



Clark College
BOT Meeting
Wednesday, March 13, 2019 5:00 PM (PDT)
GHL 213



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Wednesday, March 13, 2019 5:00 PM (PDT)
GHL 213

- I. Call to Order/Agenda Review - Chair Pollard
- II. Introductions - President Knight
- III. Action Items - Chair Pollard
 - A. Consideration of Tenure
 - B. February 2019 Board Meeting Minutes
 - C. February 26, 2019 Special Board Meeting Minutes
- IV. Audience Statements - Chair Pollard
Audience statements will be limited to two minutes each.
- V. Constituent Reports
 - A. AHE - Kimberly Sullivan
 - B. WPEA
 - C. ASCC - Bryce Regian
 - D. Foundation - Lisa Gibert
- VI. Reports from Board Members - Chair Pollard
 - A. Presidential Search Update - Trustee Speer and Vice Chair Jacobsen
- VII. President's Report - President Knight
 - A. Student Success Story - Josiah (Dewey) Willard
 - B. Faculty Presentation--Columbia Writers' Series - Prof. Alexis Nelson, Instructor Jim Finley
 - C. Guided Pathways--Enrollment Scorecard and Student Onboarding - Bill Belden, Shanda Diehl, Vanessa Watkins
 - D. Scorecards
 - E. Statistics
- VIII. Next Meeting - Chair Pollard
The next regular meeting of the Board of Trustees is currently scheduled for Wednesday, April 24, 2019 in the Ellis Dunn Community Room, GHL 213.
- IX. Executive Session - Chair Pollard
An Executive Session may be held for any allowable topic under the Open Public Meetings Act.
- X. Adjournment - Chair Pollard
Time and order are approximate and subject to change.



MEMORANDUM

To: Robert K. Knight
President

From: Dr. Sachi Horback
Vice President of Instruction

Date: March 8, 2019

Re: Recommendations for Granting Tenure

The Tenure Review Committees have forwarded their recommendations on whether or not to grant tenure for the following third year tenure-track faculty:

3 rd Year Tenure-Track Faculty	RIF Unit
1. Rheannin Becke	Adult Basic Education
2. Amy Castellano	Phlebotomy
3. Cara Cocchiarella	Health Education
4. Catherine (CeCe) Crosby	Biology
5. Jacob Funk	Music
6. Hannah Jackson	Mathematics
7. Julie Lemmond	Business Administration
8. Xiunu (Sophie) Lin	Physics
9. Meredith Lynch	Adult Basic Education
10. Sam May-Varas	Adult Basic Education
11. Donivee Randall-Jones	Nursing
12. Michelle Roth	English as a Second Language
13. Michelle Stoklosa	Geology

The Board will vote regarding tenure on Wednesday, March 13, 2018.

Clark College
Minutes of the Regular Meeting of the Board of Trustees
Wednesday, February 27, 2019
GHL 213

In Attendance

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

Administrators:

Robert Knight, President
Dr. Travis Kibota, Office of Instruction
William Belden, Vice President of Student Affairs
Bob Williamson, Vice President of Administrative Services
Kevin Witte, Vice President of Economic & Community Development
Stefani Coverson, Vice President of Human Resources & Compliance
Shanda Diehl, Associate Vice President of Planning & Effectiveness
Valerie Moreno, Chief Communications Officer
Leigh Kent, Executive Assistant to the President and Board of Trustees

Others

Jennifer Mankowski-Dixon, Assistant Attorney General
Lisa Gibert, Foundation CEO
Kimberly Sullivan, AHE President
Degundra Harris, WPEA Representative
Bryce Regian, ASCC President
Darciane Barbieri-Eltz, Student Success
Sabra Sand, Director of Business Services

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

Chair Pollard called the meeting to order at 5:05 pm.

II. **Introductions**

President Knight announced that Clark's new Chief Communications Officer, Kelly Love, will start on March 20.

III. **Action Items**

A. January 201 Meeting Minutes

The statement that Trustee Speer will be spokesperson for the presidential search will be removed. The vote to choose the spokesperson will take place at the Friday, March 1, 2019 Special Meeting.

Trustee Rupley made a motion to approve the minutes as amended. Trustee Speer
MOTION: seconded the motion and it unanimously passed.

IV. **Audience Statements**

Prof. Cushwa read a statement concerning faculty salaries having not kept pace with inflation.

V. **Constituent Reports**

A. **AHE**

Prof. Sullivan read a letter from the WEA Riverside President about how Clark faculty salaries should be commensurate with salaries in the K-12 system. She also read a letter from the past Vice President of Ridgefield Schools' union in support of Clark's faculty.

Clark's faculty feel the college is not prioritizing their issues and have adopted positional bargaining in response. The AHE acknowledges that the college has offered increments but have not increased base pay. Prof. Sullivan says the WEA is lobbying with Olympia legislators and Clark faculty is not able to take time away from classes to travel to Olympia with administration.

ACTION: Copies of the two letters will be sent to the trustees.

B. **WPEA**

Degundra Harris spoke on behalf of the WPEA this evening. The union continues conversations with the Labor Management Committee about diversity and employee job retention. They are also concerned about job reclassifications and reductions in force budget issues. There is concern that classified duties are being transitioned to administrative staff because of reductions.

Heather Adams traveled to Olympia on February 14 with President Knight to share union concerns with legislators and to seek full funding of salary increases for faculty and staff in the community colleges.

The union is holding elections for new stewards on March 1.

C. **ASCC**

Bryce Regain reported on ASCC activities over the past month. Students filled the atrium with 273 of their dreams in an interactive MLK Day display to show that their dreams are attainable as were Dr. King's. The ASCC is studying new social media ways to connect with students. They are holding Oswald scavenger hunts for students to find things on parts of the campus they wouldn't normally go. Their legislative agenda this year concerns education for incarcerated students,

open educational resources, college affordability, and food insecurity. They are in support of HB 1300 which would reinvest funds into the system to enhance diversity centers. The ASCC held a winter involvement fair and more than 400 students attended and 51 out of 71 student committee positions have been filled.

D. Foundation

Ms. Gibert and President Knight attended a Penguins in the Desert event celebrating Vancouver in the LaQuinta Desert. They visited with former employees and current donors to update them on activities around the college.

The Foundation's most recent podcast on guided pathways is now available on their website. The initial goal was to have 1,000 followers, and they now have 2,000. Ms. Gibert presented President Knight with the Foundation's annual compliance letter. Last year, \$3.6 million was raised in support of Clark's programs, scholarships, equipment, and land issues. They had a very successful fundraising year.

Trustee Speer thanked the Foundation for its support of the college and for their professionalism.

ACTION: CHAIR POLLARD REQUESTED A REPORT ON THE FUNDRAISING SUCCESSES INVOLVED WITH THE TRIP TO PALM SPRINGS.

VI. Reports from Board Members

Trustee Speer noted that there are always great events going on around campus. He attended the Student of Color Luncheon to hear Dr. Horback's message and said she was very inspiring to everyone there. Ms. Willard did an extraordinary job facilitating "So You Want to Talk About Race" PPI session. He encouraged everyone to take advantage of and appreciate all the offerings available at Clark.

Trustee Rupley is looking forward to the March 7 IRIS Awards. Clark's Trustee Strong will be honored at this event!

Trustee Strong attended Sha Rock's speech on MLK Day and said both the speech and the museum were phenomenal. She was pleased to be able to attend this year's Transforming Lives Dinner to see Clark's student on stage and hear how the college has had an impact on her life.

Vice Chair Jacobsen has been very busy with information gathering and meetings in connection with the presidential search. The traveling MLK museum was even more moving this year and wishes it could be shared with the entire Vancouver community. She hopes the college finds more ways to bring the community in to see what is being done here.

She offered her congratulations and appreciation to Trustee Strong on her IRIS award honor.

Chair Pollard said it is most important that the trustees conduct a thorough and proper search for a new president. The next special meeting is on Friday, March 1 at 8:00 am in PUB 258 B&C. The

board will receive recommendations from Trustee Speer and Vice Chair Jacobsen and vote on some motions and make some decisions to move the search forward. He thanked the two trustees for work they have put in, and they are creating the foundation by which Clark can choose the best presidential candidate.

