

# Clark College

## Board of Trustees Regular Meeting Packet

Wednesday, January 28, 2026, at 5:00 p.m.

Location: Gaiser Hall, Room 213

Virtual Option:

[Zoom Link](#)

Meeting ID: 835 5861 8811

Passcode: 432808

Dial in: (253) 215-8782

# Board of Trustees Regular Meeting Packet, January 28, 2026, at 5:00 pm

- I. Call to Order/Agenda Review – Chair Scarbrough
- II. Public Comment – Chair Scarbrough  
Public comment will be limited to two minutes per speaker. Speakers must sign up by 4:55 PM on the day of the Board meeting. [Signup Link](#)
- III. Action Items/Consent Agenda – Chair Scarbrough
  - a. December 3, 2025 – Special (Work) Session Minutes
  - b. December 3, 2025 - Regular Meeting Minutes
- IV. Constituent Reports
  - a. Associated Students of Clark College (ASCC)  
Presented by Alijah Machida, ASCC President
  - b. Washington Public Employees Association (WPEA)  
Presented by Jenny Shadley, WPEA Steward
  - c. Clark College Association of Higher Education (CCAHE)  
Written report not received.
- V. Faculty Speaker: Faculty-Coach Collaboration for Student Success  
Presented by Kimbree Brown and Phoebe Cordova
- VI. Reports from Board Members – Chair Scarbrough
- VII. President's Report – Dr. Karin Edwards
- VIII. Next Meeting  
The next Board of Trustees work session and regular meeting are scheduled for Wednesday, February 25, starting at 3:30 pm.
- IX. Adjournment – Chair Scarbrough

# Clark College

## Board of Trustees Special (Work) Session Minutes

Wednesday, December 3, at 3:00 pm

PUB 258-C and Zoom

### In Attendance

Marilee Scarbrough, Chair

Jeanne Bennett, Trustee

Cristhian Canseco Juarez, Trustee

Denise Gideon, Trustee

### Absent

Suzanne Donaldson, Vice Chair

### Administrators

Dr. Karin Edwards, President

Sudha Frederick, Vice President of Information Technology

Vanessa Neal, Vice President of Diversity, Equity, and Inclusion

Dr. Darcy Rourk, Interim Vice President of Human Resources

### Other

Shelley Williams, Assistant Attorney General

### Call to Order/Agenda Review

Chair Scarbrough called the work session to order at 3:02 p.m.

### Public Comment

No public comment.

### PPI: Safe Zone Training

Alyssa Montminy, Director of Employee Equity, Outreach, and Engagement, led a Safe Zone training.

### Adjournment

Chair Scarbrough adjourned the work session at 4:45 p.m.

# Clark College

## Board of Trustees Regular Meeting Minutes

Wednesday, December 3, 2025

GHL 213 and Zoom

### In Attendance

Marilee Scarbrough, Chair  
Jeanne Bennett, Trustee  
Cristhian Canseco Juarez, Trustee  
Denise Gideon, Trustee

### Absent

Suzanne Donaldson, Vice Chair

### Administrators

Dr. Karin Edwards, President  
Dr. Terry Brown, Vice President of Instruction  
Sudha Frederick, Vice President of Information Technology  
Vanessa Neal, Vice President of Diversity, Equity, and Inclusion  
Calen Ouellette, Clark College Foundation Chief Executive Officer  
Dr. Darcy Rourk, Interim Vice President of Human Resources  
Sabra Sand, Vice President of Operations  
Emily Meoz, Interim Vice President of Student Affairs

### Other

Shelley Williams, Assistant Attorney General

### Call to Order/Agenda Review

Chair Scarbrough called the regular Board of Trustees meeting to order at 5:00 p.m.

### Public Comment

Linda Schmitz	Brandi Cole	Nicole Johnston
Amanda Krass	Michael O'Loughlin	Friend of pollinators
Katarina Kubiniec	Lisa Robinson	Lorna Lambert
Jane Tesner Kleiner	Steven Clark	Matt Roberts
Megan Burnett	Megan Lawton	Cydney Brinson
Kaila Ketelsen	Robert Weston	Bonnie Bingle
Annalee Dammann	Ian Bader	Dave Miller
Melissa Medlock	Hailey Heath	Jessamyn Powers-
Elizabeth Hunziker	Hannah Schrager	Pidlypchak
Lea Flores	Shane Carter	Cathy Green
Meg Johnson	Haley	BR

Rebecca Price	Carl Eshelman	Meredith Hardin
Annette Ville	Carrie McPeak	Evelyn Hanlin
Anna Kirgiorgis	Den Mark Wicher	Joanne Taylor
Nancy and Jim Hale	Carol Pinegar	Tonya Enger
Ruth Wilmoth	Ruth Flemming	Karen Garmire

### Action Items/Consent Agenda

- a. November 12, 2025 - Work Session Minutes
- b. November 12, 2025 - Regular Meeting Minutes
- c. Approval of Board Policies Reaffirmed without Changes
  - i. 100.A70 College Mission Statement
  - ii. 100.A80 College Vision Statement

**MOTION:** Trustee Gideon moved to approve the Consent Agenda. Trustee Bennett seconded the motion. The motion carried.

### Constituent Reports

#### Associated Students of Clark College (ASCC)

Alijah Machida, ASCC President, provided an update on student involvement and access to essential resources, highlighting continued growth in club activity, student engagement, and outreach efforts. Machida reported 13 active clubs with four additional clubs in the approval process, along with strong event participation and expanded social media reach totaling more than 83,000 views and 47 new followers during the reporting period. He also shared updates on the Penguin Pantry, which provided more than 16,000 pounds of food to 426 unduplicated students while raising \$4,470 through the Holiday Box Drive. Student leaders also participated in the Clark College Foundation's Connecting Clark event.

#### Washington Public Employees Association (WPEA)

Courtney Braddock, WPEA Stewart, announced the addition of a new steward, Kyle Sampson. She also highlighted legislative priorities, emphasizing the need for funding to support the recently ratified contract for classified staff. Braddock concluded by recognizing classified employees for their ongoing commitment and support of students and faculty throughout the fall quarter.

#### Clark College Association of Higher Education (CCAHE)

No written or oral report.

#### Foundation

Calen Ouellette, CEO, reported strong fundraising momentum, noting nearly \$2.5 million raised toward its annual goal and an anticipated historic milestone of awarding more than \$2 million in scholarships this year. He gave an update on Arts@Clark, including upcoming events by renowned jazz musician Stefon Harris and the nationally recognized group Urban Bush Women. The Foundation also highlighted the success of the annual Connecting Clark event, attended by

more than 400 community members, and reported progress on strategic fundraising for the Advanced Manufacturing Center, with more than \$700,000 raised in external support. Ongoing coordination with the College, including review of an updated memorandum of understanding and future collaboration on facility naming opportunities, was also noted.

