Affairs	Provide Exceptional IT Services
Canvas Team Integration	ITS	Digital Learning
Project Management Community of Practice	ITS	Provide Exceptional IT Services
Conference Room Upgrade - ComMark (BHL212)	ComMark	Technology Innovation
Transitional Studies Tracking Application	Instruction	Data Analytics
ECD Move	ECD	Provide Exceptional IT Services
Podium Computer Upgrade - 80 classrooms	Instruction	Technology Innovation
Foundation email separation	Foundation	Cyber Security & Compliance
ITS Reclassification	ITS	Cyber Security & Compliance
Training Room (Renovation GHL022)	Student Affairs	Technology Innovation
ctcLink/PeopleSoft Implementation/Launch	All	Technology Innovation
Security Cameras	Admin Services	Cyber Security & Compliance
VDI operations assessment	Instruction	Technology Innovation
Wireless - Audit & upgrade	ITS	Technology Innovation
Lab Renovation - Transitional Studies (TBG 228)	Instruction	Technology Innovation
Presidential Search IT Logistics	BOT	Provide Exceptional IT Services
Digital Signage - Integration/Implementation	All	Provide Exceptional IT Services
Perceptive Content	Student Affairs	Technology Innovation
Data Warehouse	Planning & Effectiveness	Data Analytics
Access Point Implementation	ITS	Technology Innovation
Website - ITS	ITS	Provide Exceptional IT Services
PCI - Culinary	Instruction	Cyber Security & Compliance
PCI - Bookstore	Admin Services	Cyber Security & Compliance
North Campus	All	Technology Innovation
ADA Podium Installs	Instruction	Technology Innovation

Project Status Report

Overall Status: **On Track**

ctcLink Application Services

● In Progress
 ● Not Started
 ● Completed
 ● Retired

Application	ctcLink Status	Progress	Description
25 Live	Retire	● Retired	Data feeds from legacy system to 25Live room scheduling application. Upgraded to
Academic Early Warning (AEW)	Retire	● Retired	Academic Early Warning for faculty to submit student warnings and administrators to track and email warnings to students.
Academic Program Plan	Retired	● Retired	Tool for more solid/more accurate version of the requirements that are pertinent to Programs in PS
Academic Standards	Retire	● Retired	Tracks student status for probation & suspension
Account Creation System	Rewrite	● In Progress	Auto-generate employee active directory accounts for new hires.
Account Renewal Form	Rewrite	● Not Started	For departments to renew temporary employee AD and email accounts. Due May 2020.
ADOPC Form	Rewrite	● Not Started	Online forms for ADOPC requests. Due Spring 2020
Advocate Data Upload	Rewrite	● Completed	Upload student data to Advocate
Backpass	Rewrite	● Completed	Student C-Tran bus pass request and tracking.
Case Management: Service Provider	Rewrite	● Not Started	Auto match students to professional & WES advisor. Due Spring 2020.

Assignment (Auto-Matching)			
Case Management: Service Provider Re-Assignment app	Retire	● Retired	User interface for advisors to view case loaded students. Online application for advising admin users to re-assign caseload.
Chemistry Lab Center student sign-in	Rewrite	● Completed	Electronic sign in for chemistry student lab assignments during open lab periods.
Class Construction DB	Retire	● Retired	Faculty to make changes to an upcoming schedule.
Classes Today	Rewrite	● Completed	Web application for faculty to cancel classes, provides interface for students for notification of canceled classes and staff access to print off class cancellation notices
Course Catalog Construction	Retire	● Retired	Public facing catalogue information (online).
Course Outcome Public Site	New Application	● Completed	Public facing page for course outcome which originally was work done in house catalog.
CourseLeaf	No Change	● In Progress	Data upload to CourseLeaf
ctcLinkODS	New DB	● In Progress	Database development for ctcLink data store. Maintenance and stabilization in progress
Employee Directory	Rewrite	● Not Started	Enables employees to search Human Resources database for phone number and office location. Recommendation: Start new project with HR to establish requirements
Employee Discrimination Grievances	Rewrite	● Completed	Online application for employees to submit Discrimination and Harassment Grievance Complaint

English Readiness Assessment (ERA)	Retire	● Retired	English Readiness Assessment test tracking and management.
Excused Absences	Rewrite	● Completed	Student online application for faith and conscientiousness day portal
Facilities Change Request	Rewrite	● Not Started	Online form and tools to manage facilities requests due Spring 2020.
Faculty Evaluation Schedule	Rewrite	● Not Started	Track faculty evaluation schedule for Instructional Administrative Assistants.
Faculty Schedule	Retire	● Retired	Tracks full-time and adjunct faculty. Used by office of Instruction to track faculty and generate adjunct teaching contracts. (replaced Y2K application)
Financial Aid - Direct Loan student form and admin site	Rewrite	● In Progress	Online loan application form for student direct loan. 2019-2020 complete. 2020-2021 In progress
Financial Aid - Satisfactory Academic Progress (SAP)	Retired	● Retired	Track financial aid student academic progress.
Financial Aid - Verification Student Forms and Admin site	Rewrite	● In Progress	Online financial aid forms, and administrative functions to track student completion of forms. 2019-2020 complete. 2020-2021 In progress
Financial Aid: Workstudy Database & Institutional Hire	Rewrite	● Completed	Track payroll information for Work-study students and generate referral.

Gainful Employment	Retired	● Retired	Tools to generate gainful employment files for upload to meet federal gainful employment requirements.
Graduation Cap & Gown order form	Rewrite	● Not Started	For bookstore to track cap and gown orders due Spring 2020. Cap & Gown Order Form
HEOC Database Support for Compass Computing	Retire	● Retired	Work with Compass Computing for implementation of HEOC application, and data feeds from ODS to HEOC application
HigherEdWorks Data Upload	Rewrite	● Completed	Import data from HigherEd Works
Homelessness Prevention	Rewrite	● Completed	Used to sign up for pre-homelessness aid
Insight Data Upload	Rewrite	● Completed	Upload data to Insight
Major Declaration by Advisor	Rewrite	● Completed	Online form for advisors to submit major declaration
Major Declaration for Registration	Rewrite	● Completed	Online tool for Registration to view Major Declaration Request.
Major Declaration for Students	Rewrite	● In Progress	Online form for students to submit Major Declaration
Math Placement - Aleks Data Import	Rewrite	● Not Started	Auto import the Aleks data.
MyClark@Clark – Student Facing	Rewrite	● Completed	Online student portal access which enable students to see in-house applications.

Nebraska WinPRISM Bookstore Class Data Upload	Rewrite	● Completed	Queries to get class data to populate WinPrism
Outcomes Assessment Project Reporting Form	Rewrite	● Not Started	Online form for Faculty to report Outcome Assessment projects. Due Summer 2021.
Outcomes Editing tools	Rewrite	● Not Started	Online form for Faculty to manage course and program outcomes. Due Spring 2020
Phone	Rewrite	● Not Started	ITS Application to track phone number and port assignments, also provides the data source for phone and office number in the employee directory
Procure+ Database Support & Reporting	Retire	● Retired	Database support for third-part purchasing application in order to provide the ability for people to pull reporting from the database.
Professional Development Dashboard	Rewrite	● Not Started	Report for employee training, requirements and completions. Due Winter 2020
Program Toolbox (Manage Plans)	Rewrite	● In Progress	Manage plan data with program management tool
Rave Alert	Rewrite	● Completed	Data extraction and uploads for the Rave alert system
Risk Management	Rewrite	● Completed	Allows faculty members to create risk forms to be digitally signed by students

Short Term Completions	Retire	● Retired	Generated a list of students who have completed any short-term program and not awarded yet.
Student Active Directory Password Change tool	Rewrite	● Completed	Online tool for students to reset their active directory password
Student Employment	Rewrite	● Completed	Online page in MyClark@Clark to view work study eligibility, quiz, etc work study for current students
Student Orientation (form, edit tool, reports)	Rewrite	● Completed	Online RSVP form for Student Orientation & administrative module to manage orientation and attendance.
Survey System	Rewrite	● In Progress	Online application to create surveys in order to collect and manage data. Due Spring 2020.
TLR	Retire	● Retired	Time and Leave Reporting required database work
Tracking System	Rewrite	● Completed	Online application to track student and employee attendance at events and services. For Kiosk and Admin Module
Transitional Studies Attendance Tracker	Rewrite or Retire	● TBD	Track student attendance for transitional studies.
Verba Software Data Upload	Rewrite	● Completed	Class data upload for online ebooks through Canvas
Virtual Notebook	Retired	● Retired	Database and reports for program information
WES	Rewrite	● Completed	Workforce education online form for students and administrative functions to manage WES applications and track students.

Contact Information

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Valerie Moreno, CIO
Executive Sponsor
Office: 360-992-2888
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Project Abstract

With the implementation of ctLink the Application team has had to access our current environment and determine which of the in-house applications need to be retired, updated or completely rewritten. The overhaul is twofold, to ensure federal, state and local compliance standards are met and to ensure Clark College is meeting its commitments as stated within the [Clark College Strategic Plan](#).

These revisions specifically address:

- Academic Excellence
 - By creating and advancing accessible, integrated and technology-enriched learning environments
- Social Equity
 - By creating and sustaining an accessible and inclusive environment by utilizing principles of universal design and social justice so the students can achieve equitable outcomes
- Environmental integrity
 - By improving the college's physical and virtual environment to maximize access and appropriate use of space and technology

ctLink is the implementation of a single, centralized system of online functions to give students, faculty and staff anytime, anywhere access to a modern, efficient way of doing their college business across the 34 community and technical colleges in the state of Washington. PeopleSoft - our core system for students, human resources, and finance.

Other staff that process financial aid, schedule classes, or pay bills daily will have their work transformed by ctLink.

There are 60 applications that comprise this status report.

Status	Count	Percentage
Completed	23	38.3%
In Progress	8	13.3%
Not Started	12	20.0%
Retired	16	26.7%
TBD	1	1.7%

INFORMATION TECHNOLOGY

Office of the CIO

Layla Otey, IT Budget Analyst
Valerie Moreno, Chief Information Officer

Updated: January 10, 2020

Computer Replacement Report

Preamble

The computer replacement report is one of a series of reports produced by the office of the CIO. It is intended to inform the college community on issues pertaining to IT strategic needs for Clark College.

Report purpose

The purpose of this document is to report the results of the current age of computers in Clark College's technology environment and provide recommendations to replace end-of-life computers.

This report focuses on Windows based machines: it does not include any information regarding Apple computers that may be reaching, or are at, the end of life. An assessment of the Apple computer environment will be reported separately.

The goal of this report is to provide a quantity of faculty, staff, and student computers that are obsolete and the estimated cost of the replacements and to recommend the implementation of a replacement cycle that includes an adequate funding model.

Computer Life Cycle

In 2018 after an initial assessment requested by Clark College's new CIO it was determined the college did not have an acceptable predictable or appropriate replacement cycle for end point technology equipment. Procurement of technology equipment, in most cases, had been treated as a one-time expense instead of an ongoing critical cost. In its prior attempts to extend the Clark Colleges computer life cycles some computers had one or two internal components "upgraded" instead of being replaced. These upgrades have exacerbated the current problem by providing a false equivalent of a computer replacement plan.

End-of-life (EOL) computers are those that are no longer supported by vendors, meaning the internal firmware updates are not provided and the support for software on these machines is no longer available. Not being able to update computer backend hardware or front end software directly results in slowness of computing function as well as presents cyber security vulnerabilities that contribute to weakening the entire shared college system. In addition to slowness and security issues many software applications such as Windows 10, Adobe Creative Cloud, Auto-Cad and others are dependent on up-to-date hardware to function properly.

It is important to recognize that technology equipment must be secure, reliable, and must perform adequately in order to support and function as its intended purpose.

Every student faculty and staff member rely on technology equipment and all deserve frequent and open access to reliable technology in order to perform their jobs.

Equipment Assessment

An assessment (count) of Windows computers was established through examining Microsoft's Systems Center Manager (SCCM) reporting and by using the purchase history from Dell. This was completed in November 2018. These reports provide computer models, date of purchase, and the locations of the

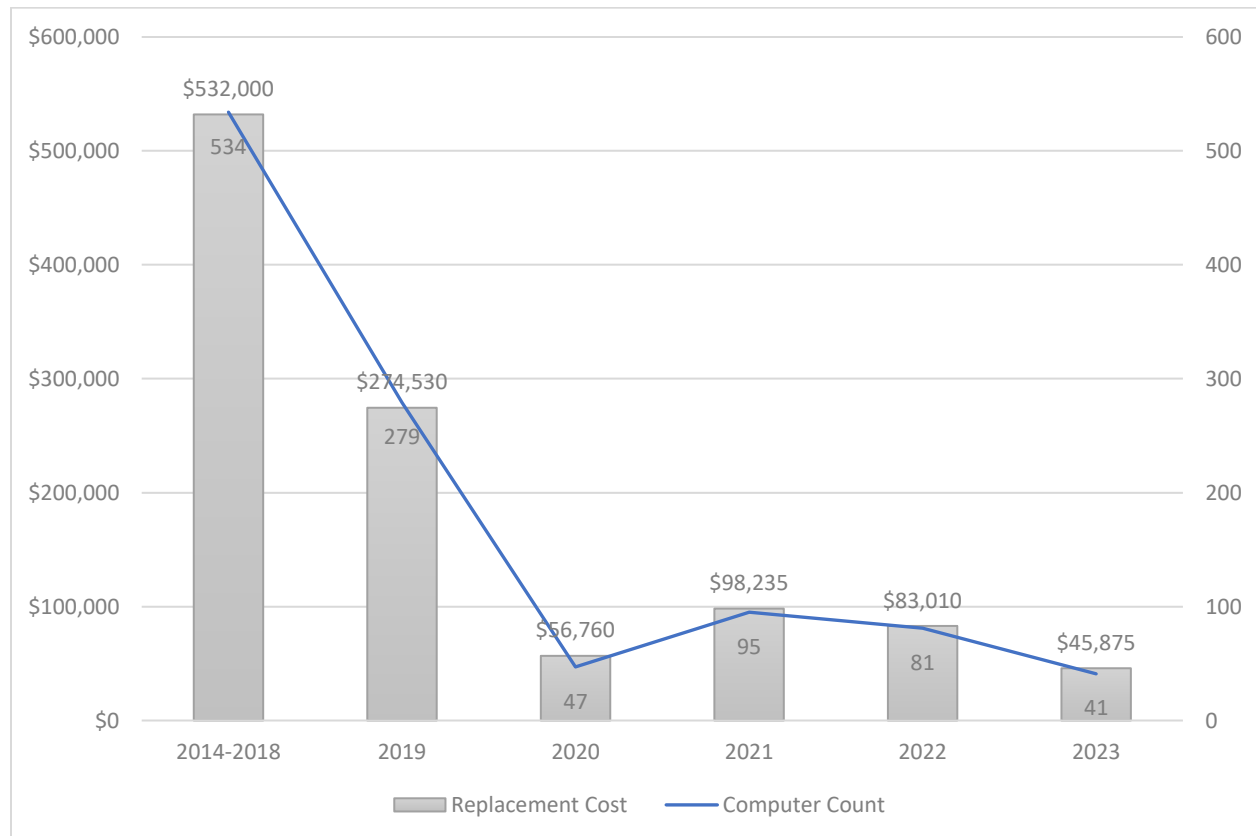
equipment in Clark’s computing environment. The model and age of the computers help establish the date of replacement based on a five-year replacement cycle.