VII. **President's Report**

Ms. Coverson followed up on a request from January about the possibility of staff borrowing from their retirement accounts should they be part of a future government shut down. There are no borrowing or draw-down options on PERS or TERS; TIAA-CREF does not direct government shutdowns, but they do have a clause that will allow participants to take hardship withdrawals to access immediate needs. A hardship withdrawal is subject to tax and penalties for early withdrawals as well.

President Knight addressed remarks from the AHE about the college's bargaining team. The college team members are very respectful of the faculty and they have gone into this bargaining round in good faith. The college and union have historically engaged in interest-based bargaining and continue to press for it this year. The college has received a mandate from the legislature to award faculty salary increases but additional funds for the salaries were not provided by the state. The college is offering a one percent increase to the faculty—no other employees are being offered an increase. Faculty are also eligible for moonlight pay while classified employees are not permitted this option. He noted that three of the top four, and six of the top nine most highly-paid employees at Clark are faculty members. President Knight continues to ask faculty members to go to Olympia with him to visit the legislators to discuss these issues, but they do not accept the offers while members of other unions do. The legislators must be held accountable for the untenable situation they are putting the colleges into.

He will continue to visit Olympia to advocate for the college and will be there again on March 21 to discuss all employee salaries and capital funding for Boschma Farms with the legislators.

President Knight is holding the first meeting of the Clark Community Diversity Advisory Committee tomorrow evening. The group will provide input on the community perspective to diversity issues at the college.

ACTION: LET TRUSTEES KNOW WHAT OUTREACH TO DO PER KIM TANAKA'S REQUEST.

Student Success Story

Welcome Center Director Vanessa Watkins introduced Darciane Barbieri-Eltz, this month's student success speaker. Ms. Barbieri-Eltz began at Clark in 2017 as an ESL student so she could learn English when her husband was transferred to Vancouver from Brazil by Hewlett-Packard. She is now working towards her AA Transfer degree to become a dietician and is now also a student ambassador!

Faculty Presentation

Dr. Walstead introduced Instructor Olga Lyubar, who discussed the Health Information Management program. She discussed changes to the program that would allow more robust programming and offer students more career opportunities as a result. HIM includes billing/coding, information governance, data analytics, and informatics. It's a true combination of business, science and

technology and students can work in hospitals, skilled nursing facilities, any area of health care, as well as in the insurance industry.

Presentation of Audited Financial Statements

Ms. Sand presented the audited financial statements for 2017-2018. For the fourth year in a row, the college received a clean audit with no findings from the Washington State Auditor's Office. She commended her staff for their hard work with the auditors and shared how proud she is of them. Ms. Sand also discussed the college's financial position and provided an overview of the accounting standards the college must follow and the actuarial analyses the state uses to determine institutional liabilities.

The trustees commended Ms. Sand and how proud of her they are.

2019-2020 Budget Outlook

Mr. Williamson shared next year's outlook with the trustees. The college has held three open budget forums for faculty and employees to attend so they can learn how the budget works and how funding is received.

The college is cutting five percent from the operating budget for 2019-2020. As enrollment declines, the state is not providing the community colleges with any additional funding (there is only one college meeting their enrollment targets). Running Start revenue can no longer make up for the decline in state funding, requiring a \$3 million dollar cut from operations. The state is mandating the college cover an additional \$1.3 million in "must fund" items without providing corresponding funds, putting the college into a \$1.5 million deficit position.

There is a fundamental structural problem in the way the state is funding the community colleges, and until there is a systemic change, the college will need to cut deeper or find additional revenue streams. Running Start is 20% of revenue and because RS students are the same as any FTE student, they are not treated differently, and the funds are not held aside specifically for them.

ACTION: KEVIN WITTE WILL GIVE A PRESENTATION ON WHAT ECD IS DOING TO ENHANCE REVENUE.

ACTION: HOLD A WORK SESSION ON THE BUDGET

VIII. **Next Meeting**

The next regular meeting of the Board of Trustees is currently scheduled for Wednesday, March 13, 2019 in the Ellis Dunn Community Room, GHL 213.

IX. **Executive Session**

There was no executive session this evening.

X. **Adjournment**

There being no further business, the meeting adjourned at 7:29 pm.

Royce Pollard, Chair

Leigh Kent
Recorder
March 6, 2019

Clark College
Minutes of the Special Meeting of the Board of Trustees
Tuesday, February 26, 2019
GHL 213

In Attendance

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

Others

Jennifer Mankowski-Dixon, Assistant Attorney General
John Boesenberg, Deputy Executive Director, Business Operations, SBCTC

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

Chair called the meeting to order at 4:05 pm.

Today's meeting is the beginning of the process for a search for Clark College's new President. Mr. Boesenberg will be outlining the process and provide a proposed framework for Clark College trustees to consider in their search. This will be the first of two special meetings this week. A search framework will be presented today and then a meeting on Friday, March 1 at 8:00 am which will be specific to Clark.

Chair Pollard turned the meeting over to Trustee Speer who, along with Vice Chair Jacobsen, is leading the information gathering portion of the search process. This is the first time this board has conducted a presidential search, and everyone is learning together as they work through each step.

Today, Mr. Boesenberg will be presenting a "Search Primer 101" to acquaint the board and guests with a general overview of the search process and options that the board can consider when they are ready to commence the actual search.

- II. Trustee Speer and Vice Chair Jacobsen have spent the past couple of weeks speaking with board members of other colleges who have been through a search and have drawn upon Mr. Boesenberg's tremendous amount of knowledge and thanked him for assisting them through this research. Vice Chair Jacobsen thanked the trustees for placing so much trust in Trustee Speer and her to gather this information on their behalf.

III. Presidential Search Primer

Unless otherwise noted, all of the comments in this section are Mr. Boesenbergs.

Mr. Boesenberg worked with several colleges who are facing the same types of decisions that Clark is. For the search to work, it must work locally and be personalized to fit Clark's needs. Everyone will need to understand their specific roles and the greater community must also be involved in the process.

Presidential searches are commonly done on the academic year calendar. The search is launched during the fall, the search work is done during the winter, a president is chosen in the spring and comes on board over the summer. Because Clark is recruiting for a president outside of the normal academic year, the trustees may want to consider appointing an interim president. Candidates who might have considered Clark may already be in place and not looking for a new position. Others are contractually bound to their institutions and cannot leave mid-year. Having an interim can buy the college some time to assess the current climate, conduct a swot analysis, and take the time to select the right person. An interim can provide a neutral and objective perspective and assist the board with current challenges, as well as bringing needed stability to an institution.

Search firms often have a stable of interims available to fill in and the SBCTC WELA organization also has them. Retired presidents and vice presidents often act as interim presidents. Some colleges have used internal interims. Mr. Boesenberg recommends that Clark appoint an interim president since there is not enough time before spring break and summer to have faculty and students available to participate in the process. The higher education presidential search process is collaborative and collegial and if the board searches now for the president, they will run into having to make decisions without engaging the entire community, both inside the college and out. However, it is up to Clark to choose what the trustees feel is the best model.

Vice Chair Jacobsen said that she and Trustee Speer's first instincts were to have a president named by May (2019). It is now almost March and the process has barely started. They want to be fair to the trustees, faculty, staff, students, and the community. They will need to hear from all constituencies and two months is not enough time to do so.

On the question of using a search firm or Clark conducting the search on their own, there are also several points of view. Firms often have higher education expertise, connections with colleges throughout the United States, association groups, and know of candidates who are looking. They bring objectivity and distance to a search. Many of them bring their own processes and customize the search to meet the client's needs. They often do preliminary screening and will narrow the candidate pool for the college's search committee. Firms also conduct deep-dive background and reference checks. A full social media presence review should also be completed.

An institution wants a firm that will help formulate the questions that will draw out the candidate they want. The cost for a search can run from \$20,000 upwards of \$100,000. Searches in WA generally run about \$30,000 and this depends upon the location of the college, the scope of work they want done vs. what they want to do themselves.