### Faculty Speaker

Professor Paul Casillas, Mathematics, presented highlights from his 2025 winter quarter sabbatical, which focused on improving student success, engagement, and completion in mathematics. As part of the project, he developed a suite of student-focused resources, including week-by-week engagement guides, “how-to” study tools, course readiness materials, and placement guides designed to help students learn how to succeed in math courses. These materials are being implemented in math classes through Canvas, shared with faculty for adaptation, and incorporated into departmental and student success initiatives, with early indications of positive impact on student engagement.

### Reports from the Board Members

#### Trustee Gideon

Trustee Gideon reported attending the Clark College Foundation’s Connecting Clark event. She also reported participating in a one-on-one meeting with President Edwards.

#### Trustee Bennett

Trustee Bennett reported attending the Association of College Trustees (ACT) conference, where discussions focused on the upcoming legislative session, anticipated budget updates, and policy initiatives of the State Board for Community and Technical Colleges (SBCTC). She also reported participating in a one-on-one meeting with President Edwards.

#### Trustee Canseco Juarez

Trustee Canseco Juarez expressed appreciation to faculty and staff for their continued support of students and wished the campus community a happy holiday season.

#### Chair Scarbrough

Chair Scarbrough participated in a class visit of Introduction to Statistics, noting high levels of student engagement and interactive instruction. She also reported attending the Association of College Trustees (ACT) conference. Chair Scarbrough highlighted professional development sessions addressing workforce training, tribal relations, and civic engagement, and shared key legislative advocacy principles discussed at the conference.

### Report from the President

President Edwards reported from the NWCCU conference in Seattle. She announced that the Bachelor of Applied Science in Teacher Education program has received full accreditation. President Edwards highlighted recent community engagement, including attending the Washougal City Council Meeting as a representative of CREDC. She encouraged attendance at multiple upcoming Clark College music performances. She also provided context regarding changes to Bee Campus garden spaces, noting continued compliance with Bee Campus

standards. President Edwards concluded by recognizing Dr. Darcy Rourk, Interim Vice President of Human Resources, and expressing appreciation for continued service and campus support.

**Next Meeting**

The next Board of Trustees work session and regular meeting are scheduled for Wednesday, January 28, starting at 2:30 pm.

**Adjournment**

Chair Scarbrough adjourned the regular meeting at 6:09 p.m.



## Clark College ASCC Board of Trustees Report

### January 2026

*Presented by: ASCC President Alijah Machida*

#### **Student Involvement & Campus Climate**

The ASCC Student Government remains deeply committed to fostering a campus culture where every student feels engaged, supported, and valued. We recognize that inclusive environments contribute directly to student success and well-being. ASCC will continue to support existing initiatives while innovating new opportunities for students to connect, participate, and feel a sense of belonging.

#### Activities to support this priority:

- Involvement Fair
  - To support student involvement, ASCC Student Government hosted the Winter Student Involvement Fair on January 14 in the Gaiser Student Center. The event featured a cozy winter theme with a coffee bar, cookies, a photobooth, and a caricature booth. Over 200 students attended, and 176 completed event passports to receive gift cards. The fair provided students an opportunity to learn more about Clark's clubs, on-campus jobs, and college resources, while fostering connection and engagement within the campus community.
- Student Clubs Update
  - Chartered Clubs: 15 (an increase of 2 since the last report)
    - ACES, Asian American Culture Club, Black Student Union Club, Campus Moms Connect, CRU, Dungeons and Dragons Club, Land Surveying Club, Latine Student Union, Neurodiversity and Policy Club, Pacific Islander Student Union, Philosophy Club, Queer Agenda, Student Nurses Association – Clark College, Clark College Speech & Debate Team, The Hub Club
  - Clubs in Process of Chartering: 6 (an increase of 4 since the last report)
    - Cyber Club, Lotus Music & Arts Club, Clark Microscopical Society, Keeping It Old School, Clark Aerospace and Robotics, Business & Entrepreneurship Club
- Social Media (12/2-1/19)
  - 51.3K Views

- 643 Interactions
- 113 New Followers
- AMC Ribbon Cutting
  - The ASCC President attended the AMC ribbon cutting at Boschma Farms and delivered remarks celebrating the completion of the project and its importance to Clark College. The event recognized the collaborative efforts that supported the development of the AMC and highlighted its role in expanding opportunities and resources for students and the broader college community.

### **Student Resource Access**

The ASCC Student Government is dedicated to ensuring that all Clark College students have equitable access to the resources they need to succeed academically, professionally, and personally. Through strategic advocacy and outreach, ASCC will work to enhance the visibility, accessibility, and effectiveness of student support services across campus.

#### Activities to support this priority:

- Welcome Week
  - The ASCC Student Government hosted Winter Quarter Welcome Week tables on January 5–6 to support students at the start of the quarter by helping them navigate campus, answering questions, and connecting them with general student resources. Snacks were provided to encourage engagement. Six welcome tables were planned across campus in the Hanna Hall Lobby, Joan Stout Hall Lobby, O'Connell Sports Center Lobby, STEM Building Lobby, Bauer Hall Lobby, and the Gaiser Hall Concourse.
- College 101 Presentations
  - During Weeks 3 and 4 of Winter Quarter (January 19–23 and January 26–30, 2026), the ASCC Student Government conducted informational presentations in College 101 classes. These sessions focused on sharing opportunities for student involvement at Clark College and highlighting ways students can engage with campus programs, leadership, and student government.
- Penguin Pantry:

<b>Month</b>	<b>Total Students</b>	<b>Household Members</b>	<b>Total Pounds</b>	<b>Total Visits</b>
January	331	1282	14411	732
February	366	1519	16199	860
March	335	1348	12028	711
April	370	1490	19008	868
May	413	1644	18950	1132
June	228	863	9284	387

July	155	620	15410	283
August	154	579	12447	272
September	195	765	11723	249
October	601	2324	23511	1439
November	451	1736	20019	936
December	335	1286	14473	568
<b>Total</b>	<b>3934</b>	<b>15456</b>	<b>187463</b>	<b>8437</b>
<b>Unduplicated</b>	<b>1486</b>	<b>4793</b>		

### **Clark College State-Wide Initiatives**

The ASCC Student Government understands the significance of partnering with groups such as College Administration, Board of Trustees and state-wide groups to develop outreach and advocate for funding in the interests of Clark College students at the state level. Additionally, the ASCC Student Government recognizes the benefits of partnering with nearby colleges to increase community involvement and student engagement.