Current State

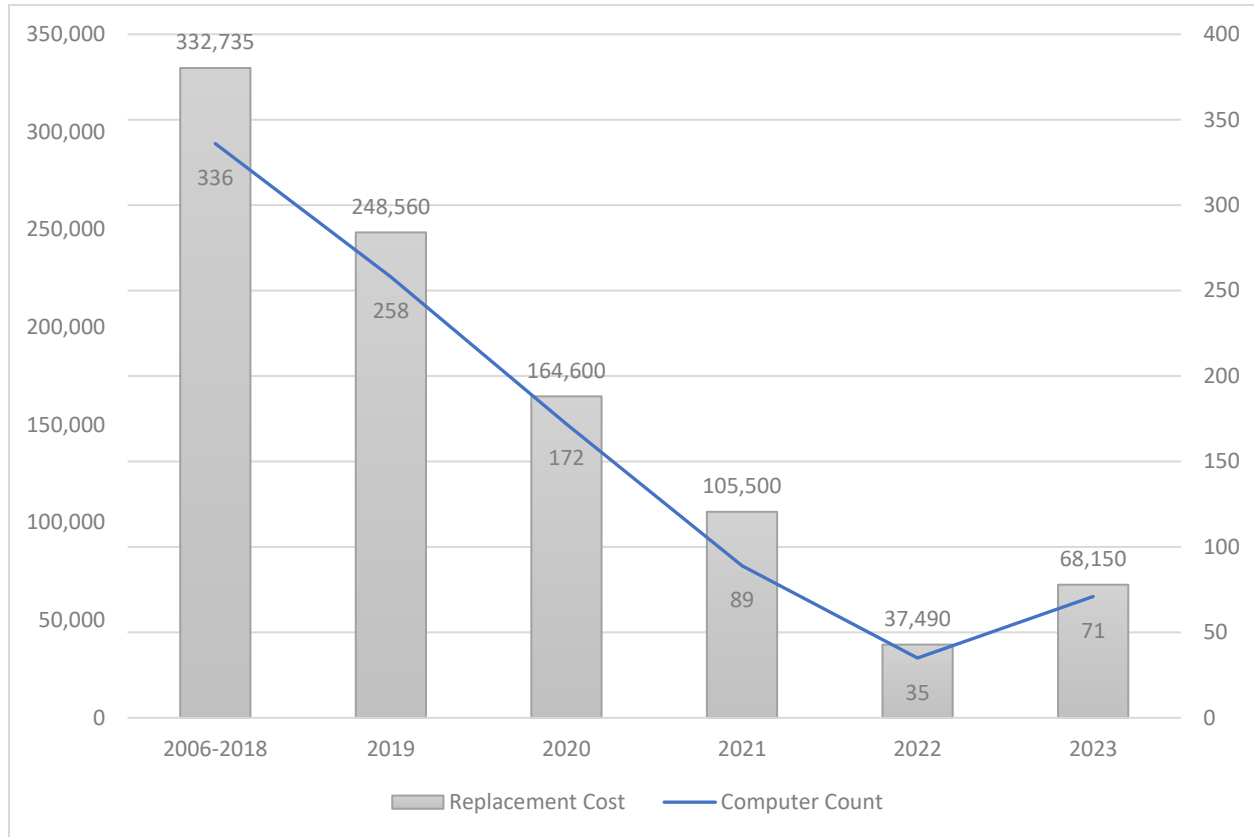
The chart below details at the end of the assessment the age and estimated replacement costs for the Windows computers in Clark College’s computing environment. Further the report is separated by employee and classrooms/labs. The replacement year is based on a five-year life cycle and the replacement cost is based on an estimated future cost of pricing at the time of the study. Therefore the entire future actual costs cannot be accurately determined until time of purchase given a replacement cycle and reliable funding model has been negotiated and established.

These charts illustrate are intended to show the urgency of addressing the end-of-life computers at Clark. Each year that the computers are not replaced it increases the one-time cost, reoccurring costs, security risks, and the required support calls by the college’s IT desktop technicians.

Employee Computer Replacement needs as of November 29th, 2018



Lab and Classroom Computer Replacement needs as of November 29th 2019



Funding needs

Area	Year	Funds needed	
Employee CRP	2014 - 2018	532,000.00	
Lab/Class CRP	2006 - 2018	<u>332,735.00</u>	
		864,735.00	Funds needed for prior years
Employee CRP	2019	274,530.00	
Lab/Class CRP	2019	<u>248,560.00</u>	
		523,090.00	Funds needed for current year
		1,113,295.00	Combined funds needed FY19

Recommendation

A sustainable computer and technology replacement plan needs to be implemented to ensure end point computing devices for Clark College students and employees are regularly updated. Having this in place will substantially reduce current security related risks to the college including catastrophic equipment failure, cyber-attack, data breach and fundamental loss of student and staff productivity.

To achieve a sustainable replacement plan it is recommended the College move to a leasing model for employee computer purchase (with a one dollar buyout from Dell). For student facing computers a recommendation to decrease the student tech fee reserves to \$250k.

This Technology plan will address the NWCCU Accreditation Evaluation Committee recommendation that Clark College “develops, implements, and reviews regularly a technology update and replacement plan to ensure its technological infrastructure is adequate to support its operations, programs and services (Standard 2.G.8)”.

***01/2020 - Update*

- 05/2019 – Tech-Fee funding model change for reserves voted and approved by committee
- 01/2020 – Lease agreement approved and executed with Dell vendor

INTERIM PRESIDENTIAL CONTRACT
CLARK COLLEGE
ADDENDUM NO. 1

Amending the terms and conditions of appointment of the Interim President of
Clark College, District 14

The Board of Trustees acting by duly passed motion at its regular meeting on Wednesday, May 27, 2020, and the Interim President hereby modify the Interim President's Contract dated July 3, 2019, which sets forth the terms and condition of the appointment of the Interim President.

A new contract end date shall be inserted in the second sentence of Part II. APPOINTMENT so that it now reads: "This appointment is effective as of July 15, 2019, and will continue at the convenience of the Board or through June 20, 2020, to be extended by mutual agreement."

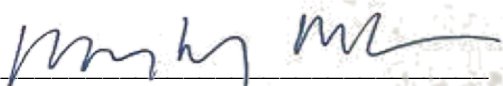
The terms and conditions of the Interim President's Contract are expressly incorporated herein by reference, except as expressly modified in this addendum.

IN WITNESS WHEREOF, the Board and the Interim President have executed this agreement on this 27th day of May, 2020.

By: _____
Dr. Sandra Fowler-Hill
Interim President

By: _____
Jane Jacobsen
Chair, Board of Trustees

Approved as to Form
Office of Attorney General,
State of Washington



Kimberly M. Witherspoon
Assistant Attorney General



Personal Service Contract

**Sandra Fowler-Hill
President Transition
Consultation
2019/2020**

THIS CONTRACT AGREEMENT is made and entered into by and between Clark College, located at 1933 Fort Vancouver Way, Vancouver, Washington 98663 hereinafter referred to as the “Purchaser,” and Dr. Sandra Fowler-Hill, hereinafter referred to as the “Contractor,” for the express purposes set forth in the following provisions of this contract.

In consideration of the terms and conditions contained herein, the Purchaser and Contractor mutually agree as follows:

I. PURPOSE

The purpose of this contract is to enlist the services of Dr. Sandra Fowler-Hill, who served as the 2019/2020 Interim College President, to provide knowledge transfer and advisement to College President Dr. Karin Edwards associated with the transition of the presidential role.

II. SCOPE OF WORK/DUTIES

- A. The Contractor shall provide consultation services to Dr. Karin Edwards in her role as Clark College President to provide knowledge of the College and advisement on the duties of the College President. The Contractor shall not subcontract or assign said work or duties.
- B. In the course of said performance of this Contract Agreement, the Contractor agrees to comply with all state and federal laws, rules, and regulations, including, but not limited to, laws related to nondiscrimination.
- C. Attached hereto and incorporated by reference are the General Terms and Conditions governing work to be performed under this contract, the nature of the working relationship between the Purchaser and the Contractor, and specific obligations of both parties.

III. PERIOD OF PERFORMANCE

The period of performance under this Contract Agreement will commence on Sunday, June 21, 2020, and shall remain in full force and effect until completion of work no later than September 30, 2020. Timely completion of the engagement is dependent upon cooperation of the College and availability of College President Dr. Karin Edwards. The parties may extend the time period for completion of the Contract Agreement upon written mutual agreement.

IV. COMPENSATION AND PAYMENT

- A. Amount of Compensation. The Contractor shall be compensated at an hourly rate of \$111.58 per hour, provided that the total compensation payable to the Contractor for satisfactory performance of the work under this contract shall not exceed four thousand four hundred sixty three dollars and twenty cents (\$4,463.20). Payment shall be considered timely if made by the Purchaser within sixty (60) days after receipt of properly completed invoices.
- B. Invoices. In order to receive payment for services, the Contractor shall submit invoice vouchers to Lisa Hasart, Clark College Purchasing Manager, and include such information as necessary for the Purchaser to determine the exact nature of the charges. Invoices must be submitted on a progress basis (no more frequently than monthly) based on work performed to date of invoice.
- C. The invoice shall be submitted to:

Lisa Hasart Purchasing Manager Clark College
1933 Fort Vancouver Way Vancouver, Washington 98663

V. INTERPRETATION OF CONTRACT

- A. Force Majeure. Neither party will incur any liability to the other if its performance of any obligation under this Contract is prevented or delayed by causes beyond its control and without the fault or negligence of either party. Causes beyond a party's control may include, but are not limited to, acts of God or war, changes in controlling law, regulations, orders or the requirements of any governmental entity, natural disasters, fire, epidemics and quarantines.

The Contractor shall notify Agency in writing immediately should the Contractor become aware, or should reasonably become aware, that such cause would prevent or delay its performance. Such notification shall (i) describe fully such cause(s) and its effect on performance, (ii) state whether performance under the contract is prevented or delayed and (iii) if performance is delayed, state a reasonable estimate of the duration of the delay. The Contractor shall have the burden of proving that such cause(s) delayed or prevented its performance despite its diligent efforts to perform and shall produce such supporting documentation as Agency may reasonably request. After receipt of such notification, the Agency may elect either to cancel the Contract or to extend the time for performance as reasonably necessary to compensate for the Contractor's delay.

In the event of a declared emergency by competent governmental authorities, the Agency, by written notice to the Contractor, may suspend all or a portion of the Contract and reserves the right to cancel the contract and/or purchase materials, equipment or services from the best available source during the time of force majeure, and Contractor shall have no recourse against the state.

- B. Entire Agreement. This Contract Agreement with attached General Terms and Conditions represents all the terms and conditions agreed upon by the parties. No other understandings or representations, oral or otherwise, regarding the subject matter of this contract Agreement shall be deemed to exist or to bind any of the parties hereto.
- C. Approval and Amendment. This Contract Agreement shall become binding upon the signature of all parties. The Contract Agreement may be altered, amended, or waived only by a written amendment executed by Dr. Sandra Fowler-Hill and the current Chair of the Board of Trustees. Any alterations, modifications or waiver of any clauses shall not be binding until such written approval is executed.

THIS CONTRACT AGREEMENT, consisting of nine (9) pages, is executed by the persons signing below who warrant that they have the authority to execute the Contract Agreement.

IN WITNESS WHEREOF, the Board of Trustees acting by duly passed motion at its regular meeting, and the Contractor have executed this agreement on this 27th day of May, 2020.

By: _____
Dr. Sandra Fowler-Hill
Interim President

By: _____
Jane Jacobsen
Chair, Board of Trustees

**CLARK COMMUNITY COLLEGE DISTRICT XIV
GENERAL TERMS AND CONDITIONS FOR CLIENT SERVICES CONTRACTS**

DEFINITIONS: As used throughout this contract, the following terms shall have the meaning set forth below:

- A. "CLIENT" shall mean individual receiving services under this contract.
- B. "Contract Administrator" shall mean the individual authorized in writing to execute or amend a contract on behalf of the Purchaser.
- C. "Contractor" shall mean that firm, provider, organization, individual or other entity performing service(s) under this contract, and shall include all employees of the Contractor.
- D. "Contractor's Authorized Representative" shall mean the party authorized by the Contractor to execute the Contract and any amendments.
- E. "Project Manager" shall mean the party responsible for day to day operation of the project and completion of the work.
- F. "PERSONAL INFORMATION" means information identifiable to any person, including, but not limited to, information that relates to a person's name, health, finances, education, business, use or receipt of governmental services or other activities, addresses, telephone numbers, social security numbers, driver license numbers, other identifying numbers, and any financial identifiers.
- G. "Purchaser" shall mean Clark Community College District XIV, any division, section, office, unit or other entity of the Purchaser, or any of the officers or other officials lawfully representing the Purchaser.
- H. "Subcontractor" shall mean one not in the employment of the Contractor, who is performing all or part of those services under this contract under a separate contract with the Contractor. The terms "Subcontractor" and "Subcontractor" means Subcontractor(s) in any tier.