An internally managed search is a big job and an institution needs a great deal of capacity to conduct a successful one. Conducting an internal search would require an HR staff member to devote 100% of their time to the search. Is there anyone who has this capacity? How does an internal manager maintain objectivity? Who is on the search committee? Who must buy into the process and approve the candidate(s)? Searches are not subject to the Open Public Meetings Act until the end of the search when finalists are made public.

The trustees own the search process. Trustees must be available, around, and engaged in the search process. They trust the representatives on the search committee, but they must be engaged. Make sure the greater community is on board with the trustees and the process. People involved in the process must understand and respect each other's rules and understand confidentiality. Candidates are taking risks to their careers by applying, so confidentiality must be maintained until the final interview process when it becomes public.

The search committee represents the interests of the entire college regardless of the constituency they come from and they need to understand that the board gets to make the final decision.

The college needs to have a general idea about the compensation that will be offered. It must be competitive, but the salary amounts are generally not advertised. The SBCTC has a compensation analysis for all of the system presidents and a search firm will help determine the market rate.

Public forums are generally held that involve the larger college/community members who are not on the committee. There may be several forums or on large one. Keep in mind that the candidates will be evaluating the college and trustees as much as the college is evaluating the candidates.

The trustees should visit (along with other college reps) the institution of the finalist's candidates to get a feel for the atmosphere and to talk with people all over the campus. The candidates will sign a disclosure agreement at the start of the search allowing trustees to do this. Onboarding of a new president takes two years.

The process should be set to take advantage of existing board meeting schedules.

Vice Chair Jacobsen said that the trustees are recommending that a team member from the Office of Diversity, Equity & Inclusion be added to the search committee in the Presidential Search Administrative Policy. There may be other changes to the policy as they move along.

IV. Questions & Answers

There were no questions from the audience.

V. Next Meeting

There will be a special meeting on Friday, March 1, 2019 at 8:00 am in PUB 258 B&C. More detailed discussions will take place at that meeting and there will be several motions for the trustees to approve.

Chair Pollard thanked Mr. Boesenberg for his time. Trustee Rupley thanked Trustee Speer and Vice Chair Jacobsen for the great deal of time they have put into this process so far.

VI. Adjournment

There being no further business, the meeting adjourned at 5:35 pm.

Royce Pollard, Chair

Leigh Kent
Recorder
Marc

Foundation
March 2019

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

1. **Development:** *incorporates all aspects of the development program: Promising Pathways – Campaign goes public, Cost effectiveness of foundation's development operations, Expansion of the constituent base, Enhancement of strategic constituent engagement and/or stewardship*

No further information.

2. **Strategic Alignment:** *Builds on the mantra, "together we are stronger. Process to bridge and support communication between institutions, maintain transparency and collaborate advocacy at the local, state and federal levels.*

No further information.

3. **Fiduciary Responsibility:** *Insuring compliance and fiduciary oversight to the organizations asset base. Clear reporting to board to make financial decisions, oversight of key financial processes and compliance with governing documents and transparency to college regarding support and assets available.*

No further information.

4. **Board Relations:** *Implement and maintain processes by which board insures its relevance through appropriate succession planning and evaluation of efforts. Identification, recruit and nomination of new board members, assessment of process for board member engagement.*

No further information.

Respectfully submitted,

Lisa Gibert
Foundation Chief Executive Officer
March 4, 2019

Attachments:

Financial Dashboard
Development Dashboard
Annual Giving Comparison
Campaign Committed Gifts Report

Financial Dashboard as of January 31, 2019

Contributions/Donations Received

	1973 - Present				
	Year to Date	6/30/2018	6/30/2017	6/30/2016	Life to date
Unrestricted \$	331,241	702,866	351,760	\$ 1,022,195	
Temp. Restricted	782,370	2,096,785	1,483,984	4,128,267	
Perm. Restricted	2,799,897	1,752,797	103,677	346,685	
Total \$	3,913,508	4,552,448	1,939,421	5,497,147	\$100,046,840

College Support Expended

Program	Year to Date		6/30/2018		6/30/2017		6/30/2016		1973 - Present Life to date
	Unrestricted	Temp Restricted	Unrestricted	Temp Restricted	Unrestricted	Temp Restricted	Unrestricted	Temp Restricted	
Boschma Farms land acquisition	\$ 102,285	\$ 667,646	\$ 470,922	\$ 601,058	\$ 298,054	\$ 495,521	\$ 432,044	\$ 643,482	\$ 34,589,659
Capital projects-STEM/Dental Hyg./Oth.	259,259	-	444,444	-	444,444	-	1,244,444	-	5,837,034
College & Community Relations	31,298	-	47,306	603,265	175,000	252,559	-	1,537,786	13,986,854
Scholarships	11,113	786,683	8,210	960,649	9,063	900,038	46,821	848,625	245,073
Total	\$ 403,955	\$ 1,454,330	\$ 970,882	\$ 2,164,972	\$ 1,008,279	\$ 1,648,119	\$ 1,732,724	\$ 3,029,893	\$ 66,465,562

Scholarships

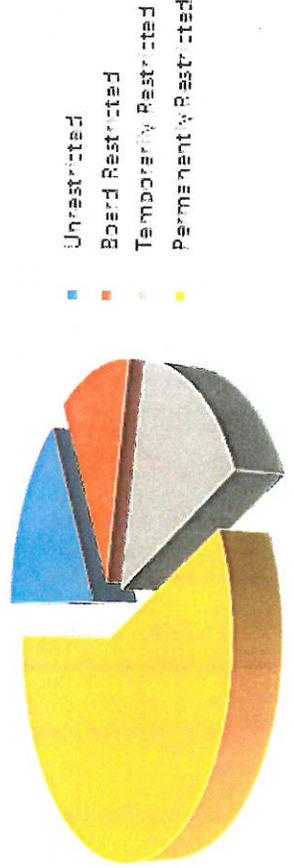
	YTD	6/30/2018	6/30/2017	6/30/2016	6/30/2015
Number of scholarship award payments	822	840	715	846	789
Clark College Students (Fall Census excl. Running Start)	7,973	8,490	8,880	9,118	10,081

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

Net Assets by Type

Unrestricted	\$ 16,965,846
Board Restricted	11,020,898
Temporarily Restricted	14,628,868
Permanently Restricted	56,881,609
Net Assets	\$ 99,497,221