Activities to support this priority:

- WACTCSA
  - The ASCC Vice President represents Clark College at WACTCSA, the Washington Community and Technical College Student Association, which provides a unified student voice across the CTC system. WACTCSA ensures students are represented in decisions affecting their education and engages in statewide legislative advocacy, including priorities such as securing student trustees on all CTC Boards, expanding free two-year programs like Seattle Promise, and improving housing accessibility. Clark's ASCC also participates in leadership meetings, develops the annual legislative agenda, and engages in events such as Legislative Advocacy Day and the Student Leadership Conference. Recent student advocacy successes include efforts on congruence of Direct Transfer Degree requirements, Ban the Box initiatives, promoting Open Educational Resources, and addressing campus and local municipal issues. Through these efforts, Clark College actively supports student representation, statewide policy initiatives, and equitable access to educational resources.

# WPEA/UFCW Local 365, Clark College Unit

*Board Report for January 2026*

## MEETINGS

WPEA Stewards meet weekly.

## COMMUNICATION

Current contact for campus stewards: [wpeastewards@clark.edu](mailto:wpeastewards@clark.edu)

### Representational Stewards

**Angela Dawson**

**Becky Lindsay**

**Courtney Braddock**

**Jillian Taylor-Valdez**

**Stephanie Hall**

**Kyle Sampson**

### Member Leaders

**Jenny Shadley**

**Ryan Johnson**

**DJ Scates**

### WPEA Member Representation Specialist

**Jared Stratton** [Jared@wpea.org](mailto:Jared@wpea.org)

## WPEA Updates:

### New WPEA Member Rep

We welcome Jared Stratton as the new WPEA member representation specialist for Clark College.

### Pies and Postcards

On January 14, WPEA Clark College steward team hosted a “Pies and Postcards” event at both the main campus and the CCW campus. *The event was for anyone willing to fill out a postcard to their legislative representative in support of funding our contract.*

There were approximately 62 postcards filled out to send to Legislative representatives.

Not only were there WPEA members sending personal messages, but Faculty and Students also showed support for the funding of our contract.

For everyone who was able to attend, we are extremely thankful for your attendance. These events show the strength of our collective effort to make Clark College and the state a better place.

If anyone would like to send a postcard, please reach out. We're happy to provide them!

## Funding the Contract

We look to all of our campus leaders to advocate for full funding of the WPEA contract by the legislature. We understand the budget goes through many cycles at the beginning of the year, and we know that at each phase, your support for full funding creates a better college for all.

## Lobby Days are coming!

Washington State Labor Council is hosting Lobby Day on Thursday, February 5, 2026 in Olympia. WPEA will be joining other labor unions to meet with legislators to advocate for our members.



# Faculty-Coach Collaboration: A Scalable Model for Improving Retention, Success, and Equity

Phoebe Cordova (they/them), Student Success Coach  
Kimbree Brown (she/her), Tenure-Track Psychology Professor

# What is Embedded Coaching?

- Student Success Coach integrated into academic course
- Proactive outreach and early intervention
- Focus on skill building, such as time management, accountability, and self-advocacy
- Faculty and coach co-design support aligned with course goals

# Courses and Faculty

<b>Disciplines Involved</b>	<b>Scope</b>
<ul style="list-style-type: none"><li>• English</li><li>• Chemistry</li><li>• Mathematics</li><li>• Psychology</li><li>• College Success</li></ul>	<ul style="list-style-type: none"><li>• 6 faculty partners</li><li>• 3 Student Success Coaches</li><li>• 16 classes</li><li>• Online, hybrid, and face-to-face formats</li></ul>

# Why Embedding Works

## Faculty Bring

- Pedagogy
- Curriculum
- Classroom leadership
- Academic expectations

## Coaches Bring

- Individualized student support
- Cross-campus insight
- Early, proactive outreach

Unified student support system

# What Students Say

- Extra support gave peace of mind, more confidence, sense of calm, and led to feeling better overall
- Ability to talk informally and ask questions
- Outreach helped students stay on track
- Coaching meetings provided chance to discuss challenges and fears without being judged and established a plan and system of support early

# Impact

## Quantitative

- Increases in grades/GPA
- Increases in persistence
- Successful course reattempts
- Academic standing

## Qualitative

- Increases in confidence and belonging
- More consistent engagement
- Reductions in anxiety
- Stronger follow-through

# What We've Learned

- Early student contact is critical
- Mandatory touchpoints, even brief ones, dramatically increase engagement
- Students benefit from informal, low-stakes conversations where they can ask questions and express concerns
- Model adapts well across disciplines and modalities

# What's Next

- Expand to additional high-impact courses
- Strengthen data collection and assessment
- Share model regionally and statewide

# Resource Needs

To scale this model, we need:

- Increased coaching capacity
- Faculty development time
- Dedicated assessment support
- Sustainable funding for embedded roles

Outcome goals for students:

- Higher retention
- Stronger completion
- More equitable student success

## Faculty-Coach Collaboration

### Overview

This project embeds Student Success Coaches directly into Clark College courses to provide proactive and personalized student support. It began as an organic partnership and evolved into a structured, data-informed approach that strengthens student outcomes and faculty collaboration.

### Why Embedded Coaching?

- Addresses persistent student challenges, such as time management, motivation, communication, and accountability
- Builds student confidence and belonging
- Aligns classroom experience with broader student support systems

### Courses and Faculty Involved

Class	Modality	Terms	Instructor(s)	Coach
ENGL& 101	Online	Winter – Fall 2025	Liz Donley* Mark Keats <small>*Winter 2025 only</small>	Lana Strickland
MATH& 151	Online	Winter 2025 – 2026	Michelle Walty	Phoebe Cordova
PSYC& 100	Online	Spring – Summer 2025; Winter 2026	Kimbree Brown	Phoebe Cordova
CHEM& 121	Online	Spring 2025 – Winter 2026	Karl Bailey	Katia Quintero
PSYC& 200	Face-to-face	Fall 2025	Kimbree Brown	Phoebe Cordova
ENGL 90	Hybrid	Winter 2026	Mark Keats	Lana Strickland
COLL 101	Face-to-face	Winter 2026	Kristin Sherwood	Phoebe Cordova

### Impact Data

Quantitative:

- Increases in grades/GPA
- Increases in persistence
- Successful course reattempts
- Academic standing