ACCESS TO DATA: In compliance with RCW 39.29.080, the Contractor shall provide access to data generated under this contract to the Purchaser, the Joint Legislative Audit and Review Committee, and the State Auditor at no additional cost. This includes access to all information that supports the findings, conclusions, and recommendations of the Contractor's reports, including computer models and methodology for those models.

ADVANCE PAYMENTS PROHIBITED: No payments in advance of or in anticipation of goods or services to be provided under this contract shall be made by the Purchaser.

AMENDMENTS: This contract may be amended by mutual agreement of the parties. Such amendments shall not be binding unless they are in writing and signed by personnel authorized to bind each of the parties.

AMERICANS WITH DISABILITIES ACT (ADA) OF 1990, PUBLIC LAW 101-336, also referred to as the

"ADA" 28 CFR Part 35: The Contractor must comply with the ADA and the Washington Law Against Discrimination, RCW 49.60, which provide comprehensive civil rights protection to individuals with disabilities in the areas of employment, public accommodations, state and local government services, and telecommunications.

ASSIGNMENT: Neither this contract, nor any claim arising under this contract, shall be transferred or assigned by the Contractor without prior written consent of the Purchaser.

ATTORNEYS' FEES: In the event of litigation or other action brought to enforce contract terms, each party agrees to bear its own attorney fees and costs.

CHANGE IN STATUS: In the event of substantive change in the legal status organizational structure or fiscal reporting responsibility of the contractor, contractor agrees to notify the Purchaser of the change. Contractor shall provide notice as soon as practicable but no later than thirty-days after such a change takes effect.

CONFIDENTIALITY/SAFEGUARDING OF INFORMATION: The Contractor shall not use or disclose any information concerning the Purchaser, or information that may be classified as confidential, for any purpose not directly connected with the administration of this contract, except with prior written consent of the Purchaser, or as may be required by law. The contractor shall safeguard such information and shall return or certify destruction of the information upon contract expiration or termination.

CONFLICT OF INTEREST: Notwithstanding any determination by the Executive Ethics Board or other tribunal, the Purchaser may, in its sole discretion, by written notice to the Contractor terminate this contract if it is found after due notice and examination by the Contract Administrator that there is a violation of the Ethics in Public Service Act, Chapter 42.52 RCW; or any similar statute involving the Contractor in the procurement of, or performance under this contract.

In the event this contract is terminated as provided above, the Purchaser shall be entitled to pursue the same remedies against the Contractor as it could pursue in the event of a breach of the contract by the Contractor. The rights and remedies of the Purchaser provided for in this clause shall not be exclusive and are in addition to any other rights and remedies provided by law. The existence of facts upon which the Contract Administrator makes any determination under this clause shall be an issue and may be reviewed as provided in the "Disputes" clause of this contract.

COPYRIGHT PROVISIONS: Unless otherwise provided, all materials produced under this contract shall be considered "works for hire" as defined by the U.S. Copyright Act and shall be owned by the Purchaser. The Purchaser shall be considered the author of such materials. In the event the materials are not considered "works for hire" under the U.S. Copyright laws, Contractor hereby irrevocably assigns all right, title, and interest in materials, including all intellectual

property rights, to the Purchaser effective from the moment of creation of such materials.

Materials means all items in any format and includes, but is not limited to, data, reports, documents, pamphlets, advertisements, books, magazines, surveys, studies, computer programs, films, tapes, and/or sound reproductions. Ownership includes the right to copyright, patent, register and the ability to transfer these rights.

For materials that are delivered under the contract, but that incorporate pre-existing materials not produced under the contract, Contractor hereby grants to the Purchaser a nonexclusive, royalty-free, irrevocable license (with rights to sublicense others) in such materials to translate, reproduce, distribute, prepare derivative works, publicly perform, and publicly display. The Contractor warrants and represents that Contractor has all rights and permissions, including intellectual property rights, moral rights and rights of publicity, necessary to grant such a license to the Purchaser.

The Contractor shall exert all reasonable effort to advise the Purchaser, at the time of delivery of materials furnished under this contract, of all known or potential invasions of privacy contained therein and of any portion of such document that was not produced in the performance of this contract.

The Purchaser shall receive prompt written notice of each notice or claim of infringement received by the Contractor with respect to any data delivered under this contract. The Purchaser shall have the right to modify or remove any restrictive markings placed upon the data by the Contractor.

COVENANT AGAINST CONTINGENT FEES: The Contractor warrants that no person or selling agent has been employed or retained to solicit or secure this contract upon an agreement or understanding for a commission, percentage, brokerage or contingent fee, excepting bona fide employees or bona fide established agents maintained by the Contractor for securing business.

The Purchaser shall have the right, in the event of breach of this clause by the Contractor, to annul this contract without liability or, in its discretion, to deduct from the contract price or consideration or recover by other means the full amount of such commission, percentage, brokerage or contingent fee.

DISALLOWED COSTS: The Contractor is responsible for any audit exceptions or disallowed costs incurred by its own organization or that of its Subcontractors.

DISPUTES: Except as otherwise provided in this contract, when a dispute arises between the parties and it cannot be resolved by direct negotiation, either party may request a dispute hearing with Purchasing Manager.

1. The request for a dispute hearing must:
 - Be in writing;
 - State the disputed issue(s);
 - State the relative positions of the parties;
 - State the requestor's name, address, and contract number; and
 - Be mailed to the Purchasing Manager and the respondent within 3 working calendar days after the parties agree that they cannot resolve the dispute.

2. The respondent shall send a written answer to the requestor's statement to both the Purchasing Manager and the requester within 5 working calendar days.
3. The Purchasing Manager shall review the written statements and reply in writing to both parties within 10 working days. The Purchasing Manager may extend this period if necessary by notifying the parties.
4. The decision shall be admissible in any succeeding judicial or quasi-judicial proceeding.
5. The parties agree that this dispute process shall precede any action in a judicial or quasi-judicial tribunal.

Nothing in this contract shall be construed to limit the parties' choice of a mutually acceptable alternate dispute resolution method in addition to the dispute resolution procedure outlined above.

DUPLICATE PAYMENT: The Purchaser shall not pay the Contractor, if the Contractor has charged or will charge the State of Washington or any other party under any other contract or agreement, for the same services or expenses.

GOVERNING LAW: This contract shall be construed and interpreted in accordance with the laws of the State of Washington, and the venue of any action brought hereunder shall be in the Superior Court for Clark County.

INDEMNIFICATION: To the fullest extent permitted by law, Contractor shall indemnify, defend, and hold harmless the Purchaser and all officials, agents and employees of the Purchaser, from and against all claims for injuries or death arising out of or resulting from the performance of the contract. "Claim," as used in this contract, means any financial loss, claim, suit, action, damage, or expense, including but not limited to attorney's fees, attributable for bodily injury, sickness, disease, or death, or injury to or destruction of tangible property including loss of use resulting therefrom.

Contractor's obligations to indemnify, defend, and hold harmless includes any claim by Contractor's agents, employees, representatives, or any subcontractor or its employees.

Contractor expressly agrees to indemnify, defend, and hold harmless the Purchaser for any claim arising out of or incident to Contractor's or any subcontractor's performance or failure to perform the contract. Contractor's obligation to indemnify, defend, and hold harmless the Purchaser shall not be eliminated or reduced by any actual or alleged concurrent negligence of the Purchaser or its agents, employees and officials.

Contractor waives its immunity under Title 51 RCW to the extent it is required to indemnify, defend and hold harmless the Purchaser and its officials, agents or employees.

INDEPENDENT CAPACITY OF THE CONTRACTOR: The parties intend that an independent contractor relationship will be created by this contract. The Contractor and his or her employees or agents performing under this contract are not employees or agents of the Purchaser. The Contractor will not hold himself/herself out as or claim to be an officer or employee of the Purchaser or of the State of Washington by

reason hereof, nor will the Contractor make any claim of right, privilege or benefit that would accrue to such employee under law. Conduct and control of the work will be solely with the CONTRACTOR.

INDUSTRIAL INSURANCE COVERAGE: The Contractor shall comply with the provisions of Title 51 RCW, Industrial Insurance. If the Contractor fails to provide industrial insurance coverage or fails to pay premiums or penalties on behalf of its employees, as may be required by law, Purchaser may collect from the Contractor the full amount payable to the Industrial Insurance accident fund. The Purchaser may deduct the amount owed by the Contractor to the accident fund from the amount payable to the Contractor by the Purchaser under this contract, and transmit the deducted amount to the Department of Labor and Industries, (L&I) Division of Insurance Services. This provision does not waive any of L&I's rights to collect from the CONTRACTOR.

INSURANCE REQUIREMENTS: Insurance requirements for all contracts are as follows.

General Requirements:

Contractor shall, at their own expense, obtain and keep in force insurance as follows until completion of the Contract and such additional period following completion of the contract as may be set forth elsewhere in this contract. Upon request, Contractor shall furnish evidence in the form of a certificate of insurance and applicable endorsements satisfactory to the Purchaser that insurance, in the following kinds and minimum amounts, has been secured. Failure to provide proof of insurance, as required, will result in Contract cancellation.

Contractor shall include all Subcontractors as insured under all required insurance policies, or shall furnish separate Certificates of Insurance and endorsements for each Subcontractor. Subcontractor(s) must comply fully with all insurance requirements stated herein. Failure of Subcontractor(s) to comply with insurance requirements does not limit Contractor's liability or responsibility.

All insurance provided in compliance with this Contract shall be primary and non-contributory as to any other insurance or self-insurance programs afforded to or maintained by the Purchaser.

Specific Requirements:

Employers Liability (Stop Gap):

The Contractor will at all times comply with all applicable workers' compensation, occupational disease, and occupational health and safety laws, statutes, and regulations to the full extent applicable and will maintain Employers Liability insurance with a limit of no less than \$1,000,000.00. The Purchaser will not be held responsible in any way for claims filed by the Contractor or their employees for services performed under the terms of this Contract.

Commercial General Liability Insurance:

The Contractor shall at all times during the term of this Contract, carry and maintain commercial general liability insurance and if necessary, commercial umbrella insurance for

bodily injury and property damage arising out of services provided under this Contract. This insurance shall cover such claims as may be caused by any act, omission, or negligence of the Contractor or its officers, agents, representatives, assigns, or servants.

The insurance shall also cover bodily injury, including disease, illness and death, and property damage arising out of the Contractor's premises/operations, independent Contractors, products/completed operations, personal injury and advertising injury, and contractual liability (including the tort liability of another assumed in a business Contract), and contain separation of insured's (cross liability) conditions.

Contractor waives all rights against the Purchaser for the recovery of damages to the extent they are covered by general liability or umbrella insurance.

The limits of liability insurance shall not be less than as follows:

General Aggregate Limits (other than products-completed operations)	\$2,000,000
Personal and Advertising Injury Aggregate	\$1,000,000
Each Occurrence (applies to all of the above)	\$1,000,000
Fire Damage Limit (per occurrence)	\$50,000
Medical Expense Limit (any one person)	\$5,000

Professional Liability Insurance:

The Contractor shall maintain Professional Liability or Errors and Omissions Insurance if such insurance coverage is generally available for the services provided under this contract. The Contractor shall maintain minimum limits of no less than \$1,000,000 per occurrence to cover all program activities by the Contractor and licensed staff employed or under contract to the Contractor.

Business Auto Policy (BAP):

In the event that services delivered pursuant to this Contract involve the use of vehicles, or the transportation of clients, automobile liability insurance shall be required. The coverage provided shall protect against claims for bodily injury, including illness, disease, and death; and property damage caused by an occurrence arising out of or in consequence of the performance of this service by the Contractor, Subcontractor, or anyone employed by either.

Contractor shall maintain business auto liability and, if necessary, commercial umbrella liability insurance with a combined single limit not less than \$1,000,000 per occurrence. The business auto liability shall include **all autos or other vehicles**.

Contractor waives all rights against the Purchaser for the recovery of damages to the extent they are covered by business auto liability or commercial umbrella liability insurance.

Additional Insurance Provisions:

All above insurance policies shall include, but not be limited to, the following provisions:

1. **Additional Insured:** The Purchaser shall be named as an additional insured on all general liability, umbrella and excess insurance policies. All policies shall be primary over any other valid and collectable insurance.
2. **Notice of Policy Cancellation/Non-renewal:** For insurers subject to Chapter 48.18 of the Revised Code of Washington (Admitted and regulated by the Washington State Insurance Commissioner) a written notice shall be given to the Contract Administrator forty-five (45) calendar days prior to cancellation or any material change to the policy as it relates to this Contract. Written notice shall include the affected Contract reference number.
3. **Surplus Lines:** For insurers subject to Chapter 48.15 of the Revised Code of Washington (Surplus Lines) a written notice shall be given to Contract Administrator (20) calendar days prior to cancellation or any material change to the policy(ies) as it relates to this Contract. Written notice shall include the affected Contract reference number.
4. **Cancellation for Non-payment to Premium:** If cancellation on any policy is due to non-payment of premium, a written notice shall be given the Contract Administrator ten (10) calendar days prior to cancellation. Written notice shall include the affected Contract reference number.
5. **Identification:** Policy(ies), Endorsements and Certificates of Insurances shall include the affected Contract reference number.
6. **Insurance Carrier Rating:** The insurance required above shall be issued by an insurance company authorized to do business within the State of Washington. Insurance is to be placed with a carrier that has a rating of A-Class VII or better in the most recently published edition of Best's Reports.

Request for Exception or Modification of Requirements:

Contractors may request an exception by submitting a written request and evidence of insurance before to the Contract Administrator prior to execution of the Contract. If an insurer is not an admitted carrier, all insurance policies and procedures for issuing the insurance policies must comply with [Chapter 48.15](#) of the Revised Code of Washington and [Chapter 284-15](#) of the Washington Administrative Code.

Excess Coverage:

The limits of all insurance coverages required by the Contractor shall be no less than the minimum amounts specified. However, coverage in the amounts of these minimum limits shall not be construed to relieve the Contractor from liability in excess of such limits.

Limit Adjustments:

The Purchaser reserves the right to increase or decrease limits as appropriate upon issuance of a written notice to the Contractor sixty (60) days prior to the effective date of the requirement of the increase or decrease.