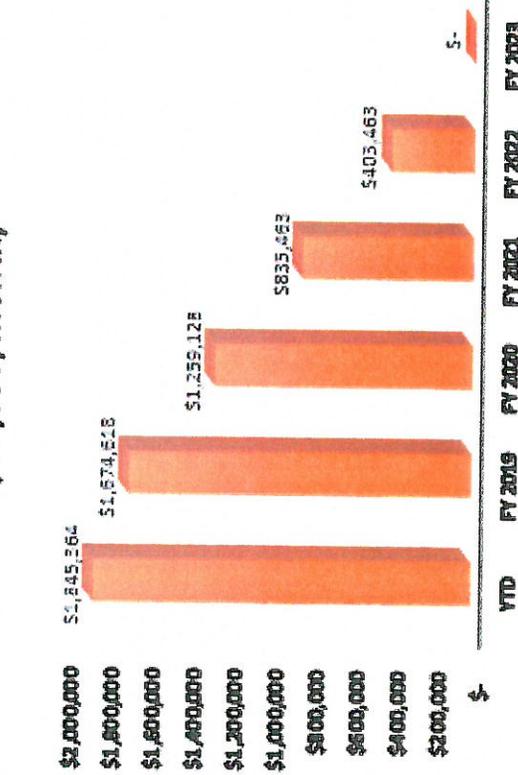
Net Assets by Type



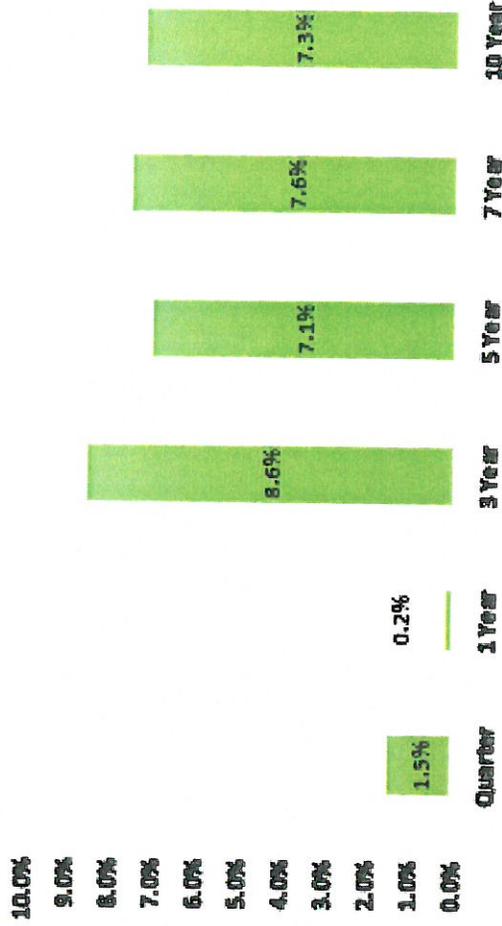
Unrestricted Net Assets	Year to Date				
Assets	6/30/2018	6/30/2017	6/30/2016	6/30/2015	
Cash	\$ 115,511	\$ 32,573	\$ 434,119	\$ 493,183	
Investments	5,890,199	8,103,108	7,797,334	7,174,405	
Pledges Receivable	200,930	122,925	65,880	62,090	
Prepays/Deposits/Other Assets	525,307	337,341	120,217	116,667	
Land/building/equipment	12,731,103	12,728,727	13,038,307	13,041,589	
Liabilities					
A/P/Other Liabilities	(651,840)	(888,502)	(1,957,849)	(675,487)	
Note Payable	(1,845,364)	(2,082,091)	(2,873,600)	(4,251,388)	
Unrestricted Net Assets	\$ 16,965,846	\$ 18,354,081	\$ 16,624,408	\$ 15,961,059	

Projected Liquid Unrestricted Net Assets Available	
	6/30/2019 1,810,343
	6/30/2020 1,290,899
	6/30/2021 796,454
	6/30/2022 302,010
	6/30/2023 (130,398)

Boschma Debt Paydown (payments \$37,037/month)



Investment Pool Returns (Losses)



Endowment

Distribution Details

	FY 19	FY 18	FY 17	FY 16	FY 15
College Program	\$ 1,522,786	\$ 1,229,465	\$ 1,187,928	\$ 1,153,185	\$ 1,049,170
Unrestricted	1,884,177	1,733,270	1,704,605	1,650,472	1,455,009
College Program Reserves	221,260	232,247	201,368	248,212	203,443
	\$ 3,628,223	\$ 3,194,982	\$ 3,093,901	\$ 3,051,869	\$ 2,707,622



Dashboard



Strategic Initiatives:

- Development
- Strategic Alignment
- Fiduciary Responsibility
- Board Relations

	Current fiscal year to-date	Prior fiscal year to-date	Prior fiscal year
Fiscal year	7/1/2018 - 2/10/2019	7/1/2017 - 2/10/2018	7/1/2017 - 6/30/2018
Total number of donors	1,343	1,393	2,076
Number of new donors acquired	488	495	858
Number of new major gift donors acquired	11	8	18
Number of \$1,000+ donors	158	159	224
Number of confirmed irrevocable planned gifts	5	3	3
Number of confirmed revocable planned gifts	1	1	2
Foundation board participation*	89%	91%	100%
College trustee participation	40%	100%	100%
Executive Cabinet participation	60%	88%	91%
Foundation staff participation	95%	100%	100%

*excludes ex-officio members

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

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

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



**Clark College Foundation
Annual Giving Comparison
as of February 10, 2019**

	FY2019	FY2018	FY2017	FY2016
TYPE				
Cash/Stock/Property	\$987,238	\$3,135,656	\$1,032,495	\$1,254,375
Pledge	\$240,932	\$99,974	\$1,015,831	\$4,442,124
In-kind	\$40,045	\$41,124	\$220,399	\$81,907
Deferred Irrevocable at Face Value*	\$4,502,939	\$1,158,712	\$100,000	\$9,953
TOTAL	\$5,771,153	\$4,435,467	\$2,368,725	\$5,788,359
SOURCE				
Board Members (includes ex officio)	\$70,680	\$95,380	\$641,410	\$111,404
Employees	\$39,604	\$36,108	\$54,078	
Alumni	\$518,924	\$1,039,995	\$185,508	\$380,645
Friends	\$337,442	\$615,815	\$545,993	\$331,164
Estates	\$4,236,556	\$1,087,717	\$26,200	\$23,000
Family Foundations and Trusts	\$64,250	\$850,600	\$337,988	\$4,450,530
Corporate & Community Foundations	\$275,924	\$499,208	\$222,342	\$140,220
Corporations/Other Organizations	\$226,701	\$204,394	\$353,892	\$343,482
Government Entities	\$1,072	\$6,249	\$1,314	\$7,914
TOTAL	\$5,771,153	\$4,435,467	\$2,368,725	\$5,788,359
PURPOSE				
Current Use				
Unrestricted	\$74,422	\$396,376	\$495,391	
Faculty Support	\$73	\$0	\$0	
Programs/Other	\$288,640	\$315,270	\$423,516	
Scholarships	\$488,811	\$717,393	\$377,189	
Sponsorships	\$47,800	\$13,384	\$34,600	
Technology/Equipment	\$0	\$0	\$0	
Endowed				
Unrestricted	\$0	\$0	\$0	
Faculty Support	\$0	\$0	\$0	
Programs/Other	\$50,000	\$80,243	\$33,456	
Scholarships	\$305,870	\$1,747,579	\$103,393	
Technology/Equipment	\$0	\$0	\$0	
Capital				
Culinary	\$12,600	\$6,370	\$780,515	
STEM	\$0	\$140	\$20,465	
Programs/Other	\$0	\$0	\$200	
Deferred Irrevocable at Face Value*				
Programs/Other	\$4,502,939	\$1,158,712	\$100,000	
TOTAL	\$5,771,153	\$4,435,467	\$2,368,725	\$0
*Number of irrevocable gifts secured	5	3	1	
Deferred Revocable at Face Value	\$170,000	\$1,010,000		

Clark College Foundation Campaign with Grant Awards

Committed Gifts Report

By Campaign Initiative

July 1, 2015 - February 10, 2019

	Endowment	Current	Capital	Irrevocable Planned Gift	In Kind	Total
Scholarships (\$8 MM)						
FLEX	\$ -	\$ 52,350	\$ -	\$ 4,157,939	\$ -	\$ 4,210,289
Unit / Program Based	\$ 2,488,142	\$ 1,713,967	\$ -	\$ 980,012	\$ 5,577	\$ 5,177,698
Foundation Unrestricted	\$ -	\$ 137,895	\$ -	\$ -	\$ -	\$ 137,895
Advanced Manufacturing (\$5 MM)						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Program	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Guided Pathways (\$4 MM)						
Professional Development	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ 25,000
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Financial Literacy	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ 35,000
Technology / Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Smart Classrooms	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Program	\$ -	\$ 24,715	\$ -	\$ -	\$ 347	\$ 25,062
Automotive (\$2 MM)						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Program	\$ -	\$ 6,195	\$ -	\$ -	\$ 178,761	\$ 184,956
Veteran's Resource Center (\$2 MM)						
Emergency Fund	\$ -	\$ 4,125	\$ -	\$ -	\$ -	\$ 4,125
Transportation / Childcare	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Professional Development	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transition Boot Camp	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Program	\$ -	\$ 283,564	\$ -	\$ -	\$ 2,805	\$ 286,369
Culinary (\$10.5 MM)						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ -	\$ -	\$ 4,815,010	\$ 297,000	\$ -	\$ 5,112,010
Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Program	\$ -	\$ 39,949	\$ -	\$ -	\$ 19,862	\$ 59,811
Mature Learning (\$1 MM)						
Program	\$ -	\$ 12,385	\$ -	\$ -	\$ -	\$ 12,385
Other						
Restricted	\$ 49,000	\$ 698,489	\$ 329,840	\$ 150,819	\$ 113,085	\$ 1,341,234
Unrestricted	\$ -	\$ 1,314,197	\$ -	\$ 179,953	\$ 63,038	\$ 1,547,189
Total (\$35 MM)	\$ 2,537,142	\$ 4,347,830	\$ 5,144,850	\$ 5,765,723	\$ 383,476	\$ 18,179,021

March 2019 Board Report

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

Objective AE1: Implement and institutionalize practices that increase academic performance, retention, and completion.