Qualitative:

- Increases in confidence and belonging
- More consistent engagement
- Reductions in anxiety
- Stronger follow-through

## **Strategic Value**

- Bridges classroom experience with institutional goals
- Strengthens wraparound support and faculty-student relationships
- Centers students voices in decision-making
- Positions Clark College as an innovator in student success strategies

## **Next Steps**

- Expand embedded coaching to additional courses
- Share findings regionally and nationally
- Sustainable funding for embedded coaching roles and faculty development time

# Clark College - Budget Status Report

## November 30, 2025

<b>Sources of Funds (Revenues)</b>	<b>2025-26 Budget</b>	<b>Revenues to Date</b>	<b>Difference</b>	<b>% Budget Received</b>
<b><u>Operating Accounts</u></b>				
State Allocation	54,269,047	18,093,752	(36,175,295)	33.3%
Tuition & ABE	17,552,565	18,087,641	535,076	103.0%
Running Start	15,302,507	6,095,675	(9,206,832)	39.8%
Planned use of prior fund balance	-	-	-	0.0%
Dedicated, matriculation, tech, cont ed	5,337,406	4,186,168	(1,151,238)	78.4%
<b>Total Operating Accounts</b>	<b>92,461,525</b>	<b>46,463,235</b>	<b>(45,998,290)</b>	<b>50.3%</b>
<b><u>Other Accounts</u></b>				
Grants	4,638,562	1,192,616	(3,445,946)	25.7%
Contracts	2,219,342	734,081	(1,485,261)	33.1%
Internal Support & Agency Funds	1,106,142	124,459	(981,683)	11.3%
ASCC	2,570,377	1,639,310	(931,067)	63.8%
Bookstore	2,802,217	1,634,883	(1,167,334)	58.3%
Parking	324,180	246,188	(77,992)	75.9%
Auxilliary Services	2,417,142	1,769,212	(647,930)	73.2%
Financial Aid	31,772,162	12,338,414	(19,433,748)	38.8%
<b>Total Other Accounts</b>	<b>47,850,124</b>	<b>19,679,163</b>	<b>(28,170,961)</b>	<b>41.1%</b>
<b>Total Sources of Funds</b>	<b>140,311,649</b>	<b>66,142,399</b>	<b>(74,169,250)</b>	<b>47.1%</b>
<b>Uses of Funds (Expenses)</b>	<b>2025-26 Budget</b>	<b>Encumbrances Expenditures to Date</b>	<b>Difference</b>	<b>% Budget Spent</b>
<b><u>Operating Accounts</u></b>				
President	1,395,669	646,214	749,455	46.3%
Vice President of Diversity, Equity & Inclusion	986,918	335,903	651,015	34.0%
Vice President of Instruction	59,618,835	21,985,528	37,633,307	36.9%
Vice President of Operations	12,375,886	5,873,806	6,502,080	47.5%
Vice President of Student Affairs	10,776,981	4,565,026	6,211,955	42.4%
Chief Information Officer	5,208,859	2,401,371	2,807,488	46.1%
Vice President of Human Resources and Compliance	2,098,377	1,143,924	954,453	54.5%
Bank fees/cc fees/revolving funds	-	42,349	(42,349)	0.0%
<b>Total Operating Accounts</b>	<b>92,461,525</b>	<b>36,994,121</b>	<b>55,467,404</b>	<b>40.0%</b>
<b><u>Other Accounts</u></b>				
Grants	4,638,562	1,235,991	3,402,571	26.6%
Contracts less Running Start	2,219,342	1,859,352	359,990	83.8%
Internal Support & Agency Funds	1,106,142	359,933	746,209	32.5%
ASCC	2,570,377	1,348,881	1,221,496	52.5%
Bookstore	2,802,217	2,064,324	737,893	73.7%
Parking	324,180	78,461	245,719	24.2%
Auxilliary Services	2,417,142	1,160,234	1,256,908	48.0%
Financial Aid	31,772,162	11,963,926	19,808,236	37.7%
<b>Total Other Accounts</b>	<b>47,850,124</b>	<b>20,071,101</b>	<b>27,779,023</b>	<b>41.9%</b>
<b>Total Uses of Funds</b>	<b>140,311,649</b>	<b>57,065,222</b>	<b>83,246,427</b>	<b>40.7%</b>
<b>Difference - Excess (Deficiency)</b>		<b>-</b>	<b>9,077,177</b>	

c. Dr. Karin Edwards, Sabra Sand, Vanessa Neal, Nicole Rogers-Marcum, Julie Taylor, Terry Brown

e. Emily Meoz, Sudha Frederick, Darcy Rourk, Ash Kingsland, Darci Feider, Christy Campbell