LICENSING, ACCREDITATION AND

REGISTRATION: The Contractor shall comply with all

applicable local, state, and federal licensing, accreditation and registration requirements/standards, necessary for the performance of this contract.

LIMITATION OF AUTHORITY: Only the Contract Administrator shall have the express, implied, or apparent authority to alter, amend, modify, or waive any clause or condition of this contract on behalf of the Purchaser. Furthermore, any alteration, amendment, modification, or waiver or any clause or condition of this contract is not effective or binding unless made in writing and signed by the Contract Administrator. The Purchaser may, at its discretion, identify a separate Project Manager responsible for day to day oversight of the project on behalf of the Purchaser.

NONDISCRIMINATION: During the performance of this contract, the Contractor shall comply with all federal and state nondiscrimination laws, regulations and policies.

In the event of the contractor's noncompliance or refusal to comply with any nondiscrimination law, regulation or policy, this contract may be rescinded, canceled or terminated in whole or in part, and the contractor may be declared ineligible for further contracts with the Purchaser. The contractor shall, however, be given a reasonable time in which to cure this noncompliance. Any dispute may be resolved in accordance with the "Disputes" procedure set forth herein.

OVERPAYMENTS AND ASSERTION OF LIEN: In the event that the Purchaser establishes overpayments or erroneous payments made to the Contractor under this contract, the Purchaser may secure repayment plus interest, if any, through the filing of a lien against the Contractor's real property or by requiring the posting of a bond, assignment of deposit or some other form of security acceptable to the Purchaser or by doing both.

PRIVACY: Personal information collected, used or acquired in connection with this contract shall be used solely for the purposes of this Contract. Contractor and its subcontractors agree not to release, divulge, publish, transfer, sell or otherwise make known to unauthorized persons personal information without the express written consent of the Purchaser or as provided by law.

Contractor agrees to implement physical, electronic and managerial safeguards to prevent unauthorized access to personal information.

The Purchaser reserves the rights to monitor, audit or investigate the use of personal information collected, used or acquired by the contractor through this contract. The monitoring, auditing or investigating may include but is not limited to "salting" by the Purchaser.

Contractor shall certify the return or destruction of all personal information upon expiration of this contract. Salting is the act of placing a record containing unique but false information in a database that can be used later to identify inappropriate disclosure of data contained in the database.

Any breach of this provision may result in termination of the contract and the demand for return of all personal information. The contractor agrees to indemnify and hold harmless the

Purchaser for any damages related to the contractor's unauthorized use of personal information.

For the purposes of this provision, personal information includes but is not limited to information identifiable to an individual that relates to a natural person's health, finances, education, business, use or receipt of governmental services or other activities, names, addresses, telephone numbers, social security numbers, driver license numbers, financial profiles, credit card numbers, financial identifiers and other identifying numbers.

PUBLICITY: The Contractor agrees to submit to the Purchaser all advertising and publicity matters relating to this contract wherein the Purchaser's name is mentioned or language used from which the connection of the Purchaser's name may, in the Purchaser's judgment, be inferred or implied. The Contractor agrees not to publish or use such advertising and publicity matters without the prior written consent of the Purchaser.

RECORDS MAINTENANCE: The Contractor shall maintain books, records, documents, data and other evidence relating to this contract and performance of the services described herein, including but not limited to accounting procedures and practices that sufficiently and properly reflect all direct and indirect costs of any nature expended in the performance of this contract.

Contractor shall retain such records for a period of six years following the date of final payment. At no additional cost, these records, including materials generated under the contract, shall be subject at all reasonable times to inspection, review or audit by the Purchaser, personnel duly authorized by the Purchaser, the Office of the State Auditor, and federal and state officials so authorized by law, regulation or agreement.

If any litigation, claim or audit is started before the expiration of the six (6) year period, the records shall be retained until all litigation, claims, or audit findings involving the records have been resolved.

REGISTRATION WITH DEPARTMENT OF

REVENUE: The Contractor shall complete registration with the Washington State Department of Revenue and be responsible for payment of all taxes due on payments made under this contract.

RIGHT OF INSPECTION: The Contractor shall provide right of access to its facilities to the Purchaser, or any of its officers, or to any other authorized agent or official of the state of Washington or the federal government, at all reasonable times, in order to monitor and evaluate performance, compliance, and/or quality assurance under this contract.

SAVINGS: In the event funding from state, federal, or other sources is withdrawn, reduced, or limited in any way after the effective date of this contract and prior to normal completion, the Purchaser may terminate the contract under the "Termination for Convenience" clause, without the ten-day notice requirement, subject to renegotiation at the Purchaser's discretion under those new funding limitations and conditions.

SEVERABILITY: The provisions of this contract are intended to be severable. If any term or provision is illegal or

invalid for any reason whatsoever, such illegality or invalidity shall not affect the validity of the remainder of the contract.

SITE SECURITY: While on Purchaser premises, the Contractor, its agents, employees, or subcontractors shall conform in all respects with physical, fire or other security policies or regulations.

SUBCONTRACTING: Neither the Contractor nor any Subcontractor shall enter into subcontracts for any of the work contemplated under this contract without obtaining prior written approval of the Purchaser. In no event shall the existence of the subcontract operate to release or reduce the liability of the contractor to the Purchaser for any breach in the performance of the contractor's duties. This clause does not include contracts of employment between the contractor and personnel assigned to work under this contract.

Additionally, the Contractor is responsible for ensuring that all terms, conditions, assurances and certifications set forth in this agreement are carried forward to any subcontracts. Contractor and its subcontractors agree not to release, divulge, publish, transfer, sell or otherwise make known to unauthorized persons personal information without the express written consent of the Purchaser or as provided by law.

TAXES: All payments accrued because of payroll taxes, unemployment contributions, any other taxes, insurance or other expenses for the Contractor or its staff shall be the sole responsibility of the CONTRACTOR.

TERMINATION FOR CAUSE: In the event the Purchaser determines the Contractor has failed to comply with the conditions of this contract in a timely manner, the Purchaser has the right to suspend or terminate this contract.

The Contract Administrator may suspend the Contractor immediately upon issuance of written notice of the suspension.

Before terminating the contract, the Purchaser shall notify the Contractor in writing of the need to take corrective action. If corrective action is not taken within 30 calendar days, the contract may be terminated.

In the event of termination or suspension, the Contractor shall be liable for damages as authorized by law including, but not limited to, any cost difference between the original contract and the replacement or cover contract and all administrative costs directly related to the replacement contract, e.g., cost of the competitive bidding, mailing, advertising and staff time.

The Purchaser reserves the right to suspend all or part of the contract, withhold further payments, or prohibit the Contractor from incurring additional obligations of funds during investigation of the alleged compliance breach and pending corrective action by the Contractor or a decision by the Purchaser to terminate the contract. A termination shall be deemed a "Termination for Convenience" if it is determined that the CONTRACTOR: (1) was not in default; or (2) failure to perform was outside of his or her control, fault or negligence.

The rights and remedies of the Purchaser provided in this contract are not exclusive and are, in addition to any other rights and remedies, provided by law.

TERMINATION FOR CONVENIENCE: Except as otherwise provided in this contract, the Purchaser may, by 10 calendar days written notice, beginning on the second day after the mailing, terminate this contract, in whole or in part. If this contract is so terminated, the Purchaser shall be liable only for payment required under the terms of this contract for services rendered or goods delivered prior to the effective date of termination.

TERMINATION PROCEDURES: Upon termination of this contract, the Purchaser, in addition to any other rights provided in this contract, may require the Contractor to deliver to the Purchaser any property specifically produced or acquired for the performance of such part of this contract as has been terminated. The provisions of the "Treatment of Assets" clause shall apply in such property transfer.

The Purchaser shall pay to the Contractor the agreed upon price, if separately stated, for completed work and services accepted by the Purchaser, and the amount agreed upon by the Contractor and the Purchaser for (i) completed work and services for which no separate price is stated, (ii) partially completed work and services, (iii) other property or services that are accepted by the Purchaser, and (iv) the protection and preservation of property, unless the termination is for default, in which case the Contract Administrator shall determine the extent of the liability of the Purchaser. Failure to agree with such determination shall be a dispute within the meaning of the "Disputes" clause of this contract. The Purchaser may withhold from any amounts due the Contractor such sum as the Contract Administrator determines to be necessary to protect the Purchaser against potential loss or liability.

The rights and remedies of the Purchaser provided in this section shall not be exclusive and are in addition to any other rights and remedies provided by law or under this contract.

After receipt of a notice of termination, and except as otherwise directed by the Contract Administrator, the Contractor shall:

1. Stop work under the contract on the date, and to the extent specified, in the notice;
2. Place no further orders or subcontracts for materials, services, or facilities except as may be necessary for completion of such portion of the work under the contract that is not terminated;
3. Assign to the Purchaser, in the manner, at the times, and to the extent directed by the Contract Administrator, all of the rights, title, and interest of the Contractor under the orders and subcontracts so terminated, in which case the Purchaser has the right, at its discretion, to settle or pay any or all claims arising out of the termination of such orders and subcontracts;
4. Settle all outstanding liabilities and all claims arising out of such termination of orders and subcontracts, with the approval or ratification of the Contract Administrator to the extent Contract Administrator may require, which approval or ratification shall be final for all the purposes of this clause;

5. Transfer title to the Purchaser and deliver in the manner, at the times, and to the extent directed by the Contract Administrator any property which, if the contract had been completed, would have been required to be furnished to the Purchaser;
6. Complete performance of such part of the work as shall not have been terminated by the Contract Administrator; and
7. Take such action as may be necessary, or as the Contract Administrator may direct, for the protection and preservation of the property related to this contract, which is in the possession of the Contractor and in which the Purchaser has or may acquire an interest.

TREATMENT OF ASSETS: Title to all property furnished by the Purchaser shall remain in the Purchaser. Title to all property furnished by the Contractor, for the cost of which the Contractor is entitled to be reimbursed as a direct item of cost under this contract, shall pass to and vest in the Purchaser upon delivery of such property by the Contractor. Title to other property, the cost of which is reimbursable to the Contractor under this contract, shall pass to and vest in the Purchaser upon (i) issuance for use of such property in the performance of this contract, or (ii) commencement of use of such property in the performance of this contract, or (iii) reimbursement of the cost thereof by the Purchaser in whole or in part, whichever first occurs.

1. Any property of the Purchaser furnished to the Contractor shall, unless otherwise provided herein or approved by the Purchaser, be used only for the performance of this contract.
2. The Contractor shall be responsible for any loss or damage to property of the Purchaser that results from the negligence of the Contractor or which results from the failure on the part of the Contractor to maintain and administer that property in accordance with sound management practices.
3. If any Purchaser property is lost, destroyed or damaged, the Contractor shall immediately notify the Purchaser and shall take all reasonable steps to protect the property from further damage.
4. The Contractor shall surrender to the Purchaser all property of the Purchaser prior to settlement upon completion, termination or cancellation of this contract
5. All reference to the Contractor under this clause shall also include Contractor's employees, agents or Subcontractors.

WAIVER: Waiver of any default or breach shall not be deemed a waiver of any subsequent default or breach. Any waiver shall not be construed to be a modification of the terms of this contract unless stated to be such in writing and signed by authorized representative of the Purchaser.

**END OF CLIENT SERVICES
GENERAL TERMS AND CONDITIONS**



May 8, 2020

Caroline Kirk
OFM State HR Director
128 10th Avenue SW
PO Box 47500
Olympia, WA 98501-7500

Shawn Merchant
Department of Retirement Systems
Point Plaza Building 3
6835 Capital Blvd SE
Tumwater, WA 98504-8390

Dear Ms. Kirk and Mr. Merchant,

Enclosed with this letter I have submitted for your consideration a voluntary separation and retirement incentive plan for full-time faculty and administrative/exempt employees at Clark College. This plan addresses each of the components outlined in the Office of Financial Management's Guidance memo issued on August 28, 2019. It is also consistent with OFM's memo of April 14, 2020, in which agencies were encouraged to start planning now for reductions in budgets.

As you know, higher education depends on revenue sources other than state funding to operate. In fact, state funding accounts for only 48% of our operating budget. The rest comes from student tuition, fees and Running Start reimbursement. These revenue sources are tied directly to enrollment, and with our enrollment now in a steep decline we are projecting a revenue shortfall of \$5.4 million in fiscal year 2020-21. This deficit is likely to grow as a result of COVID-19's impact on our student enrollment and on the state's ability to continue to fund higher education at current levels.

Along with our incentive plan I have enclosed documents that reflect the communication we have shared with our Board of Trustees, faculty, staff, administrators, and students about next year's projected deficit. Offering a voluntary separation and retirement incentive to full-time faculty and administrative/exempt employees is just one strategy we are using to close this gap.

Although the college recognizes that we cannot offer voluntary separation and retirement to represented classified employees at this time, we are requesting authority to immediately do so as soon as all state-required conditions are met. In that event, we will use the same plan as enclosed.

Please contact me directly at sfowler-hill@clark.edu if you have any questions.

Sincerely,

Dr. Sandra A. Fowler-Hill
Interim President, Clark College

c.c. Bob Williamson, Vice President of Administrative Services and Interim Vice President of Human Resources and Compliance

2020-21 Clark College Voluntary Separation and Retirement Incentive Plan

May 11, 2020

In accordance with the August 28, 2019 guidance memo from the Office of Financial Management (OFM), Clark College is submitting for consideration the following voluntary separation and retirement incentive plan.

1. Voluntary separation and retirement will be offered only to full-time faculty and administrative/exempt staff.
2. Applications will be accepted from eligible employees during the period of June 1 – 15, 2020. Decisions will be made by June 19, 2020 and will be effective on June 30, 2020
3. Applications will be reviewed by Executive Cabinet and approved by the college president.
4. To ensure retention of personnel performing work critical to the college's mission and priorities, decisions will be based on consideration of the following:
 - a. Does the applicant work in an essential service area?
 - b. Does the applicant work in a heavily regulated area where compliance is a substantial part of the job?
 - c. Does the applicant perform functions that cannot be transferred within the institution or assigned to someone else on an interim basis?
 - d. Will the applicant's departure result in the loss of experience and knowledge that will be difficult to replace on short notice?
 - e. Will the costs involved in recruiting, hiring and training a replacement outweigh potential savings?
5. Eligibility will be based on the criteria established in OFM's August 19, 2019 memo.
6. The maximum incentive payment will be \$25,000.
7. Clark College's Board of Trustees will use one-time reserve funding to cover the costs of the incentive payment for up to 10 employees. This effectively ensures the college will immediately realize all anticipated savings from early separations and retirements.
8. Positions vacated by this program will be left unfilled for at least two years.
9. Clark College conservatively estimates savings of \$100,000 will be achieved in fiscal year 2020-21.
10. Clark College will comply with all OFM reporting requirements.