- The Social Sciences and Fine Arts faculty are working with designated advisors to submit revised guided pathways program maps by March 15. All program maps include course sequencing that is intentionally aligned with students' career goals, identifies at least one Power, Privilege, and Inequity course, and embeds COLL 101--College Essentials outcomes within the program map. In addition, general education requirements such as social science and humanities are limited to no more than five program-relevant options to help students and advisors create a meaningful educational plan. (OOI)

Objective AE5: Engage faculty, administrators, and staff in professional development experience that enhance student learning.

- As of Friday, March 1, 2019, Clark College has changed Employee Assistance Program (EAP) service providers from MHN to the Washington State Department of Enterprise Services (DES). Human Resources sent communications to the College (also specific to supervisors) at various times over the last few weeks gearing up for the change. The provider change came as a result of an unexpected rate increase from our previous provider which was not conducive to our budget conscious environment. Over the last few months, research was conducted on various EAP options that would meet the College's needs for benefit-eligible employees. Our new EAP provider, DES, was able to negotiate a 16-month contract which will honor a rate that was comparable to the previous provider's rate before the price increase. Not only is the rate favorable, services are also in line with what was previously offered (in addition to increased support for supervisors/managers). (HR)
- Human Resources, Employee Development will continue to offer a series of engaging development opportunities for classified, administrative, and exempt staff. In spring quarter, we plan to offer at least 11 development sessions for supervisors, which will include:
 - Equity in Hiring
 - Budget 101
 - Budget 102
 - Title IX
 - Leave and Benefits 101
 - Managing Conflict in the Workplace 101 for Managers and Supervisors (or leadership)
 - Managing Conflict in the Workplace 102 for Managers and Supervisors (or leadership)
 - Performance Development
 - Supervision Basics
 - Dialogue Sessions
 - Incident-Based Reporting for Supervisors

We will also offer development sessions for classified, administrative, and exempt employees in the Spring. Topics will include Youth Mental Health First Aid, Adult Mental Health First Aid, New Employee Orientation, Title IX training, Equity in Hiring, and so on. We are also working closely with the Office of Diversity, Equity and Inclusion provide a small-group training focusing on Search Advocacy. We also continue to work closely with all professional development partners on campus to offer relevant content with an equity lens. (HR)

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

Objective SE2: Demonstrate improved intercultural competency among employees and students through comprehensive professional development and curricular transformation.

- Human Resources, Employee Development in partnership with the Teaching and Learning Center have been offering a series of engaging development opportunities for classified, administrative/exempt staff. In winter quarter, we plan to offer at least 12 development sessions for supervisors of classified, administrative, and exempt employees. The sessions include topics such as: Supervision Basics for Supervisors of Classified Staff; Benefits and Leave 101; Performance Development Plan training; Just Cause and Employee Discipline; Title IX training; Dialogue sessions, and so forth. In the next few months, Employee Development will be working to help with the design of equity-minded development sessions for supervisors of work study and institutional hire students. One of the scheduled sessions will occur on March 20 at 9:00 a.m. and will include a dialogue session in which supervisors will engage in discussion around recruitment and retention of work study and institutional hire students. (HR)

Objective SE3: Institutionalize hiring and retention practices that challenge systems of power, privilege, and inequity.

- The Vice President of Human Resources and Compliance is conducting research and providing information to the BOT in support of their search for a new president of Clark College. (HR)

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

Objective EV4: Maximize the college's return on investment by responsibly allocating available resources.

- In February the HR Benefits team facilitated a presentation for supervisors on Benefits & Leave. This presentation included an overview of all the benefits and leaves available for new employee and we provided a summary of the new WA State Paid Family and Medical Leave which went into effect January 1, 2019. We plan to incorporate this information in our upcoming trainings and continue communication to employees about this potential benefit. From February 19 to March 5, we are conducting the third cycle of data validation in preparation for the live date of ctcLink/PeopleSoft (October 2019), the benefits team is participating and will continue data validation in the next months. (HR)
- We completed the classified seniority list for 2018, which is an annual requirement from the CBA. The union and classified employees have been notified. We are completing the IPEDS reports which are due at the beginning of March. In March the benefits team will switch focus to notify employees of the special one-time open enrollment opportunity for optional Long-Term Disability (LTD) insurance, which lasts from March 1 through March 31, 2019. Employees do not need to provide evidence of insurability (proof of good health) to enroll. The benefits team will work with PEBB to process changes in Optional LTD insurance in the local HRIS system. (HR)

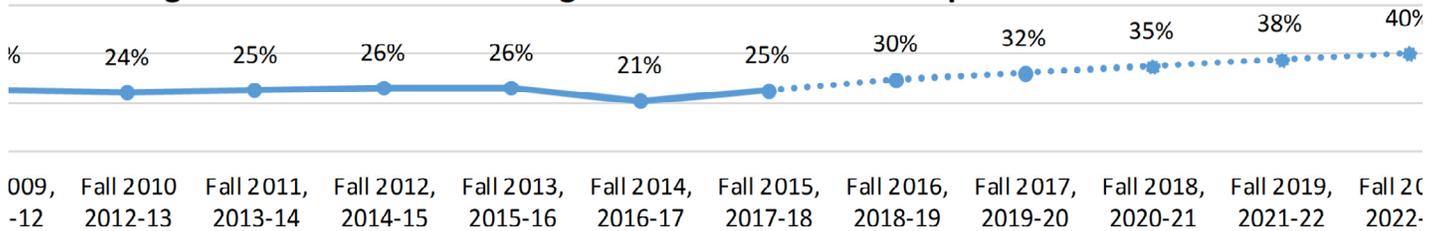
COMPLETION



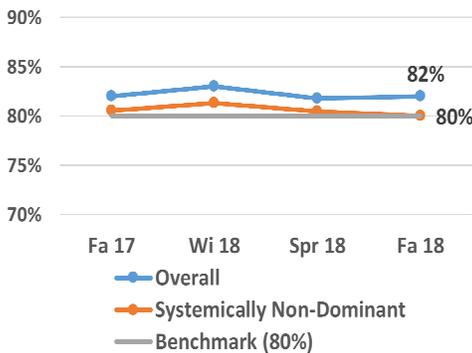
MARCH 2019

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

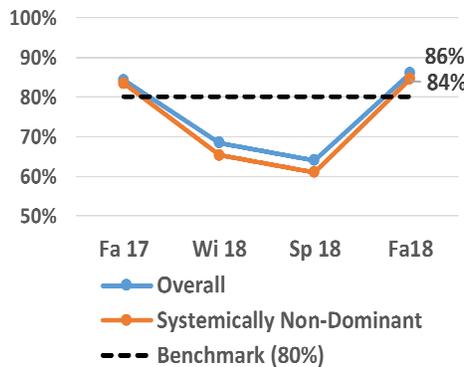
Degree or Certificate-Seeking Full-Time Student Completion Rate Within 3 Years



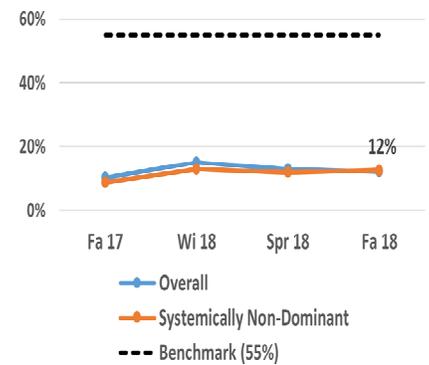
Course Success Rate: Certificate or Degree-Seeking Students



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



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



Monthly Highlights

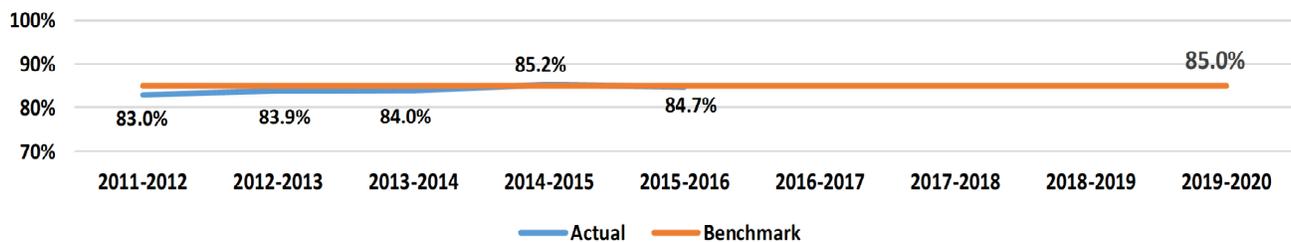
- ◇ On February 25, three Academic Excellence councilmembers, including a student representative, proposed to Instructional Planning Team (IPT) that College 101 learning outcomes be embedded in all academic programs. This recommendation was informed by student success data that indicates higher retention rates for students who complete COLL 101.