Sandy Foster 12/12/2025

# Clark College - Budget Status Report

## December 31, 2025

Sources of Funds (Revenues)	2025-26 Budget	Revenues to Date	Difference	% Budget Received
<b>Operating Accounts</b>				
State Allocation	54,286,599	20,926,906	(33,359,693)	38.5%
Tuition & ABE	17,552,565	18,008,186	455,621	102.6%
Running Start	15,302,507	7,857,655	(7,444,852)	51.3%
Planned use of prior fund balance	-	-	-	0.0%
Dedicated, matriculation, tech, cont ed	5,337,406	4,935,283	(402,123)	92.5%
<b>Total Operating Accounts</b>	<b>92,479,077</b>	<b>51,728,030</b>	<b>(40,751,047)</b>	<b>55.9%</b>
<b>Other Accounts</b>				
Grants	4,638,562	1,415,554	(3,223,008)	30.5%
Contracts	2,219,342	843,023	(1,376,319)	38.0%
Internal Support & Agency Funds	1,106,142	142,912	(963,230)	12.9%
ASCC	2,570,377	1,801,867	(768,510)	70.1%
Bookstore	2,802,217	1,853,159	(949,058)	66.1%
Parking	324,180	283,528	(40,652)	87.5%
Auxilliary Services	2,417,142	1,888,384	(528,758)	78.1%
Financial Aid	31,772,162	12,416,844	(19,355,318)	39.1%
<b>Total Other Accounts</b>	<b>47,850,124</b>	<b>20,645,270</b>	<b>(27,204,854)</b>	<b>43.1%</b>
<b>Total Sources of Funds</b>	<b>140,329,201</b>	<b>72,373,300</b>	<b>(67,955,901)</b>	<b>51.6%</b>
Uses of Funds (Expenses)	2025-26 Budget	Encumbrances Expenditures to Date	Difference	% Budget Spent
<b>Operating Accounts</b>				
President	1,395,669	762,970	632,699	54.7%
Vice President of Diversity, Equity & Inclusion	986,918	394,884	592,034	40.0%
Vice President of Instruction	59,618,835	26,258,430	33,360,405	44.0%
Vice President of Operations	12,375,886	6,722,654	5,653,232	54.3%
Vice President of Student Affairs	10,794,533	5,318,552	5,475,981	49.3%
Chief Information Officer	5,208,859	2,640,540	2,568,319	50.7%
Vice President of Human Resources and Compliance	2,098,377	1,365,075	733,302	65.1%
Bank fees/cc fees/revolving funds	-	106,286	(106,286)	0.0%
<b>Total Operating Accounts</b>	<b>92,479,077</b>	<b>43,569,390</b>	<b>48,909,687</b>	<b>47.1%</b>
<b>Other Accounts</b>				
Grants	4,638,562	1,393,678	3,244,884	30.0%
Contracts less Running Start	2,219,342	1,933,232	286,110	87.1%
Internal Support & Agency Funds	1,106,142	420,317	685,825	38.0%
ASCC	2,570,377	1,465,958	1,104,419	57.0%
Bookstore	2,802,217	2,311,357	490,860	82.5%
Parking	324,180	91,911	232,269	28.4%
Auxilliary Services	2,417,142	1,411,110	1,006,032	58.4%
Financial Aid	31,772,162	12,032,237	19,739,925	37.9%
<b>Total Other Accounts</b>	<b>47,850,124</b>	<b>21,059,801</b>	<b>26,790,323</b>	<b>44.0%</b>
<b>Total Uses of Funds</b>	<b>140,329,201</b>	<b>64,629,192</b>	<b>75,700,009</b>	<b>46.1%</b>
<b>Difference - Excess (Deficiency)</b>		<b>-</b>	<b>7,744,109</b>	

# Financial Dashboard - November 30, 2025

## Contributions/Donations Received

	Year to Date	6/30/2025	6/30/2024	6/30/2023	1973 - Present
					Life to date
Unrestricted	\$ 863,185	\$ 1,371,770	\$ 646,338	\$ 434,388	
Temp. Restricted	825,284	1,617,778	1,672,093	1,198,387	
Perm. Restricted	51,610	351,391	400,138	679,338	
<b>Total</b>	<b>\$ 1,740,079</b>	<b>\$ 3,340,939</b>	<b>\$ 2,718,569</b>	<b>\$ 2,312,113</b>	<b>\$ 121,558,412</b>

	Year to date	6/30/2025	6/30/2024	6/30/2023	1973 - Present
	Unrestricted Temp Restricted	Unrestricted Temp Restricted	Unrestricted Temp Restricted	Unrestricted Temp Restricted	Life to date

## College Support Expended

Program	\$ 361,151	292,820	\$ 1,778,699	\$ 1,513,251	\$ 1,149,848	\$ 1,891,220	\$ 1,156,991	\$ 1,743,837	\$ 55,849,951
Student assistance & admin supp.	73,034	\$ 580,646	316,064	1,603,518	34,594	1,665,955	8,513	1,255,884	21,349,866
Capital projects-NC/STEM/Dent. Hyg./Oth.	-	-	-	-	-	-	-	-	15,612,791
Boschma Farms land acquisition	-	-	-	-	-	-	-	-	4,306,786
<b>Total</b>	<b>\$ 434,184</b>	<b>\$ 873,466</b>	<b>\$ 2,094,763</b>	<b>\$ 3,116,769</b>	<b>\$ 1,184,442</b>	<b>\$ 3,557,175</b>	<b>\$ 1,165,504</b>	<b>\$ 2,999,721</b>	<b>\$ 97,119,393</b>

## Student financial assistance

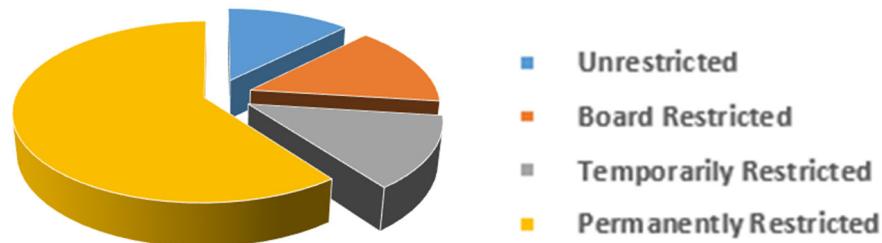
	FY 22	FY 23	FY 24	FY 25	YTD
Number of students receiving awards	550	535	599	673	555
Clark College Students (Fall excl. Running Start)	5,983	5,537	6,643	7,006	7,236

Cost of tuition (2025-2026).  
12 credits for 3 qtrs. = \$4,545.

## Net Assets by Type

Unrestricted	\$ 15,607,008
Board Restricted	18,141,263
Temporarily Restricted	17,687,338
Permanently Restricted	78,667,940
<b>Net Assets</b>	<b>\$ 130,103,549</b>