**Nomination 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
2. Vice Chair

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. Facilities Master Plan
6. Guided Pathways Committee
7. Onboarding of the New President

WPEA/UFCW Local 365, Clark College Unit

Board Report for May 2020

COMMUNICATION

Current contact for campus stewards WPEAStewards@clark.edu

Co-Chief Shop Stewards

Sarah Thorsen

Heather Adams

Communications Officers

David Sims

Degundrea Harris

Shop Stewards In Training

Chris Layfield

Angela Dawson

Danielle Plesser

Becky Udvary

Janice Taylor

Crystal Rowe

Joshua Chambers

Labor Management Communication

WPEA has been very active in working with the classified staff and HR regarding the layoffs. WPEA Stewards are supporting staff in their efforts to move into offered positions, or with their alternate transitions.

WPEA is researching the classified staff layoff processes and the positions offered to staff in an effort toward greater transparency and understanding.

WPEA has asked for details regarding any reorganizations that are taking place at Clark College as it impacts all of our classified staff and the college community. The time lag between the layoff notices and the lack of a new organizational chart has created some stress across campus.

WPEA is working with Clark College HR and Administration to secure an agreement for campus closure calendar changes and parking permit payments in an effort to cut expenses related to the current budget deficit. Language outlining the details of these changes will be agreed upon by the college and WPEA.

WPEA has representatives on the COVID-19 Recovery Team to help with the continuing remote work environment and the college's efforts to safely return some personnel to campus work situations as is warranted.

ASCC BOARD OF TRUSTEES REPORT MAY 2020.

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

- ❖ **The ASCC sent a spring 2020 student survey on May 4th to receive feedback from our students for the purpose of drafting priorities for the next ASCC team. The survey contains three general questions that will allow students to state areas of challenges in the college and how they can be improved.**
- ❖ **Here are the questions:**
 - **What issues do students face that impact the student experience?**
 - **What barriers do students experience when pursuing their academic goals?**
 - **What could enhance the student experience at Clark?**

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

- ❖ **In March, the ASCC Vice President-Han Pham-Smith began the process of hiring new ASCC officers for the 2020-2021 academic year. She has sent out application materials to potential candidates. All ASCC Positions will be vacant until filled**

beginning of June 20th. Positions are, President, Vice President, Finance Director, Executive Assistant, Club Coordinator, Civics & Sustainability Director, & Student Relations & Promotions Coordinator. The deadline for the application has been extended to May 30th to allow more student to apply.

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

- ❖ **The ASCC Penguin Pantry Project received a donation on April 9th, 2020 from IDM Cares Company-a local philanthropic company that gives back to the community. The Penguin Pantry received a gift of \$10,000 and appliances—an industrial refrigerator and a freezer. This gift will be used to purchase food boxes for students during these covid-19 uncertainties.**

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

- ❖ **The ASCC Finance Director-Masha Cole and Student Relations & Promotions Coordinator-Greta Leandre have created a social media project that will encourage students to participate in civic activities during the spring quarter.**
- ❖ **The ASCC team are participating in multiple campus activities that are held online for the purpose of understanding how to serve and engage more students. Activities such as student forums hosted by Student Affairs, online games hosted by the Activities Programming Board-APB, Luncheons hosted by the Office of Diversity, Equity, and Inclusion, etc.**

**Foundation
May 2020**

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

1. **Advancement:**

Amidst the coronavirus epidemic, Clark College Foundation continues to move forward with its campaign. Focusing on flexible scholarships, emergency grants and area of greatest needs, the foundation has raised over \$400,000 just over the last four weeks thanks to generous donors.

The virus has affected the foundation’s schedule of events, including Savoring Excellence and the outstanding alumni luncheon – both rescheduled for October. We’re also analyzing what to do with the upcoming Presidential Conversations events to help onboard our new President. The format for these gatherings will depend largely on government guidelines and the latest medical data, but our aim is to begin this program in the summer.

The winners of the annual outstanding and rising star alumni awards have been announced and are posted on our website and in our most recent edition of Clark Partners. Some say this is the most diverse and exciting list of winners’ awardees – without a doubt every single one is so impressive and sends the strong message that Clark College graduates stand shoulder to shoulder with graduates from any institution and are making huge differences in their communities.

One example is Alexis Madrigal, noted author and staff writer at Atlantic Magazine. Alexis is heading up the nationwide coronavirus data initiative working with more than 100 major agencies and institutions. That info is gathered and analyzed so that government leaders can use the data to make important decisions and policies. Despite being very busy, Alexis has gladly agreed to provide a virtual lecture on the topic to our college and alumni community. We’re working on a date but anticipate that this important lecture will take place relatively soon. We’ll keep you posted. But please go to the website or pick up a copy of Clark Partners to learn more about all our outstanding alumni and the incredible things they are doing.

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

Strategic alignment indicators for FY 2020 involve:

- Enhance communication between institutions
- Collaborate on advocacy at a governmental level
- Progress development of real estate holdings

In this new world, alignment within the institutions has proved to be a bit challenging. From provision of emergency funding, usage of existing foundation balances or participation in the visioning of Boschma Farms campus, we are finding that so much has changed and yet we are still in need of carrying on our work in a different way. There are so many levels of uncertainty and the next year will need to be spent working to transition leadership, manage through structural changes at the college and re-engage with industry to see how the pandemic has impacted their businesses. We have received numerous responses to foundation outreach efforts to continue to highlight the good work that is being done at the college to keep students engaged and proceeding with their educational goals. Our community has risen to the challenge and we appreciate their support in providing additional funding to support students and faculty.

The foundation also participated in the Boschma Farms visioning exercise that has focused on the advanced manufacturing program. The meetings have concluded and a presentation to the trustees is scheduled for June. With the uncertainty in the economy, support for development of the real estate in Ridgefield may require further analysis. The status of the manufacturing industry as well as the available support for programming from a philanthropic source needs to be assessed for feasibility regarding amounts and timelines. Personnel are looking to reach out to previous contacts to determine their input in how best to proceed with this specific initiative.

3. **Fiduciary Responsibility:** *Ensuring compliance and fiduciary oversight to the organization's asset base.*

The foundation continues to support college needs and priorities. For the nine months ending March 31, 2020, the foundation made the following college and student-related expenditures:

Ridgefield land (10 acres) transferred to college	\$ 1,625,936
Scholarships & scholarship management	849,556
Culinary COP payment	156,125
College staff salaries/benefits/stipends	142,535
In-kind: corporate & individual donations	114,632
Other college program support	103,300
Meeting, food/meal costs	76,344
Supplies	70,029
Service provider fees	45,615
Faculty/staff development	30,593
College and community relations	29,738
Travel/lodging expense	<u>21,877</u>
Total	\$ 3,266,280

Note: The above scholarship figure is a recognition of funds paid to the institution over the first nine months of FY 2020. Input received from our director of scholarships show that the foundation surpassed awarding \$1.3 million in scholarship support this year. Funds awarded are managed and re-awarded in subsequent processes during the year if the awardee does not accept or utilize the funds provided.

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

This committee is working diligently to secure additional board participants as two board members have recently resigned. Currently, there are four community leaders that have expressed interest in seeing what board service entails. Not surprisingly, many community leaders are anxious to see what the addition of Dr. Edwards will bring to the overall operation of Clark College. The foundation is pleased to provide an event activity called "Presidential Conversations" that will be a means of providing intimate gatherings to introduce Dr. Edwards to the Southwest Washington community. These events provide the mechanism for the college to do the external onboarding of the President. Coordination of these conversations will be performed by the onboarding committee and are meant to provide the depth and breadth of the community in a smaller boutique setting. We are pleased that we can coordinate with the college on this effort and bring about a heightened experience so that leaders of our region can build their relationship with the new college president and begin to assist her in carrying on the mission at Clark especially during these uncertain times. It is our hope that the Foundation board's membership will expand once leaders have the ability to get to know and understand Dr. Karin Edwards leadership and long term vision.

Respectfully submitted,

Lisa Gibert
Chief Executive Officer
May 5, 2020

Attachments:

Financial Dashboard
Development Dashboard
Annual Giving Comparison
Campaign Committed Gifts Report



Financial Dashboard as of March 31, 2020

Contributions/Donations Received

	Year to Date	6/30/2019	6/30/2018	6/30/2017	1973 - Present Life to date
Unrestricted	\$ 555,134	\$ 586,858	\$ 644,781	\$ 351,760	
Temp. Restricted	1,584,159	1,546,038	2,096,785	1,483,984	
Perm. Restricted	431,545	6,582,984	1,752,797	103,677	
Total	\$ 2,570,838	\$ 8,715,880	\$ 4,494,363	\$ 1,939,421	\$ 107,478,135

Year to Date		6/30/2019		6/30/2018		6/30/2017		1973 - Present	
Unrestricted	Temp Restricted	Unrestricted	Temp Restricted	Unrestricted	Temp Restricted	Unrestricted	Temp Restricted	Unrestricted	Temp Restricted

College Support Expended

Program	Year to Date	6/30/2019	6/30/2018	6/30/2017	6/30/2016	1973 - Present
Program	\$ 181,384	\$ 579,666	\$ 1,175,530	\$ 1,432,208	\$ 1,171,728	\$ 38,563,033
Boschma Farms land acquisition	-	-	2,082,091	-	444,444	5,932,722
Capital projects-NC/STEM/Dent. Hyg./Oth.	1,625,936	-	-	-	603,265	15,612,790
College & Community Relations	29,738	-	59,906	-	53,708	322,626
Scholarships/Scholarship Management	16,395	833,162	17,622	1,174,984	960,649	13,051,307
Total	\$ 1,853,452	\$ 1,412,827	\$ 3,335,149	\$ 2,607,192	\$ 2,174,224	\$ 73,482,477

Scholarships

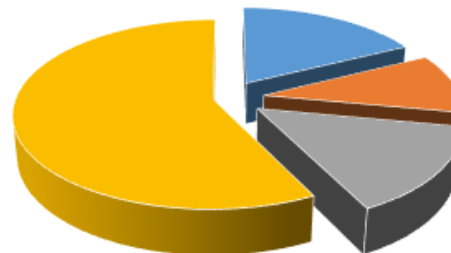
	YTD	6/30/2019	6/30/2018	6/30/2017	6/30/2016
Number of students receiving awards	555	561	516	421	383
Clark College Students (Fall Census excl. Running Start)	7,772	7,973	8,490	8,880	9,118

*Cost of tuition (2019-2020).
12 credits for 3 qtrs. = \$3,879.
Lower division courses.
Excludes books or addtl.
fees such as nursing, labs,
etc.*

Net Assets by Type

Unrestricted	\$ 14,840,662
Board Restricted	10,242,551
Temporarily Restricted	14,381,637
Permanently Restricted	57,613,478
Net Assets	\$ 97,078,328

Net Assets by Type



- Unrestricted
- Board Restricted
- Temporarily Restricted
- Permanently Restricted

Unrestricted Net Assets	3/31/2020	6/30/2019	6/30/2018	6/30/2017	6/30/2016
Assets					
Cash	\$ 131,479	\$ 81,765	\$ 32,573	\$ 533,396	\$ 434,119
Investments	3,514,886	6,120,908	8,103,108	7,067,349	7,797,334
Receivables	245,522	265,344	122,925	133,280	65,880
Prepays/Deposits/Other Assets	407,856	312,012	337,341	164,818	120,217
Land/building/equipment	11,242,377	12,821,759	12,728,727	12,731,837	13,038,307
Liabilities					
A/P/Other Liabilities	(701,458)	(1,086,594)	(888,502)	(422,434)	(1,957,849)
Note Payable	-	-	(2,082,091)	(2,481,701)	(2,873,600)
	<u>\$ 14,840,662</u>	<u>\$ 18,515,194</u>	<u>\$ 18,354,081</u>	<u>\$ 17,726,545</u>	<u>\$ 16,624,408</u>

Projected Liquid Unrestricted Net Assets Available	
6/30/2020	(440,000)
6/30/2021	(313,000)
6/30/2022	(133,000)
6/30/2023	47,000
6/30/2024	27,000

*Does not include operational reserve

Investment Pool Returns (Losses)



Endowment

Distribution Details

	FY 20	FY 19	FY 18	FY 17	FY 16
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	7/1/2019 - 4/22/2020	7/1/2018 - 4/22/2019	7/1/2018 - 6/30/2019
Total number of donors	1,463	1,505	1,962
Number of new donors acquired	571	631	768
Number of new major gift donors acquired	12	15	19
Number of \$1,000+ donors	163	157	230
Number of confirmed irrevocable planned gifts	1	7	7
Number of confirmed revocable planned gifts	0	0	1
Foundation board participation*	76%	87%	95%
College trustee participation	80%	83%	100%
Executive Cabinet participation	80%	50%	70%
Foundation staff participation	90%	95%	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 April 23, 2020