EMPLOYMENT/TRANSFER

MARCH 2019

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

Percent of Graduates by Year Who Transfer and/or are Employed within 1 Year of Graduation



Monthly Highlights

- ◇ No new update.

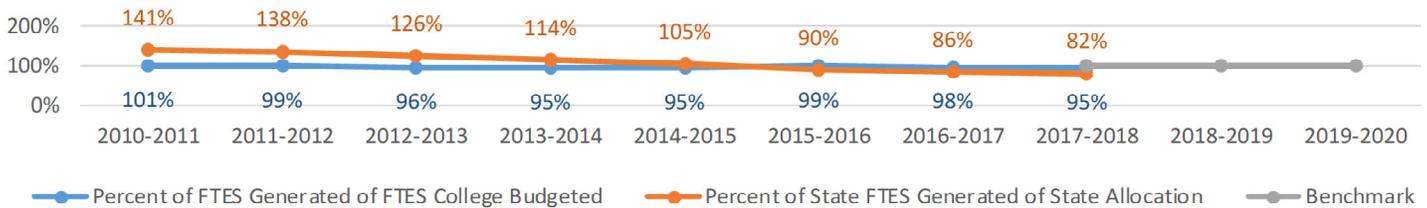
ENROLLMENT



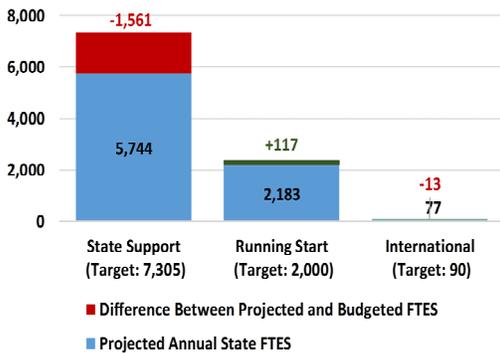
MARCH 2019

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

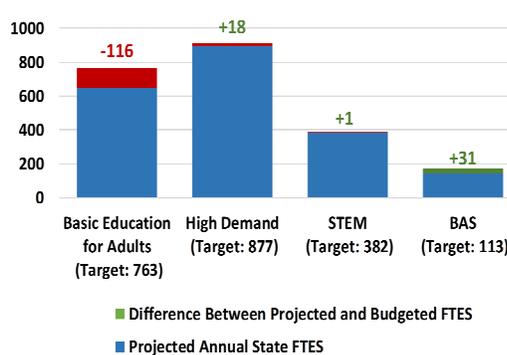
Percent of Full-Time Equivalent Students (FTES) Generated based on College Budget and State Allocation



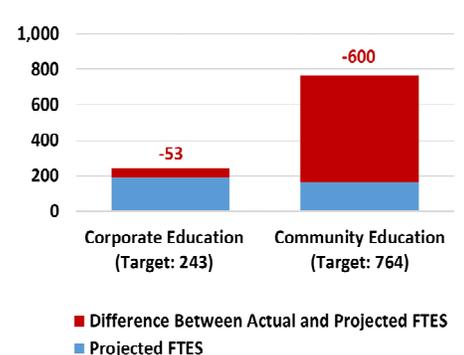
Projected Final Annual FTES Based on Current FTES (Feb 27)



Projected Priority FTES Based on Current FTES (Feb 27)



Projected Corporate and Community Education FTES



Monthly Highlights

- ◇ Guided Pathways Pillar 2 workgroup has subgroups working on improvements for students to Get on the Path:
 - Orientation
 - Student On-Boarding and Enrollment Navigator Streamlining
 - 3 Plans (Academic, Financial Wellness & Career Plans)
 - I-BEST (Integrated Basic Education Skills and Training)
 - On-Ramps into College
- ◇ Mandatory orientation for new and returning students will be implemented for Summer/Fall 2019
- ◇ Students will begin working on their 3 plans (Academic, Financial Wellness & Career Plans) during the new mandatory orientation and those plans will begin to be incorporated into COLL 101.

SOCIAL EQUITY



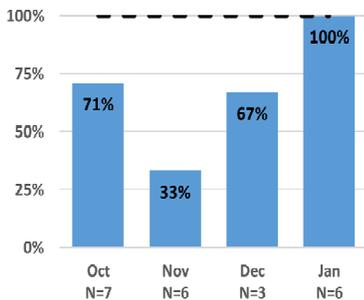
MARCH 2019

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

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

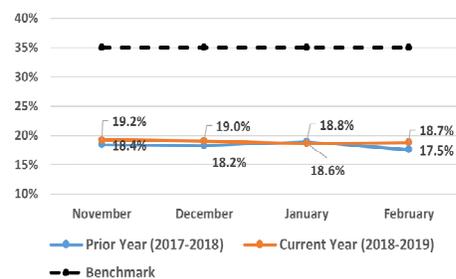


Percent of Full-Time Applicant Pools with At Least 25% People of Color or People with Reported Disability



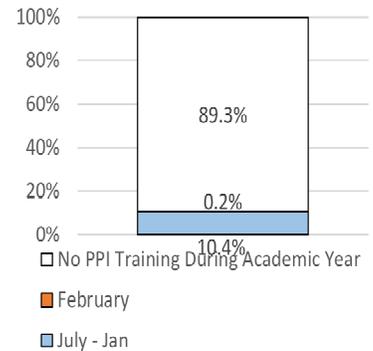
-- Benchmark: 100% of Applicant Pools

Percent of Employees Of Color or Employees with Reported Disability



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

Percent of Employees Engaged in Professional Development Opportunities in PPI



Monthly Highlights

- ◇ Social Equity Council (SEC) approved a new Employee Resource Group: the Multicultural Employee Resource Group. SEC continues to encourage and explore the options for Stay and Exit interviews. SEC has identified areas to leverage focus groups for use in climate analysis and will be drafting recommendations for Executive Cabinet.
- ◇ On February 25, Instructional Planning Team approved a Power, Privilege, and Inequity (PPI) degree requirement for the Transfer AA degree. Beginning next year, Transfer AA students must complete a minimum of three credits from a list of designated Power, Privilege and Inequity courses. The implementation of this degree requirement will help us ensure that all Transfer AA students fulfill the PPI program outcome "Analyze patterns of power, privilege, and inequity in the United States."