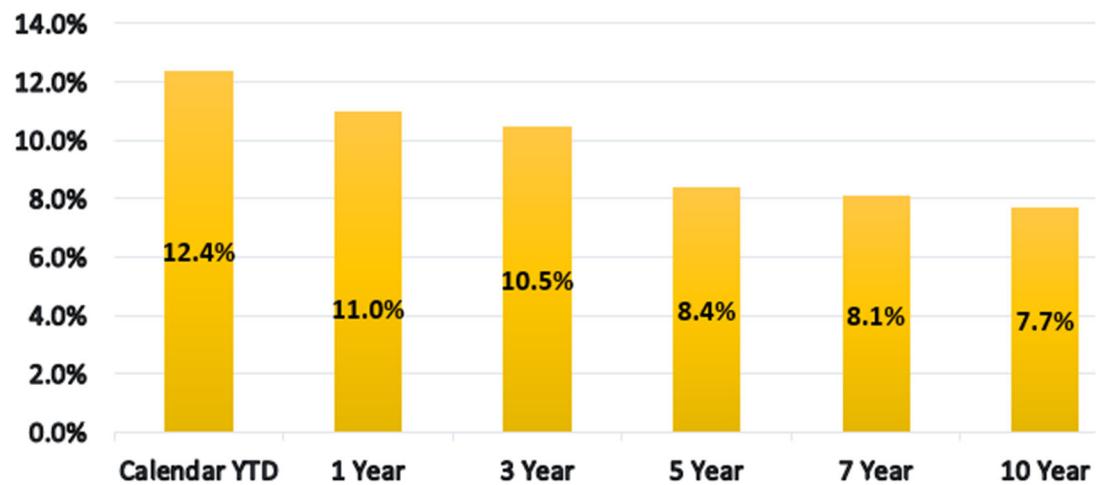
## Net Assets by Type



Unrestricted Net Assets	Year to date	6/30/2025	6/30/2024	6/30/2023	6/30/2022	Projected - Liquid Unrestricted Net Assets Available
Assets						
Cash	\$ 55,593	\$ 266,399	\$ 10,809	\$ 322,468	\$ 169,678	
Investments/Assets in Trust	4,760,916	5,240,614	5,613,488	5,413,192	6,237,164	
Receivables	809,354	802,415	178,411	171,564	178,201	
Prepays/Deposits/Other Assets	95,222	165,987	299,348	216,314	241,305	
Land/building/equipment	10,372,676	10,377,331	10,373,429	10,392,477	10,364,804	
Liabilities						
A/P/Other Liabilities	(486,753)	(1,449,618)	(1,263,281)	(1,110,944)	(1,035,748)	
Note Payable	15,607,008	15,403,128	15,212,204	15,405,071	16,155,404	

\*Excludes operational  
reserve of \$1,300,000.

## Investment Pool Returns



## Endowment

### Distribution Details

	FY 22	FY 23	FY 24	FY 25	FY 26
College Program	\$ 1,409,123	\$ 1,644,434	\$ 1,758,440	\$ 1,563,852	\$ 1,554,432
Unrestricted	2,462,113	2,660,664	2,704,186	3,140,997	3,088,031
College Program Reserves	73,002	165,992	138,066	57,189	50,742
	\$ 3,944,238	\$ 4,471,090	\$ 4,600,692	\$ 4,762,038	\$ 4,693,205



# BALANCE SHEET (STATEMENT OF FINANCIAL POSITION)

For the Period Ended:

		November 30, 2025	June 30, 2025	November 30, 2024
<b>ASSETS</b>				
Cash	A	\$ 55,593	\$ 266,399	\$ 578,949
Investments	B	114,068,846	107,659,651	107,009,109
Assets Held in Trust		5,541,729	5,477,007	5,311,279
Receivables	C	1,813,767	2,000,629	1,352,977
Other Assets		95,222	165,987	241,661
Fixed Assets		10,372,676	10,377,331	10,377,076
<b>TOTAL ASSETS</b>		<b>\$ 131,947,834</b>	<b>\$ 125,947,003</b>	<b>\$ 124,871,051</b>
<b>LIABILITIES &amp; FUND BALANCES</b>				
<b>LIABILITIES</b>				
Current Liabilities	A	\$ 429,928	\$ 1,497,673	\$ 332,907
Liabilities-Assets Held in Trust		1,414,357	1,465,653	1,369,534
<b>TOTAL LIABILITIES</b>		<b>\$ 1,844,285</b>	<b>\$ 2,963,327</b>	<b>\$ 1,702,441</b>
<b>NET ASSETS</b>				
Unrestricted Fund Balance	D	\$ 33,748,271	\$ 32,759,851	\$ 32,706,991
Temporarily Restricted Fund Balance	D	17,687,338	16,869,454	16,105,300
Permanently Restricted Fund Balance	D	78,667,940	73,354,371	74,356,319
<b>NET ASSETS</b>		<b>\$ 130,103,549</b>	<b>\$ 122,983,676</b>	<b>\$ 123,168,610</b>
<b>TOTAL LIABILITIES &amp; FUND BALANCES</b>		<b>\$ 131,947,834</b>	<b>\$ 125,947,003</b>	<b>\$ 124,871,051</b>



# BALANCE SHEET (STATEMENT OF FINANCIAL POSITION)

For the Period Ended: November 30, 2025

## Explanation of Variances

- A Changes reflect the timing of cash receipts and disbursements. Variations occur as donations are received, invoices are processed, and checks are issued, resulting in differing month-end balances of Cash and Current Liabilities.
- B The investment balance reflects inflows (donations), outflows (college support and foundation expenses), and cumulative realized and unrealized gains/losses. The investment pool recorded a 11.0% gain for the previous 12 months. Additional performance measures are available in the financial dashboard.
- C From November 2024 through June 2025, new receivables were recorded from Murdock Trust (\$350,000) and a donor's estate (\$734,000). During that same period, a pledge payment of \$500,000 was received from McClaskey Foundation for the culinary remodel. From June 2025 through November 2025, the Murdock \$350,000 pledge payment was received and \$150,000 in net pledges (scholarships, advanced manufacturing, student success fund) were recorded. This activity plus other smaller pledges/payments represent the changes in Receivables for the periods shown.
- D Changes in Net Assets based on net income (loss) for the periods presented. See income statement for review of revenue/expenses.



## INCOME STATEMENT (STATEMENT OF ACTIVITIES)

### REVENUE (Excluding Investments)

	For the Five Months Ending November 30, 2025						November 30, 2024
	Unrestricted	Temp Restricted	Perm Restricted	Total	November 30, 2024		
	\$	\$	\$	\$	Total		
Cash Donations (Including Scholarships)	A	\$ 812,898	\$ 825,284	\$ 51,610	\$ 1,689,791	\$ 1,205,232	
In-Kind Donations	B	50,287	-	-	50,287	218	
Income - Sponsorships & Fundraising		27,308	30,709	-	58,017	47,287	
Income - Operations	C	33,710	-	-	33,710	58,531	
<b>Total REVENUE (Excluding Investments)</b>		<b>\$ 924,202</b>	<b>\$ 855,993</b>	<b>\$ 51,610</b>	<b>\$ 1,831,805</b>	<b>\$ 1,311,269</b>	

### EXPENSES (UNRESTRICTED)

Wages/Benefits/PR Taxes	D	\$ 1,011,080	\$ -	\$ -	\$ 1,011,080	\$ 943,059	
College Capital & Program Support	E	361,151	-	-	361,151	76,240	
Professional & Service Provider Fees		146,149	-	-	146,149	137,449	
Student Financial Assistance	F	64,121	-	-	64,121	9,452	
Software/Support & Website		56,155	-	-	56,155	52,431	
Travel/Lodging		37,889	-	-	37,889	32,907	
Printing/Copying		36,913	-	-	36,913	39,440	
Catering/Meetings		30,983	-	-	30,983	20,326	
Operating Agreement/In Kind Expense		24,202	-	-	24,202	24,202	
Insurance		21,251	-	-	21,251	19,631	
Occupancy (Utilities & Maint & Repair)		16,877	-	-	16,877	15,227	
Postage		11,228	-	-	11,228	5,574	
Scholarship Management/Support	G	8,913	-	-	8,913	96,553	
Staff Development		8,423	-	-	8,423	12,503	
Advertising/Awards/Prizes		8,071	-	-	8,071	3,626	
Supplies/Recruit/Misc./Transfers		7,492	-	-	7,492	5,187	
Taxes/Licenses/Registrations		5,980	-	-	5,980	5,577	
Publications/Dues		3,505	-	-	3,505	3,522	
Thank/Honor/Remember		2,211	-	-	2,211	3,209	
Entrance Fees/Rentals		971	-	-	971	-	
Depreciation		13,469	-	-	13,469	11,281	