	FYTD 2020	FY2019	FY2018	FY2017
TYPE				
Cash/Stock/Property	\$1,097,678	\$2,145,169	\$3,135,656	\$1,032,495
Pledge	\$1,793,427	\$884,101	\$99,974	\$1,015,831
In-kind	\$129,847	\$65,868	\$41,124	\$220,399
Deferred Irrevocable at Face Value*	\$10,000	\$4,916,732	\$1,158,712	\$100,000
TOTAL	\$3,030,952	\$8,011,870	\$4,435,467	\$2,368,725
SOURCE				
Board Members (includes ex officio)	\$42,416	\$193,438	\$95,380	\$641,410
Employees	\$45,577	\$53,491	\$36,108	\$54,078
Alumni	\$227,536	\$568,992	\$1,039,995	\$185,508
Friends	\$321,858	\$981,835	\$615,815	\$545,993
Estates	\$15,720	\$4,723,175	\$1,087,717	\$26,200
Family Foundations and Trusts	\$537,603	\$806,115	\$850,600	\$337,988
Corporate & Community Foundations	\$1,236,829	\$343,691	\$499,208	\$222,342
Corporations/Other Organizations	\$275,093	\$329,989	\$204,394	\$353,892
Government Entities	\$328,321	\$11,144	\$6,249	\$1,314
TOTAL	\$3,030,952	\$8,011,870	\$4,435,467	\$2,368,725
PURPOSE				
Current Use				
Unrestricted	\$234,090	\$129,599	\$396,376	\$495,391
Faculty Support	\$0	\$0	\$0	\$0
Programs/Other	\$1,542,397	\$519,077	\$315,270	\$423,516
Scholarships	\$450,667	\$690,585	\$717,393	\$377,189
Sponsorships	\$33,400	\$86,100	\$13,384	\$34,600
Technology/Equipment	\$0	\$0	\$0	\$0
Endowed				
Unrestricted	\$0	\$0	\$0	\$0
Faculty Support	\$0	\$0	\$0	\$0
Programs/Other	\$250,154	\$180,880	\$80,243	\$33,456
Scholarships	\$510,244	\$1,476,297	\$1,747,579	\$103,393
Technology/Equipment	\$0	\$0	\$0	\$0
Capital				
Culinary	\$0	\$12,600	\$6,370	\$780,515
STEM	\$0	\$0	\$140	\$20,465
Programs/Other	\$0	\$0	\$0	\$200
Deferred Irrevocable at Face Value*				
Programs/Other	\$10,000	\$4,916,732	\$1,158,712	\$100,000
TOTAL	\$3,030,952	\$8,011,870	\$4,435,467	\$2,368,725
*Number of irrevocable gifts secured	1	7	3	1
Deferred Revocable at Face Value	\$10,000	\$170,000	\$1,010,000	

Clark College Foundation Campaign with Grant Awards

Committed Gifts Report

By Campaign Initiative

July 1, 2015 - April 22, 2020

	Endowment	Current	Capital	Irrevocable Planned Gift	In Kind	Total
Scholarships (\$8 MM)						
FLEX	\$ -	\$ 52,350	\$ -	\$ 4,157,939	\$ -	\$ 4,210,289
Unit / Program Based	\$ 4,168,663	\$ 3,112,635	\$ -	\$ 1,188,806	\$ 5,577	\$ 8,475,680
Foundation Unrestricted	\$ -	\$ 313,592	\$ -	\$ -	\$ -	\$ 313,592
Advanced Manufacturing (\$5 MM)						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Program	\$ -	\$ 100	\$ -	\$ -	\$ -	\$ 100
Guided Pathways (\$4 MM)						
Professional Development	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ 25,000
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Financial Literacy	\$ -	\$ 49,100	\$ -	\$ -	\$ -	\$ 49,100
Technology / Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Smart Classrooms	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Program	\$ -	\$ 580,202	\$ -	\$ -	\$ 5,446	\$ 585,648
Veteran's Resource Center (\$2 MM)						
Emergency Fund	\$ -	\$ 29,255	\$ -	\$ -	\$ -	\$ 29,255
Transportation / Childcare	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Professional Development	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transition Boot Camp	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Program	\$ 250,000	\$ 910,706	\$ -	\$ -	\$ 14,921	\$ 1,175,627
Culinary (\$10.5 MM)						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ -	\$ -	\$ 4,831,010	\$ 297,000	\$ -	\$ 5,128,010
Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Program	\$ -	\$ 47,682	\$ -	\$ -	\$ 19,862	\$ 67,544
Mature Learning (\$1 MM)						
Program	\$ -	\$ 15,020	\$ -	\$ -	\$ -	\$ 15,020
Other						
Restricted	\$ 184,034	\$ 1,047,039	\$ 329,840	\$ 340,819	\$ 409,021	\$ 2,310,755
Unrestricted	\$ -	\$ 1,582,037	\$ -	\$ 199,953	\$ 79,056	\$ 1,861,047
Total (\$35 MM)	\$ 4,602,697	\$ 7,770,800	\$ 5,160,850	\$ 6,184,517	\$ 539,145	\$ 24,258,009

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: 83% (1 yr avg)	First-Year Math Completion: 30% (1 yr avg)	Programs Completed Assessment Project: 90%	Programs Made Evidence-Based Improvements: Not Available*
Strategic Priorities: Student Engagement and Outcomes; Accreditation; Boschma Farms						

Social Equity	Eliminate racial disparities			Intercultural and Multicultural Competencies		
	HU* Student Completion Rate: 25%	Course materials and college technology is accessible: 67%	HU* Student First-to-Second Quarter Retention: 79% (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; Hiring and Retention; Student Engagement and Outcomes; College Climate						*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: \$1,539(D) / \$2,147(I)	Graduates with living-wage employment: 64% (Prof-Tech Only)
Strategic Priorities: External Partnerships; Boschma Farms; Student Engagement and Outcomes; Long-term Budget					

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; Accreditation; Boschma Farms; President.			

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.

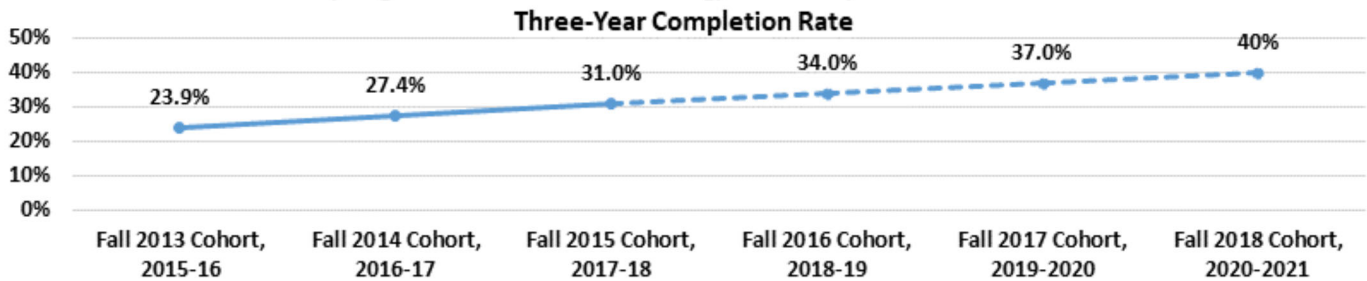
COMPLETION



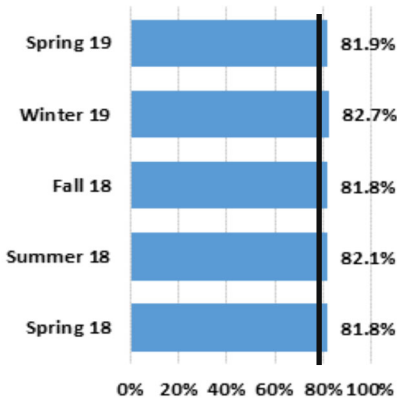
May 2020

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.

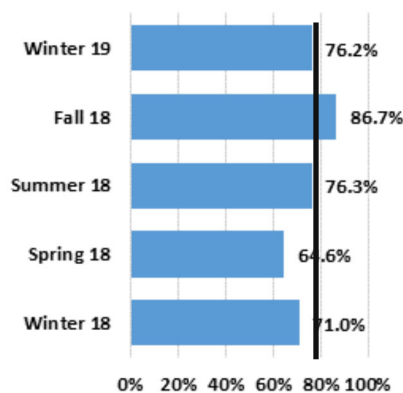
Fulltime, Degree and Certificate-Seeking, First-time, and First Year Students



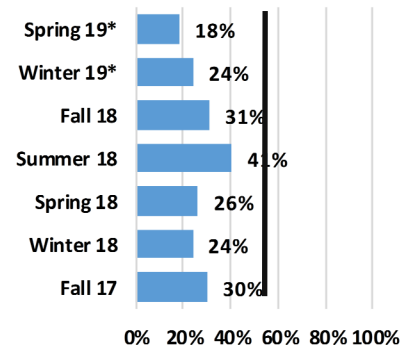
Degree-Seeking Student Course Success Rate



First-to-Second Quarter Retention Rate



Transfer Students Completed College Math in First Year, by When Students Began



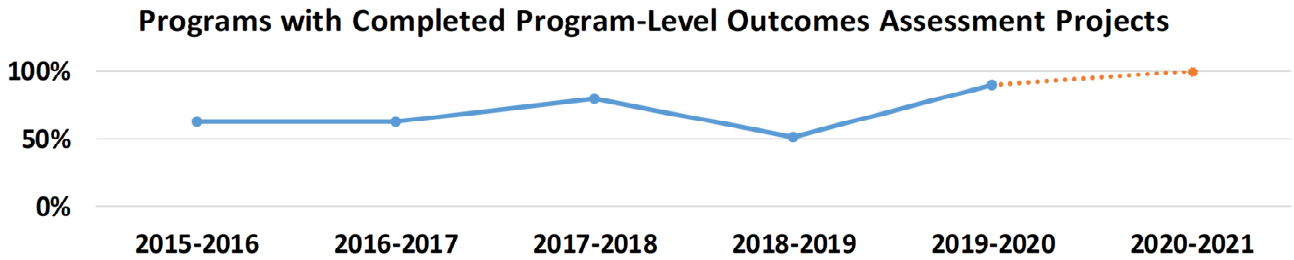
*Four quarters/one-year has not occurred yet.

STUDENT LEARNING



May 2020

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 full-time faculty who participated in outcomes assessment projects:
88%

Percent of programs that reported on equity in outcomes assessment projects:
51%
*Full reports available in spring

Percent of programs that completed evidence-based improvements this year
*Full reports available in spring

Monthly Highlights

* Please see memo on next page

2019/2020 Outcomes Assessment Proposal Summary Report

Summary

All departments were required to submit a proposal of their planned program-level Outcomes Assessment activities, including a 6-year calendar demonstrating when they will assess, improve, and re-assess all of their program-level outcomes. The Outcomes Assessment Director and Outcomes Assessment Faculty Mentors wrote constructive feedback for each submission. The report below summarizes the proposals.

Total proposals submitted: 31

Total departments expected to submit proposals: *47

**some programs are grouped by department*

Departments that included a plan to assess for inequities: 24

Strengths and highlights

Faculty engagement: The proposals demonstrate that in spite of many challenges, some faculty are still eager to reflect, learn, and improve. Several proposals asked for support and learning around outcomes assessment processes/expectations and methods. In addition to requests for training, others requested adjunct funding. A few proposals requested additional training around equity. Among respondents, most described detailed plans and motivation to engage in continuous improvement and inquiry. Quote from faculty: “We are pretty much beginners at this, having worked through much confusion in the past.”

Use of rubrics: many faculty utilize rubrics to clarify the relationship between grades or assessment scores, specific criteria, and outcomes.

Long-term planning: The calendar template and requirement resulted in specific documentation of long-term planning that will ensure that all program and degree-level outcomes are assessed, improved, and re-assessed on a finite timeline.

Methods: Many faculty have developed robust and meaningful methods to complete their assessments, either in response to external accrediting bodies or through motivation to improve student learning in their courses and programs. A few projects addressed student experience and student learning holistically and show plans of improving based on evidence of student needs like scheduling, online sections, and advising.

Areas in need of improvement

Methods: Some faculty are analyzing a particular course, based on either the only set of courses they teach or a course they particularly like, to analyze in terms of course-level learning. Although this is of benefit to students, it is not really the same as aligned, coordinated, program-level assessment. The obstacle for some faculty seems to be lack of awareness of program-level and institution-wide assessment as a project, and/or a lack of connectedness to colleagues across various disciplines that

share a common distribution outcome or program-level outcome. Similarly, there is not enough interdisciplinary collaboration around questions like which courses contribute to improved outcomes depending on their sequence

Some projects were general and, although they provided answers to each question, did not include enough specificity to prompt meaningful feedback. While these faculty may be doing specific and productive assessment, without a solid proposal, it is difficult to evaluate and support their continuous improvement. Some of these vague and compliance-oriented responses also suggest that faculty may not want feedback or even in-depth assessment. These responses resonate with many of the responses about institutional culture on the climate survey.

Themes related to equity and accessibility

Faculty awareness and response to equity ranged from resistance, equality, uncertainty, data-oriented, to data-informed.

Equality mindsets: Many faculty approached equity with an “equality” perspective, meaning they did not understand the difference between equity and equality, and some were resistant to equity. Both reflect the slow process of adopting a shared understanding of equity in the context of student success and student learning as well as a lack of awareness of the specific groups that are most affected by disparities: students of color and in particular black, latinx, indigenous, and pacific islanders and students with disabilities. Some faculty mentioned learning styles and varied assignments, suggesting attention to using more than one instrument for assessment. The theory of learning styles is not well-supported by current research, but using various instruments to accomplish a kind of learning portfolio and planning for authentic assessment are fine practices. The faculty beliefs about learning styles theory as a means to accomplish equity in student learning suggests some possible areas of need in terms of focused professional development. Some faculty expressed overt resistance to equity considerations. The resistance in the proposals reflects the resistance voiced by respondents in the most recent climate survey. For example,

“The course is not set up in a manner that could separate demographic differences in the student population but instead will separate those that can achieve the goal and those that cannot meet expectations. This ability has nothing to do with age, race, color or sex.” “This will be a good question for the department to answer”

Equity and curriculum: Some proposals referenced equity in terms of inclusive and equity-minded curriculum. Few proposals referenced universal design or accessibility of course materials.

Data-informed practice: Faculty who have more tangible plans and understandings of equity all plan to begin their assessment by analyzing student success rates in particular courses disaggregated by race. Some faculty are already aware of inequities and are planning on improving curriculum accordingly.

Next Steps

Professional Development and communication needs: Since the outcomes assessment faculty mentors and I responded specifically on each proposal, ideally the year-end assessment reports will reflect some improvements in terms of methods and approach. Other more system-wide initiatives, such as PP&I and equity training for instructors and data-literacy, will require specific resources and longer-term

cultural shifts. Future Fall Assessment Workshops will specifically address areas in need of improvement, such as equity awareness, attention to accessibility, alignment with program and degree-level outcomes, and methods.