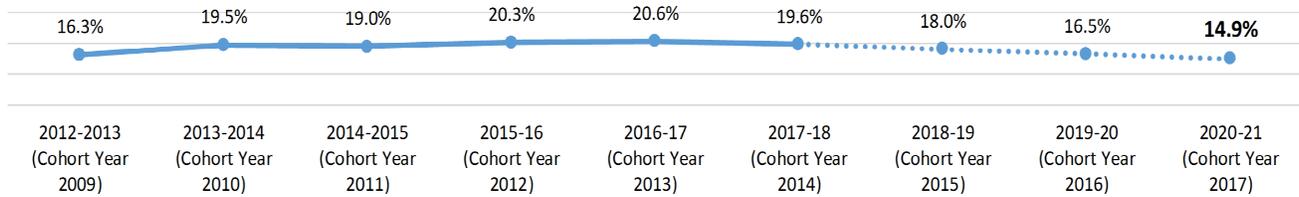
STUDENT DEBT



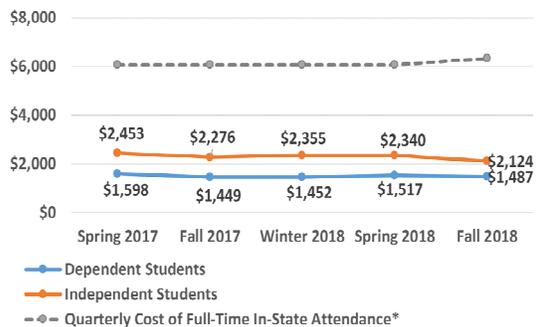
MARCH 2019

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

Student Three Year Loan Default Rate

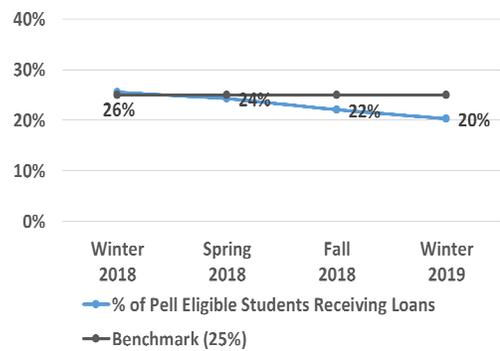


Average Loans Awarded and Received by Students, by Independent/Dependent Status



*Includes Educational Expenses and Cost of Living (Not Living with Parents)

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



Monthly Highlights

◇ No new updates.

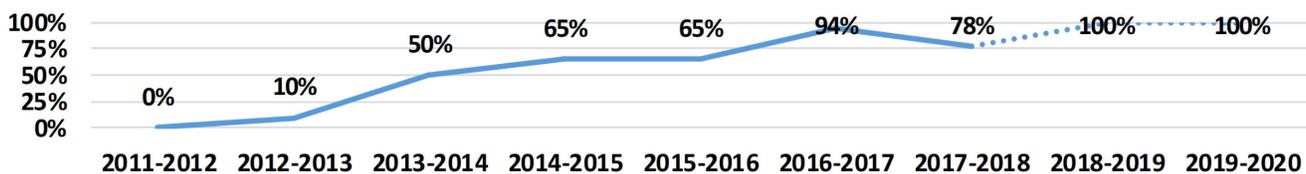
STUDENT LEARNING



MARCH 2019

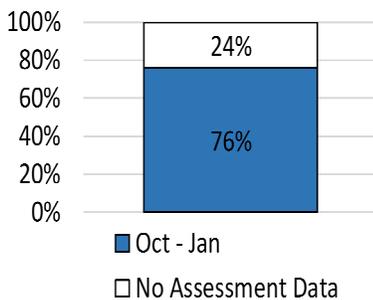
Clark College facilitates student learning by providing the conditions for intellectual growth through scholarship, discovery, application, creativity, and critical thinking. Clark College's degrees and certificates awarded are the result of a culmination of learning. The college aligns its curriculum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

Programs that have made improvements based on assessment of program learning outcomes

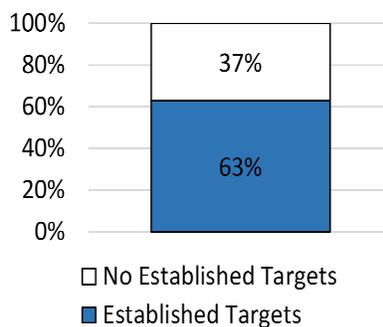


Due to faculty workload, the expectation is that faculty will complete their program assessment work by September 30th of the next

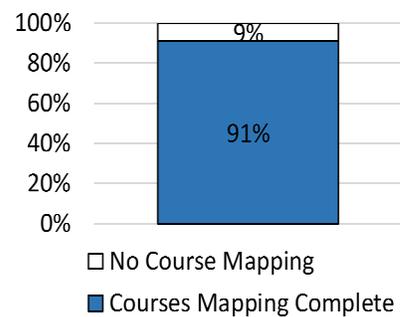
Proportion of Program Groups with Assessment Data On File



Proportion of Learning Outcomes with Established Learning Targets



Proportion of Programs that have Mapped Learning Outcomes to Courses



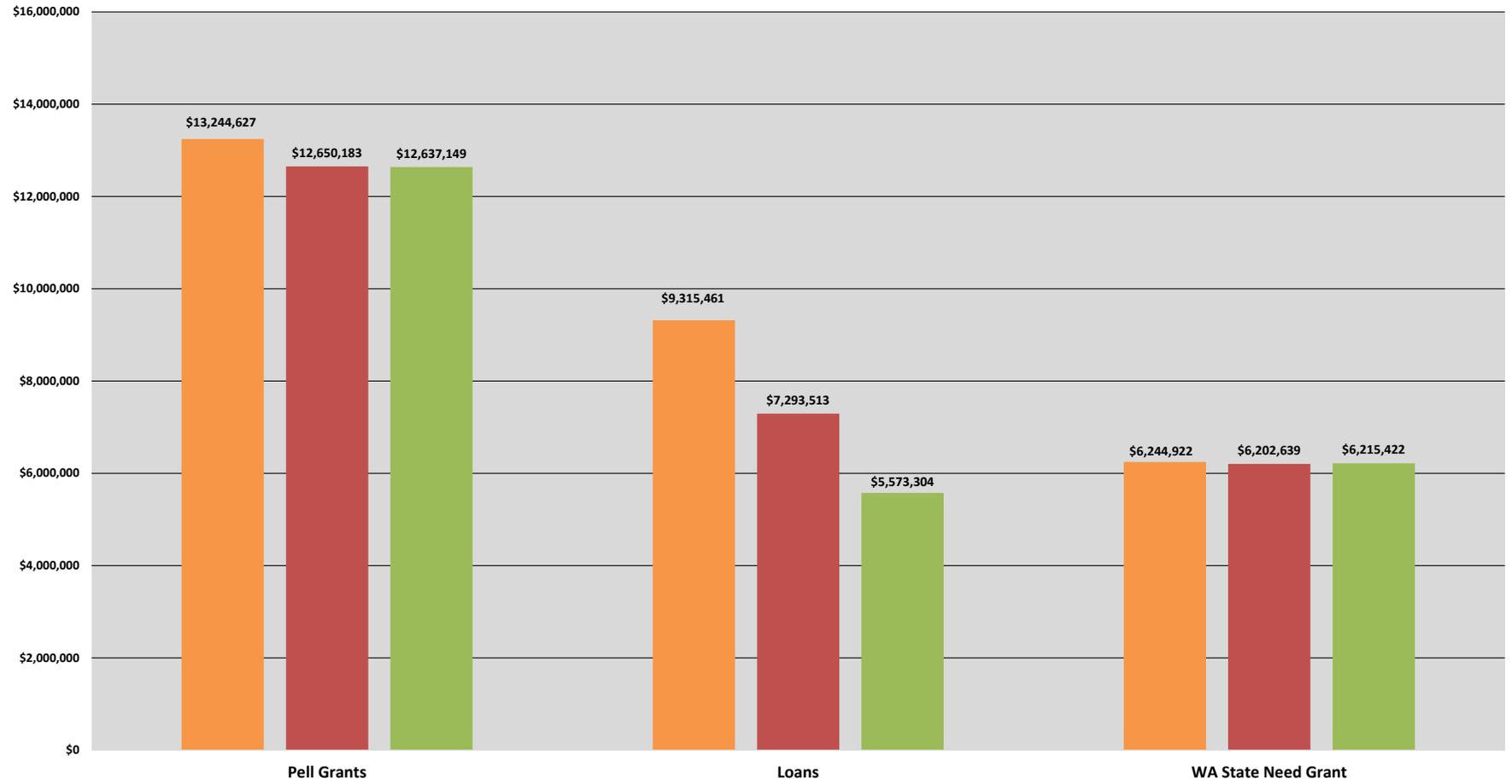
Monthly Highlights

- ◇ The Guided Pathways Pillar 1 team is underway with reviewing the curriculum component of the program maps. This work is a two-prong approach. Associates of Arts advisory is reviewing transfer maps whereas the Professional, Technical Education (PTE) Deans, PTE faculty, and respective advisors are reviewing the PTE maps. Work is set to conclude March 16.