	For the Five Months Ending November 30, 2025					November 30, 2024	
	Unrestricted	Temp Restricted	Perm Restricted	Total	Total		
	<u>(53,078)</u>	<u>-</u>	<u>-</u>	<u>(53,078)</u>	<u>-</u>		
Transfers							
<b>Total EXPENSES (UNRESTRICTED)</b>	<b>\$ 1,823,958</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,823,958</b>	<b>\$ -</b>	<b>\$ 1,517,394</b>	
<b>EXPENSES (RESTRICTED)</b>							
Student Financial Assistance	F \$ -	\$ 580,646	\$ -	\$ 580,646	\$ -	\$ 547,197	
Stipends/Fees/Temp Services	H -	64,268	-	64,268		85,509	
Supplies	I -	38,710	-	38,710		125,104	
Professional & Service Provider Fees	J -	25,951	-	25,951		11,028	
Advertising/Awards/Prizes	-	25,648	-	25,648		26,604	
Publications/Dues	K -	20,675	-	20,675		6,490	
Catering/Meetings	-	16,248	-	16,248		12,755	
Occupancy (Utilities & Maint & Repair)	-	10,172	-	10,172		2,240	
Staff Development	L -	10,147	-	10,147		24,365	
Travel/Lodging	L -	8,636	-	8,636		24,216	
Taxes/Licenses/Registrations	-	8,250	-	8,250		710	
Thank/Honor/Remember	-	5,713	-	5,713		4,061	
Entrance Fees/Green Fees/Rentals	-	4,483	-	4,483		1,221	
Printing/Copying	-	841	-	841		741	
Postage	-	-	-	-		43	
Transfer	-	53,078	-	53,078		-	
<b>Total EXPENSES (RESTRICTED)</b>	<b>\$ -</b>	<b>\$ 873,466</b>	<b>\$ -</b>	<b>\$ 873,466</b>	<b>\$ -</b>	<b>\$ 872,284</b>	
<b>Total EXPENSES</b>	<b>\$ 1,823,958</b>	<b>\$ 873,466</b>	<b>\$ -</b>	<b>\$ 2,697,424</b>	<b>\$ -</b>	<b>\$ 2,389,678</b>	
<b>NET INCOME (LOSS) Excl Investments</b>	<b>\$ (899,756)</b>	<b>\$ (17,474)</b>	<b>\$ 51,610</b>	<b>\$ (865,619)</b>	<b>\$ -</b>	<b>\$ (1,078,409)</b>	
<b>INVESTMENT INCOME (LOSS)</b>							
Interest/Dividends	M \$ 168,389	\$ 102,356	\$ 298,839	\$ 569,584	\$ -	\$ 552,063	
Realized Investment Income (Loss)	M 213,489	71,900	666,448	951,837		2,618,573	
Unrealized Investment Income (Loss)	M 1,506,298	661,102	4,286,392	6,453,792		3,523,703	
Change in Value-Split Interests	-	-	10,280	10,280		11,060	
<b>Total INVESTMENT INCOME (LOSS)</b>	<b>\$ 1,888,176</b>	<b>\$ 835,358</b>	<b>\$ 5,261,959</b>	<b>\$ 7,985,493</b>	<b>\$ -</b>	<b>\$ 6,705,399</b>	
<b>NET INCOME (LOSS)</b>	<b>\$ 988,420</b>	<b>\$ 817,884</b>	<b>\$ 5,313,569</b>	<b>\$ 7,119,874</b>	<b>\$ -</b>	<b>\$ 5,626,990</b>	



## INCOME STATEMENT (STATEMENT OF ACTIVITIES)

For the Five Months Ending November 30, 2025

### Explanation of Variances

- A Donations increased significantly compared to the prior year, reflecting strong donor support. The current year included several major gifts, both unrestricted and designated for initiatives such as advanced manufacturing, college program support, and student success funds.
- B In-kind donations increased during the current year as a result of contributions of equipment, advertising, and professional services.
- C The change in Income from Operations is primarily due to the reversal of consulting fees refunded from the prior fiscal year.
- D Wages, benefits, and payroll taxes increased as anticipated due to cost-of-living and market adjustments, higher medical and dental insurance premiums and vacation payouts associated with employee departures.
- E The increase in College Capital & Program Support expenses is primarily driven by strategic initiatives and events. Investments were made through the Arts@Clark initiative to fund visiting artists and showcase Clark's talent. Additional resources supported the Boschma Farms advanced manufacturing program to enhance program development. Costs associated with the annual gala and gift-in-kind contributions also contributed to the overall increase.
- F Student Financial Assistance from both unrestricted and restricted sources increased compared to the prior year, primarily due to expanded scholarship funding and a higher number of awards granted.
- G Scholarship Management and Support expenses decreased compared to the prior year, primarily because costs related to the Scholarship Reception and Gala were incurred in the previous fiscal year.
- H Stipends, fees, and temporary services decreased compared to the prior year due to fewer faculty stipends and reduced MESA student mentoring stipends.
- I Supplies expenses decreased compared to the prior year because the previous year included costs for replacing the athletics scoreboard, purchasing baseball equipment and bags, and funding laptops for digital art classes.
- J Professional and service provider fees increased in the current year due to costs associated with hosting college guest speakers.
- K Publications and dues increased in the current year due to the purchase of a staff training program.
- L Staff development and travel/lodging expenses decreased compared to the prior year due to fewer faculty attending conferences and the absence of tuition reimbursement for faculty.
- M Investment income reflects year to date cumulative realized and unrealized gains/losses. The investment pool recorded a 11.0% gain for the previous 12 months. Additional performance measures are available in the financial dashboard.

General item: The income statement reflects all financial activities of the foundation, including operational expenses and college expenditures for programs, scholarships and capital projects.