Engagement: In terms of engagement and completion of all required outcomes assessment activities and report criteria, many faculty and departments are still struggling to complete their tasks. The Outcomes Assessment team, in collaboration with instructional council, will address this and measure it based on attendance at the Fall Assessment Workshop and report submission rates in future years.

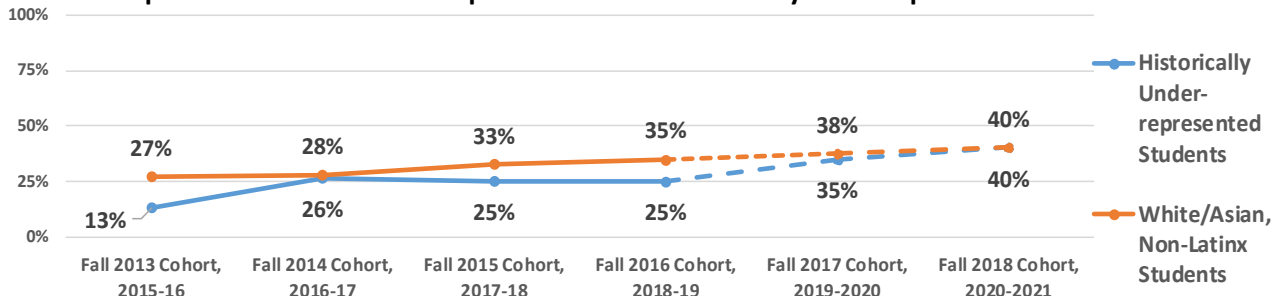
SOCIAL EQUITY



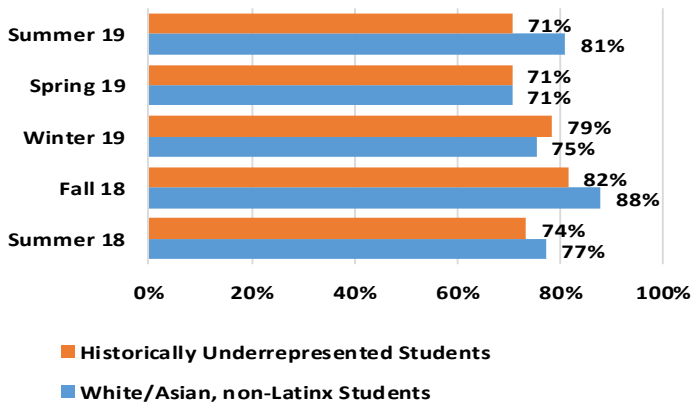
May 2020

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.

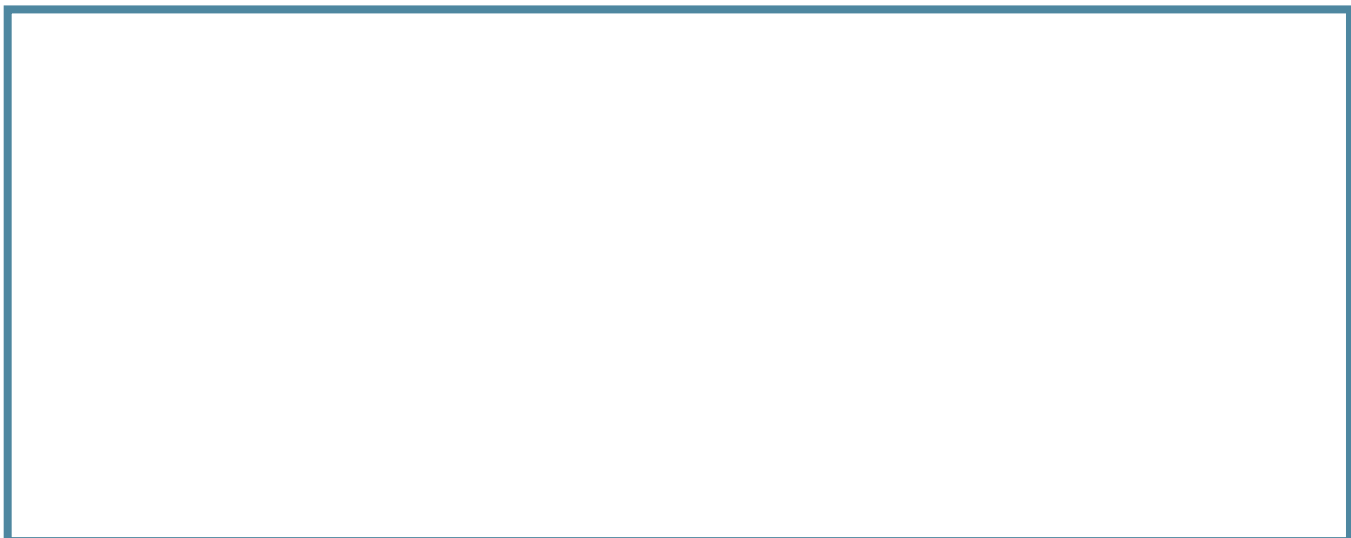
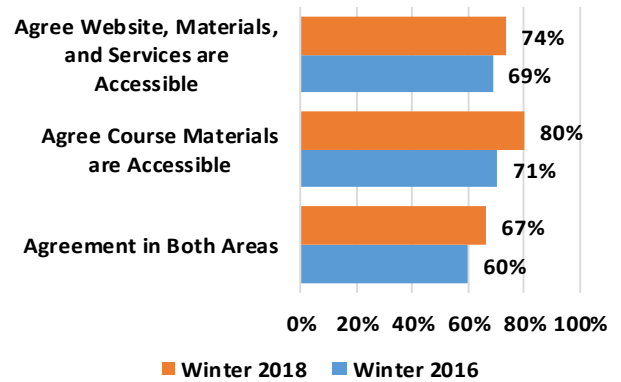
Eliminate Disparities in Three-Year Completion Rate for Historically Underrepresented Students



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



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



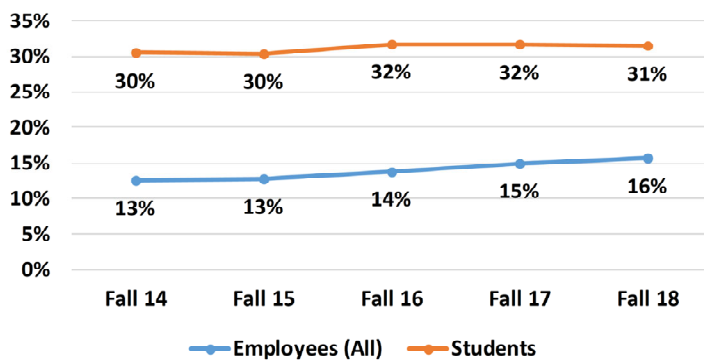
INTERCULTURAL AND MULTICULTURAL COMPETENCIES



May 2020

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

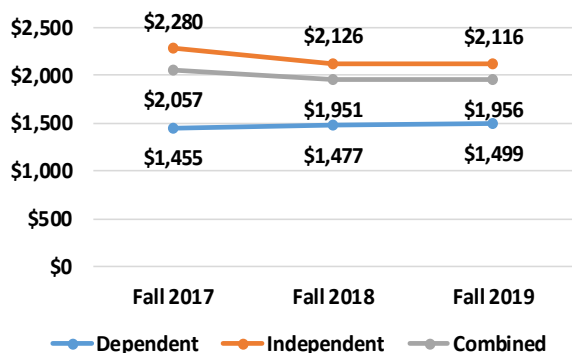
COST OF EDUCATION



May 2020

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:

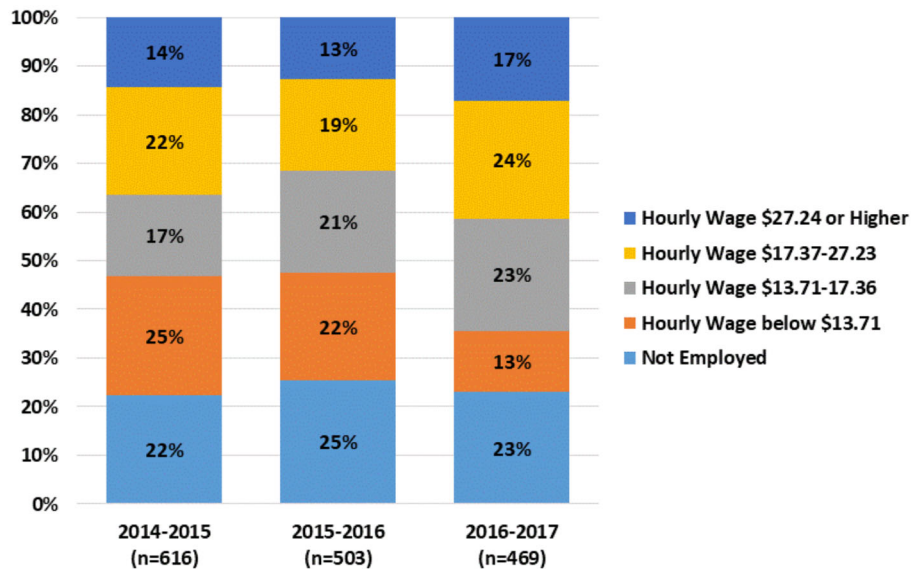
\$709 (Fall 2018)

EMPLOYMENT

May 2020

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

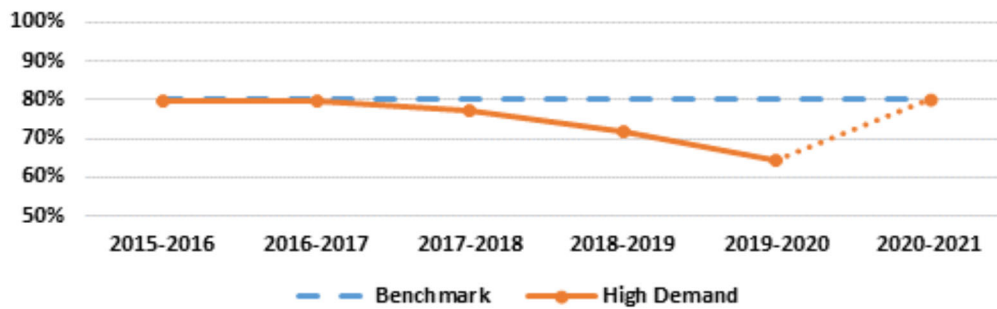


ALIGN PROGRAMS

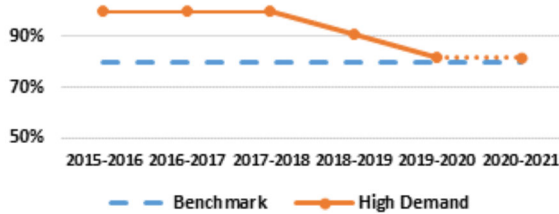
May 2020

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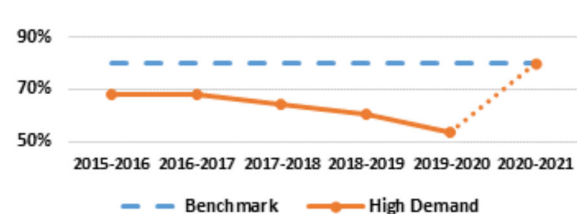
All Program Groups that Contain High Demand Occupations



Percent of Transfer Program Groups that Contain High Demand Occupations



Percent of Prof Tech Program Groups that Contain High Demand Occupations



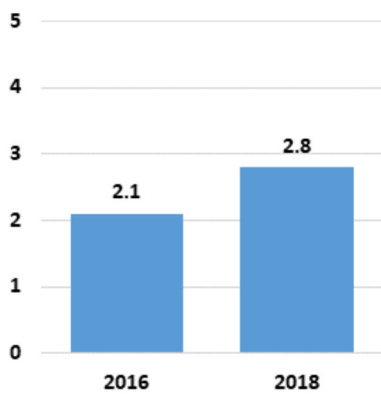
PHYSICAL, VIRTUAL, AND SOCIAL ENVIRONMENTS



May 2020

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)

**Clark College Interim Enrollment Report
Winter and Spring 2020
as of May 20, 2020**

Winter 2020

	FTES	Budgeted FTES	% of Budgeted FTES
State-supported	6,512*	6,908	94%
State FTES	4,571	4,892	93%
Running Start	1,934	2,016	96%

* This includes 7 non-Running Start contract FTES in state-supported classes.

Spring 2020

	FTES	Budgeted FTES	% of Budgeted FTES
State-supported	5,838*	6,504	90%
State FTES	4,043	4,608	88%
Running Start	1,790	1,896	94%

* This includes 5 non-Running Start contract FTES in state-supported classes.