3 Year Comparison of Awards by Category
February YTD

■ 2016-2017
 ■ 2017-2018
■ 2018-2019

Dollars (millions)

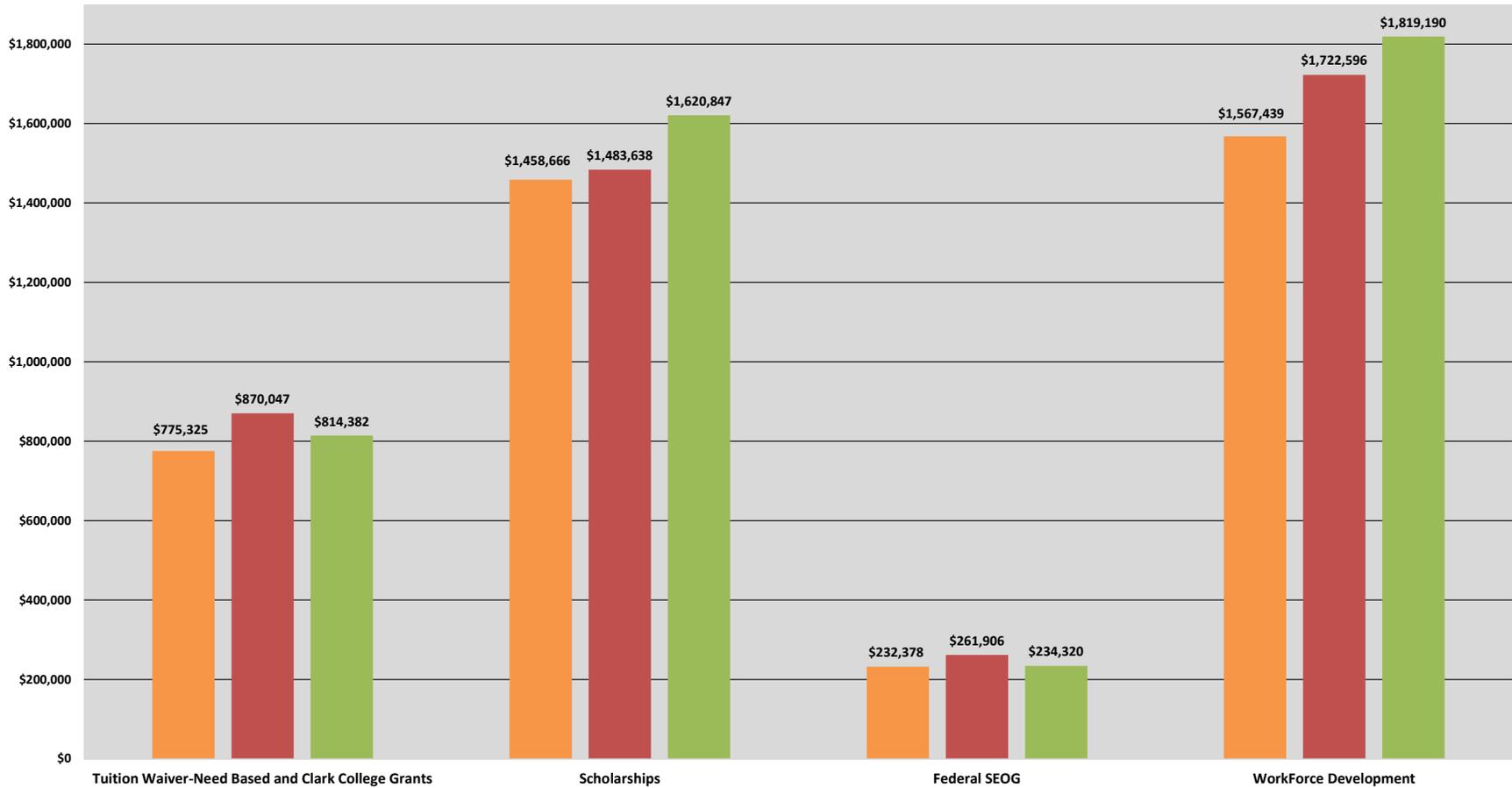


Note: WA State Need Grant includes College Bound Scholarships

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

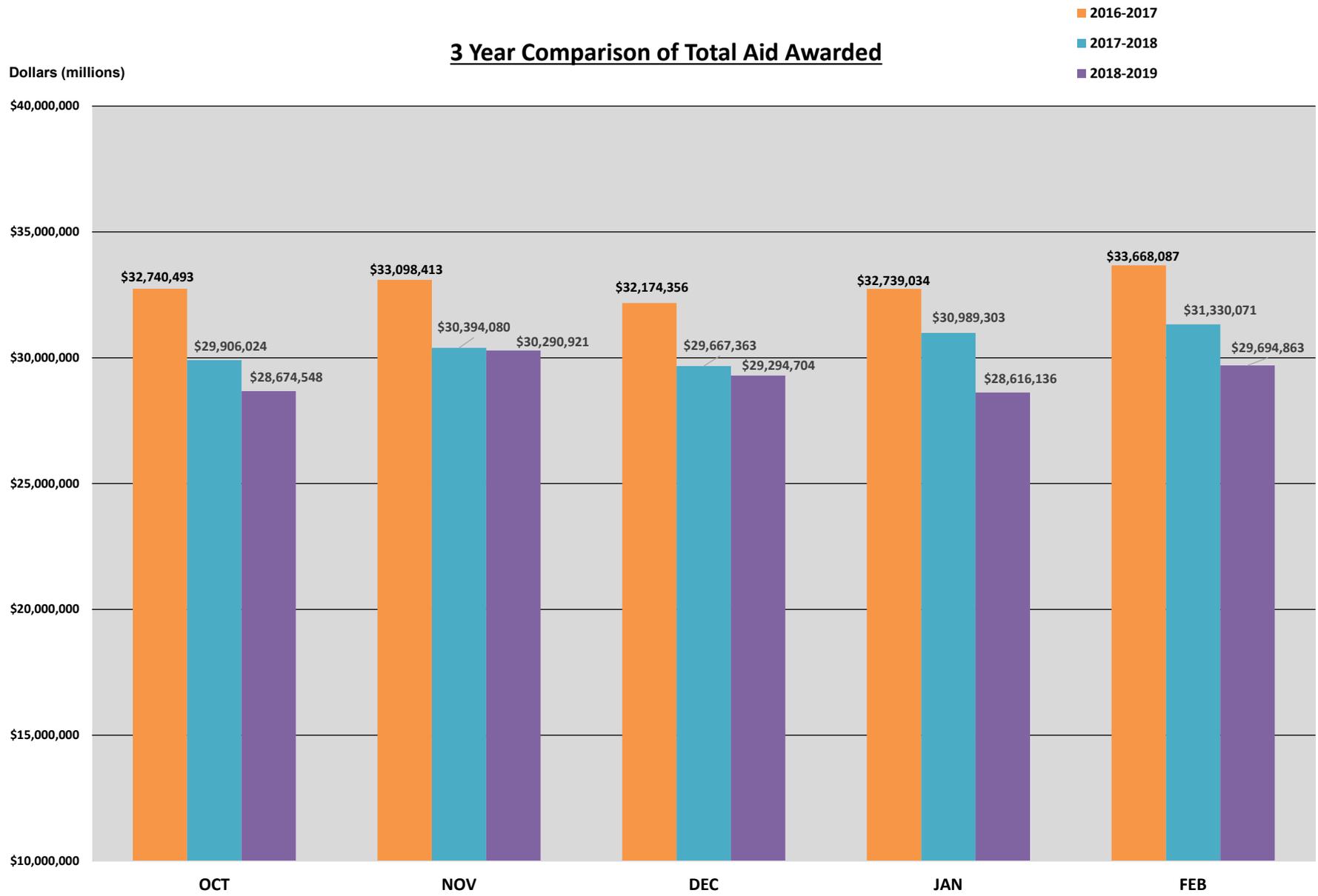
■ 2016-2017
■ 2017-2018
■ 2018-2019

Dollars (millions)



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

3 Year Comparison of Total Aid Awarded



3 Year Comparison of Students Served