## Clark College Foundation OPERATIONAL BUDGET COMPARISON

For Five Months Ending: November 30, 2025

		<b>YTD Actual</b>	<b>Budget to Date</b>	<b>YTD</b>	<b>%</b>	
		<b>Thru 11/30/2025</b>	<b>Thru 11/30/2025</b>	<b>Variance</b>	<b>Variance</b>	<b>Annual</b>
<b>INCOME</b>						
Endowment Distributions (Unrestricted)	A	\$ 1,286,680	\$ 1,286,680	\$ -	0.0%	\$ 3,088,031
Unrestricted Fundraising	B	727,221	262,500	464,721	177.0%	630,000
Administrative Fee Income	B	85,677	83,333	2,344	2.8%	200,000
Sponsorship Revenue		24,000	20,833	3,167	15.2%	50,000
Trustee Fee Income		4,108	5,000	(892)	-17.8%	12,000
Ticket Sales Revenue		-	2,708	(2,708)	-100.0%	6,500
		<b>\$ 2,127,685</b>	<b>\$ 1,661,055</b>	<b>\$ 466,630</b>	<b>28.1%</b>	<b>\$ 3,986,531</b>
<b>OPERATIONAL EXPENSES</b>						
Salaries, Wages & Benefits		\$ 1,011,080	\$ 1,016,166	\$ 5,086	0.5%	\$ 2,660,125
<b>Advancement</b>						
Software/Publications/Dues		\$ 47,382	\$ 44,514	\$ (2,868)	-6.4%	\$ 106,834
Travel/Lodging		15,078	8,698	(6,380)	-73.4%	20,875
Professional Fees/Service Provider Fees	C	12,872	27,418	14,546	53.1%	65,803
Printing/Copying		9,182	3,896	(5,286)	-135.7%	9,350
Staff Development		4,259	8,146	3,887	47.7%	19,550
Catering/Meetings		3,834	7,243	3,409	47.1%	17,383
Postage		1,764	1,125	(639)	-56.8%	2,700
Thank/Honor/Remember		1,566	1,625	59	3.6%	3,900
Supplies/Misc.		1,209	6,171	4,962	80.4%	14,810
Advertising/Awards/Prizes/Special Campaigns		250	1,188	938	78.9%	2,850
		<b>\$ 97,396</b>	<b>\$ 110,023</b>	<b>\$ 12,627</b>	<b>11.5%</b>	<b>\$ 264,055</b>

**External Relations**

		YTD Actual Thru 11/30/2025	Budget to Date Thru 11/30/2025	YTD Variance	% Variance	Annual Budget
Service Provider Fees	C	\$ 26,388	\$ 37,755	\$ 11,367	30.1%	90,612
Printing/Copying		24,626	25,833	1,207	4.7%	62,000
Postage		9,465	7,917	(1,548)	-19.6%	19,000
Advertising/Awards/Prizes	C	7,821	22,708	14,887	65.6%	54,500
Catering/Meetings	C	1,314	25,418	24,104	94.8%	61,004
Software/Publications/Dues		487	3,850	3,363	87.4%	9,240
Thank/Honor/Remember		370	2,292	1,922	83.9%	5,500
Travel/Lodging		98	5,500	5,402	98.2%	13,200
Supplies/Misc.		37	5,042	5,005	99.3%	12,100
Staff Development		-	3,333	3,333	100.0%	8,000
		\$ 70,606	\$ 139,648	\$ 69,042	49.4%	\$ 335,156
<b>Administration</b>						
Professional Fees	D	\$ 85,884	\$ 53,019	\$ (32,865)	-62.0%	\$ 127,245
Serv. Prov. Fees/Publications/Dues		31,456	22,659	(8,797)	-38.8%	54,381
Catering/Meetings		25,836	24,337	(1,499)	-6%	58,409
Travel & Lodging	E	22,713	10,375	(12,338)	-118.9%	24,900
Insurance		14,862	15,090	228	1.5%	36,215
Occupancy		13,142	15,130	1,988	13.1%	36,312
Software & Support		11,245	11,442	197	1.7%	27,460
Supplies/Postage/Recruiting		7,302	14,716	7,414	50.4%	35,318
Staff Development & Continue Ed		4,164	3,244	(920)	-28.4%	7,785
Printing/Copying/Graphics		3,104	3,428	324	9.4%	8,226
		\$ 219,708	\$ 173,438	\$ (46,270)	-26.7%	\$ 416,251
<b>TOTAL OPERATIONAL EXPENSES</b>		<b>\$ 1,398,790</b>	<b>\$ 1,439,275</b>	<b>\$ 40,485</b>	<b>2.8%</b>	<b>\$ 3,675,587</b>

	YTD Actual Thru 11/30/2025	Budget to Date Thru 11/30/2025	YTD Variance	% Variance	Annual Budget
NET INCOME BEFORE COLLEGE EXPENSES	\$ 728,895	\$ 221,780	\$ 507,115	228.7%	\$ 310,944
<b>COLLEGE PROGRAM EXPENSES</b>					
College Allocation	\$ 131,656	\$ 133,333	\$ 1,678	1.3%	\$ 200,000
College/Foundation Annual Event	92,850	97,893	5,044	5.2%	90,944
Scholarship Management	8,913	8,333	(580)	-7.0%	20,000
	<b>\$ 233,419</b>	<b>\$ 239,560</b>	<b>\$ 6,141</b>	<b>2.6%</b>	<b>\$ 310,944</b>
NET INCOME (EXPENSE)	<b>\$ 495,476</b>	<b>\$ (17,780)</b>	<b>\$ 513,256</b>	<b>2886.7%</b>	<b>\$ -</b>



**Clark College Foundation**  
**OPERATIONAL BUDGET COMPARISON**  
**For Five Months Ending: November 30, 2025**

### **Explanation of Variances**

- A** Represents funds distributed from endowment investments for the 2025/2026 operational budget.
- B** The budget projected \$262,500 in unrestricted fundraising revenue and \$83,000 in gift fee revenue. To date, \$727,000 and \$85,700 have been recorded, respectively.
- C** Professional and service provider fees, advertising and awards, and catering and meeting expenses are currently below budget due to timing but are expected to increase during the remainder of the year.
- D** The variance in professional fees reflects early payment of audit billings and is expected to normalize later in the year.
- E** Travel and lodging expenses are currently over budget due to the timing of the board retreat earlier in the fiscal year. Costs are expected to align with the budget by year-end.

General item: The operational budget reflects expenses funded exclusively from unrestricted resources designated for Foundation operations and College related expenditures.