Academic Year 2019-2020

	Allocated State FTES in State Classes	State FTES	Difference	% Difference
Summer 2019	2,719	2,068	(651)	-24%
Fall 2019	6,731	5,033	(1,698)	-25%
Winter 2020	6,424	4,571	(1,853)	-29%
Spring 2020	6,051	4,043	(2,008)	-33%

Academic Year 2019-2020

	Budgeted FTES in State Classes	State and Running Start FTES	Difference	% Difference
Summer 2019	2,070	2,068	(2)	0%
Fall 2019	7,213	7,140	(73)	-1%
Winter 2020	6,908	6,505	(403)	-6%
Spring 2020	6,504	5,833	(671)	-10%

Academic Year 2019-2020

	Total Enrollment to Date 2019-2020*	Projected Enrollments	% of Projected Enrollments
Contract Corporate	726	540	134%
Community Ed	5,337	6,675	80%

*Summer, Fall, Winter, and Spring Quarters

Clark College - Estimated Budget Status Report January 31, 2020

Sources of Funds (Revenues)	2019-20 Budget	Revenues to Date	Difference	% Budget Received
Operating Accounts				
State Allocation	36,197,243	16,485,994	(19,711,249)	45.5%
Tuition & ABE	17,092,335	12,571,376	(4,520,959)	73.5%
Running Start	14,921,243	5,924,379	(8,996,864)	39.7%
Excess enrollment	-	-	-	0.0%
Planned use of prior fund balance	1,062,608	-	(1,062,608)	0.0%
Dedicated, matriculation, tech, cont ed	5,464,570	3,393,171	(2,071,399)	62.1%
Total Operating Accounts	74,737,999	38,374,921	(36,363,078)	51.3%
Other Accounts				
Grants	3,192,645	1,518,437	(1,674,208)	47.6%
Contracts	2,012,969	470,325.29	(1,542,644)	23.4%
Internal Support & Agency Funds	1,184,016	727,797	(456,219)	61.5%
ASCC	2,165,621	1,592,823	(572,798)	73.6%
Bookstore	4,181,339	2,114,645	(2,066,694)	50.6%
Parking	511,758	309,426	(202,332)	60.5%
Campus Food Service	-	209,324	209,324	0.0%
Auxilliary Services	2,224,138	1,489,104	(735,034)	67.0%
Financial Aid	24,914,791	12,516,172	(12,398,619)	50.2%
Total Other Accounts	40,387,277	20,948,052	(19,439,225)	51.9%
Total Sources of Funds	115,125,276	59,322,973	(55,802,303)	51.5%

Uses of Funds (Expenses)	2019-20 Budget	Encumbrances Expenditures to Date	Difference	% Budget Spent
Operating Accounts				
President	1,265,272	546,325	718,947	43.2%
Associate Vice President of Planning & Effectiveness	1,174,692	568,459	606,233	48.4%
Associate Vice President for Diversity & Equity	654,372	340,082	314,290	52.0%
Vice President of Instruction	43,590,673	20,067,830	23,522,843	46.0%
Vice President of Administrative Services	9,306,893	6,030,871	3,276,022	64.8%
Vice President of Student Affairs	9,500,365	5,261,718	4,238,647	55.4%
Vice President of Economic & Community Development	1,361,099	733,826	627,273	53.9%
Chief Information Officer	5,746,203	2,985,948	2,760,255	52.0%
Chief Communication Officer	784,054	442,279	341,775	56.4%
Vice President of Human Resources	1,354,376	781,813	572,563	57.7%
Bank/CC Fees	-	97,286	(97,286)	0.0%
Total Operating Accounts	74,737,999	37,856,437	36,881,562	50.7%
Other Accounts				
Grants	3,192,645	1,361,764	1,830,881	42.7%
Contracts less Running Start	2,012,969	1,038,098	974,871	51.6%
Internal Support & Agency Funds	1,184,016	1,022,649	161,367	86.4%
ASCC	2,165,621	1,051,588	1,114,033	48.6%
Bookstore	4,181,339	2,395,485	1,785,854	57.3%
Parking	511,758	331,221	180,537	64.7%
Campus Food Service	-	632,789	(632,789)	0.0%
Auxilliary Services	2,224,138	1,386,652	837,486	62.3%
Financial Aid	24,914,791	12,814,236	12,100,555	51.4%
Total Other Accounts	40,387,277	22,034,481	18,352,796	54.6%
Total Uses of Funds	115,125,276	59,890,919	55,234,357	52.0%
Difference - Excess (Deficiency)	-	(567,946)		

c. Sandra Fowler-Hill, Bob Williamson, Sabra Sand
e. Cindi Olson, Nicole Rogers-Marcum, Bill Belden, Bob Williamson, Sabra Sand
ss - 2/13/2020

Clark College - Estimated Budget Status Report February 29, 2020

Sources of Funds (Revenues)	2019-20 Budget	Revenues to Date	Difference	% Budget Received
<u>Operating Accounts</u>				
State Allocation	36,397,493	19,655,602	(16,741,891)	54.0%
Tuition & ABE	17,092,335	13,461,724	(3,630,611)	78.8%
Running Start	14,921,243	7,112,525	(7,808,718)	47.7%
Excess enrollment	-	-	-	0.0%
Planned use of prior fund balance	1,062,608	-	(1,062,608)	0.0%
Dedicated, matriculation, tech, cont ed	5,464,570	3,629,292	(1,835,278)	66.4%
Total Operating Accounts	74,938,249	43,859,144	(31,079,105)	58.5%
<u>Other Accounts</u>				
Grants	3,192,645	1,691,141	(1,501,504)	53.0%
Contracts	2,012,969	402,657	(1,610,312)	20.0%
Internal Support & Agency Funds	1,184,016	778,298	(405,718)	65.7%
ASCC	2,165,621	1,726,776	(438,846)	79.7%
Bookstore	4,181,339	2,213,095	(1,968,244)	52.9%
Parking	511,758	337,310	(174,448)	65.9%
Campus Food Service	-	253,017	253,017	0.0%
Auxilliary Services	2,224,138	1,661,241	(562,897)	74.7%
Financial Aid	24,914,791	12,778,829	(12,135,962)	51.3%
Total Other Accounts	40,387,277	21,842,364	(18,544,913)	54.1%
Total Sources of Funds	115,325,526	65,701,507	(49,624,019)	57.0%

Uses of Funds (Expenses)	2019-20 Budget	Encumbrances Expenditures to Date	Difference	% Budget Spent
<u>Operating Accounts</u>				
President	1,265,272	602,395	662,877	47.6%
Associate Vice President of Planning and Effectiveness	1,174,692	669,031	505,661	57.0%
Vice President of Diversity, Equity & Inclusion	654,372	411,004	243,368	62.8%
Vice President of Instruction	43,734,673	24,047,396	19,687,277	55.0%
Vice President of Administrative Services	9,306,893	6,887,851	2,419,042	74.0%
Vice President of Student Affairs	9,556,615	5,961,937	3,594,678	62.4%
Vice President of Economic & Community Development	1,361,099	828,241	532,858	60.9%
Chief Information Officer	5,746,203	3,577,360	2,168,843	62.3%
Chief Communication Officer	784,054	492,829	291,225	62.9%
Vice President of Human Resources and Compliance	1,354,376	858,884	495,492	63.4%
Bank/CC Fees	-	153,784	(153,784)	0.0%
Total Operating Accounts	74,938,249	44,490,710	30,447,539	59.4%
<u>Other Accounts</u>				
Grants	3,192,645	1,533,990	1,658,655	48.0%
Contracts less Running Start	2,012,969	1,281,082	731,887	63.6%
Internal Support & Agency Funds	1,184,016	1,100,314	83,702	92.9%
ASCC	2,165,621	1,235,568	930,053	57.1%
Bookstore	4,181,339	2,526,490	1,654,849	60.4%
Parking	511,758	388,776	122,982	76.0%
Campus Food Service	-	675,897	(675,897)	0.0%
Auxilliary Services	2,224,138	1,587,320	636,818	71.4%
Financial Aid	24,914,791	13,462,536	11,452,255	54.0%
Total Other Accounts	40,387,277	23,791,971	16,595,306	58.9%
Total Uses of Funds	115,325,526	68,282,682	47,042,844	59.2%
Difference - Excess (Deficiency)	-	(2,581,174)		

c. Sandra Fowler-Hill, Bob Williamson, Sabra Sand
e. Cindi Olson, Nicole Rogers-Marcum, Bill Belden, Bob Williamson, Sabra Sand
ss - 3/19/2020

Clark College - Budget Status Report March 31, 2020

Sources of Funds (Revenues)	2019-20 Budget	Revenues to Date	Difference	% Budget Received
<u>Operating Accounts</u>				
State Allocation	36,397,493	22,362,824	(14,034,669)	61.4%
Tuition & ABE	17,092,335	17,017,748	(74,587)	99.6%
Running Start	14,921,243	8,070,554	(6,850,689)	54.1%
Excess enrollment	-	-	-	0.0%
Planned use of prior fund balance	1,062,608	-	(1,062,608)	0.0%
Dedicated, matriculation, tech, cont ed	5,464,570	4,439,113	(1,025,457)	81.2%
Total Operating Accounts	74,938,249	51,890,239	(23,048,010)	69.2%
<u>Other Accounts</u>				
Grants	3,192,645	1,961,048	(1,231,597)	61.4%
Contracts	2,012,969	684,349	(1,328,620)	34.0%
Internal Support & Agency Funds	1,184,016	829,234	(354,782)	70.0%
ASCC	2,165,621	2,199,483	33,862	101.6%
Bookstore	4,181,339	2,350,204	(1,831,135)	56.2%
Parking	511,758	414,655	(97,103)	81.0%
Campus Food Service	-	286,088	286,088	0.0%
Auxilliary Services	2,224,138	1,834,565	(389,573)	82.5%
Financial Aid	24,914,791	11,410,763	(13,504,028)	45.8%
Total Other Accounts	40,387,277	21,970,390	(18,416,887)	54.4%
Total Sources of Funds	115,325,526	73,860,629	(41,464,897)	64.0%

Uses of Funds (Expenses)	2019-20 Budget	Encumbrances Expenditures to Date	Difference	% Budget Spent
<u>Operating Accounts</u>				
President	1,265,272	689,562	575,710	54.5%
Associate Vice President of Planning and Effectiveness	1,174,692	754,901	419,791	64.3%
Vice President of Diversity, Equity & Inclusion	654,372	456,057	198,315	69.7%
Vice President of Instruction	43,734,673	28,052,475	15,682,198	64.1%
Vice President of Administrative Services	9,306,893	7,813,867	1,493,026	84.0%
Vice President of Student Affairs	9,556,615	6,642,137	2,914,478	69.5%
Vice President of Economic & Community Development	1,361,099	932,391	428,708	68.5%
Chief Information Officer	5,746,203	4,191,736	1,554,467	72.9%
Chief Communication Officer	784,054	569,175	214,879	72.6%
Vice President of Human Resources and Compliance	1,354,376	928,499	425,878	68.6%
Bank/CC Fees	-	185,605	(185,605)	0.0%
Total Operating Accounts	74,938,249	51,216,405	23,721,844	68.3%
<u>Other Accounts</u>				
Grants	3,192,645	1,724,316	1,468,329	54.0%
Contracts less Running Start	2,012,969	1,385,960	627,009	68.9%
Internal Support & Agency Funds	1,184,016	1,229,541	(45,525)	103.8%
ASCC	2,165,621	1,425,449	740,172	65.8%
Bookstore	4,181,339	2,801,241	1,380,098	67.0%
Parking	511,758	472,631	39,127	92.4%
Campus Food Service	-	714,980	(714,980)	0.0%
Auxilliary Services	2,224,138	1,723,003	501,135	77.5%
Financial Aid	24,914,791	12,723,274	12,191,517	51.1%
Total Other Accounts	40,387,277	24,200,395	16,186,882	59.9%
Total Uses of Funds	115,325,526	75,416,800	39,908,726	65.4%
Difference - Excess (Deficiency)	-	(1,556,171)		

c. Sandra Fowler-Hill, Bob Williamson, Sabra Sand
e. Cindi Olson, Nicole Rogers-Marcum, Bill Belden, Bob Williamson, Sabra Sand
ss - 4/15/2020

Clark College - Budget Status Report April 30, 2020

Sources of Funds (Revenues)	2019-20 Budget	Revenues to Date	Difference	% Budget Received
<u>Operating Accounts</u>				
State Allocation	36,397,493	25,937,114	(10,460,379)	71.3%
Tuition & ABE	17,092,335	16,805,436	(286,899)	98.3%
Running Start	14,921,243	11,303,047	(3,618,196)	75.8%
Excess enrollment	-	-	-	0.0%
Planned use of prior fund balance	1,062,608	-	(1,062,608)	0.0%
Dedicated, matriculation, tech, cont ed	5,464,570	4,440,444	(1,024,126)	81.3%
Total Operating Accounts	74,938,249	58,486,041	(16,452,208)	78.0%
<u>Other Accounts</u>				
Grants	3,192,645	2,168,159	(1,024,486)	67.9%
Contracts	2,012,969	845,952	(1,167,017)	42.0%
Internal Support & Agency Funds	1,184,016	843,844	(340,172)	71.3%
ASCC	2,165,621	2,215,737	50,116	102.3%
Bookstore	4,181,339	2,648,591	(1,532,748)	63.3%
Parking	511,758	421,005	(90,753)	82.3%
Campus Food Service	-	289,232	289,232	0.0%
Auxilliary Services	2,224,138	1,868,014	(356,124)	84.0%
Financial Aid	24,914,791	17,468,579	(7,446,212)	70.1%
Total Other Accounts	40,387,277	28,769,115	(11,618,162)	71.2%
Total Sources of Funds	115,325,526	87,255,156	(28,070,370)	75.7%

Uses of Funds (Expenses)	2019-20 Budget	Encumbrances Expenditures to Date	Difference	% Budget Spent
<u>Operating Accounts</u>				
President	1,265,272	751,892	513,380	59.4%
Associate Vice President of Planning and Effectiveness	1,174,692	822,260	352,432	70.0%
Vice President of Diversity, Equity & Inclusion	654,372	493,736	160,636	75.5%
Vice President of Instruction	43,734,673	31,827,230	11,907,443	72.8%
Vice President of Administrative Services	9,306,893	8,359,772	947,121	89.8%
Vice President of Student Affairs	9,556,615	7,382,662	2,173,953	77.3%
Vice President of Economic & Community Development	1,361,099	989,074	372,025	72.7%
Chief Information Officer	5,746,203	4,714,194	1,032,009	82.0%
Chief Communication Officer	784,054	615,788	168,266	78.5%
Vice President of Human Resources and Compliance	1,354,376	1,008,650	345,726	74.5%
Bank/CC Fees	-	185,588	(185,588)	0.0%
Total Operating Accounts	74,938,249	57,150,848	17,787,401	76.3%
<u>Other Accounts</u>				
Grants	3,192,645	1,902,189	1,290,456	59.6%
Contracts less Running Start	2,012,969	1,471,787	541,182	73.1%
Internal Support & Agency Funds	1,184,016	1,233,748	(49,732)	104.2%
ASCC	2,165,621	1,487,181	678,440	68.7%
Bookstore	4,181,339	2,899,270	1,282,069	69.3%
Parking	511,758	496,914	14,844	97.1%
Campus Food Service	-	603,137	(603,137)	0.0%
Auxilliary Services	2,224,138	1,892,762	331,376	85.1%
Financial Aid	24,914,791	17,871,653	7,043,138	71.7%
Total Other Accounts	40,387,277	29,858,641	10,528,636	73.9%
Total Uses of Funds	115,325,526	87,009,489	28,316,037	75.4%
Difference - Excess (Deficiency)	-	245,667		

c. Sandra Fowler-Hill, Bob Williamson, Sabra Sand
e. Cindi Olson, Nicole Rogers-Marcum, Bill Belden, Bob Williamson, Sabra Sand
ss - 5/18/2020