

# Clark College

## Board of Trustees Regular Meeting Packet

Wednesday, January 25, at 5:00 pm

[Zoom Meeting Link](#)

Meeting ID: 814 6937 0651

Passcode: 858691

Dial in: 1 (253) 215 8782

**Physical Location:**

**Gaiser Hall, Room 213**

## Board of Trustee Regular Meeting Packet, January 25, 2023, at 5:00 pm

- I. Call to Order/Agenda Review – Chair Speer
- II. Action Items/Consent Agenda – Chair Speer
  - a. December 5, 2022 – Board Special Meeting Minutes
  - b. December 7, 2022 – Board Work Session Minutes
  - c. December 7, 2022 – Board Meeting Minutes
  - d. 2023 – 2025 Academic Calendar
- III. Constituent Reports
  - a. ASCC – Casey Figone
  - b. WPEA – Joey Hicklin
  - c. AHE – Suzanne Southerland
  - d. Foundation – Calen Ouellette
- IV. Veterans Center of Excellence  
Presented by Donna Larson, Interim Associate Vice President of Instruction
- V. Reports from Board Members – Chair Speer
- VI. President’s Report – Dr. Karin Edwards
- VII. Public Comment – Chair Speer  
Public comment will be limited to two minutes each.
- VIII. Next Meeting  
The next regular meeting of the Board of Trustees is currently scheduled for Wednesday, February 22, at 5:00 pm.
- IX. Executive Session  
An Executive Session may be held for any allowable topic under the Open Public Meetings Act.
- X. Adjournment – Chair Speer

# Clark College

## Board of Trustees Special Meeting

Monday, December 5, 2022, from 3:30 – 5:00 pm

Virtual via Zoom

**BOT Attendees:** Paul Speer, Cristhian Canseco Juarez, Denise Gideon, Jeanne Bennett, Rekah Strong

**Additional Attendees:** Dr. Karin Edwards, AAG Shelley Williams, Paul Wickline, Rocio Rodriguez, Brooke Pillsbury, Julie Taylor, Brandon Johnson

Chair Speer: Executive Session called to order at 3:42 pm, Monday, December 5, 2022. The Executive Session is expected to conclude at 5:45 pm.

### Tenure Track Candidates:

1. Giga Alqeeq (Cyber Security), Quarter 1 of Year 1; Administrator: Julie Austad
2. Brandon Johnson (Automotive), Quarter 1 of Year 1; Administrator – Julie Austad; Committee Chair – Mike Godson
3. Jay Fancher (Anthropology), Quarter 1 of Year 1; Administrator – Don Ludwig; Committee Chair – Heather McAfee
4. Heidi Fay (Pharmacy Tech), Quarter 1 of Year 2; Administrator – Brenda Walstead; Committee Chair – Veronica Brock
5. Heather Reynolds (Nursing), Quarter 1 of Year 1; Administrator – Jennifer Obbard; Committee Chair – Valerie Cline
6. Mackenzie Loyet (Biology), Quarter 1 of Year 2; Administrator – John McKee; Committee Chair – CeCe Crosby
7. Meghan Crozier (Early Childhood Education (ECE)), Quarter 1 of Year 2; Administrator – Michelle Volk; Committee Chair – Sarah Theberge

### Year One Tenure Track Questions:

1. How has your tenure committee and the tenure process supported you in your instructional work during this first quarter? What additional support would benefit you?
2. Describe an equity measure you have implemented or observed being beneficial to students and explain how it has informed your classroom management or teaching style.
3. What role do you see for yourself as a faculty member in modeling the college's values and encouraging a culture of care, appreciation, and inclusion at Clark?
4. Why have you chosen this career path and why at Clark?

**Year Two Tenure Track Questions:**

1. Describe a way you have adapted your teaching to equitably reduce student barriers since last year.
2. What is a new or innovative industry practice that you would like to see implemented in your department?
3. What role do you see for yourself as a faculty member in modeling the college's values and encouraging a culture of care, appreciation, and inclusion at Clark?
4. What do you believe are the most effective actions that the college could be taking to improve enrollment, retention, and outcomes in your department?

Chair Speer adjourned the Executive Session at 5:45 pm. The Special Meeting reconvened at 5:45 pm.

No public comments were made following Executive Session during the Special Meeting.

Special Meeting adjourned at 5:46 pm, Monday, December 5, 2022.

# Clark College

## Board of Trustees Work Session Minutes

Wednesday, December 7, 2022

GHL 213 and Zoom

### In Attendance

Paul Speer, Chair

Cristhian Canseco Juarez, Vice Chair

Denise Gideon, Trustee

Jeanne Bennett, Trustee

Rekah Strong, Trustee

### Administrators

Dr. Michele Cruse, Vice President of Student Affairs

Paul Wickline, Vice President of Instruction

Sabra Sand, Interim Vice President of Operations

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

Brad Avakian, Vice President of Human Resources

Das Gupta, Interim Chief Information Officer

Calen Ouellette, CEO, Clark College Foundation

Brooke Pillsbury, Senior Executive, on behalf of Dr. Karin Edwards, President

### Absent

Dr. Karin Edwards, President

### Others

Shelley Williams, Assistant Attorney General

Julie Taylor, Executive Assistant

Brandon Johnson, Information Technology

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

Chair Speer called the work session to order at 3:30 pm.

#### II. Community Engagement Overview

Presented by Executive Cabinet: Dr. Michele Cruse, Paul Wickline, Sabra Sand, Vanessa Neal, Brad Avakian, Das Gupta, and Calen Ouellette

Executive Cabinet (EC) provided a comprehensive overview of the strategic ways their departments cultivate community engagement, followed by a Trustees and EC group discussion on how to expand access and resources, with a focus on the following:

- Operations – Washington State University MOU and Clark College security staff training partnership
- Human Resources – Career Fair Engagement, Benefits Fair, and enhancing relationships with media sources and recruiting agencies
- Information Technology – Clark College Guest Wi-Fi Access, including current configuration and barriers, and the team’s solution to expand student and visitor Wi-Fi accessibility
- Student Affairs – NAACP, Odyssey World, Boys & Girls Clubs, iURBAN TEEN, and United Negro College Fund
- Office of Diversity, Equity, and Inclusion – Noche de Familia, Northwest Regional Equity Conference (NREC), Clark College’s Martin Luther King Jr. Celebration, and Black Student and Family Fair
- Office of Instruction – Cross-Division Collaboration: Noche de Familia and Latino Youth Leadership Conference, Workforce Southwest Washington engagements, diverse Business & Health Sciences (BHS) engagements, and extensive Community and Continuing Education (CCE) engagements
- Clark College Foundation – 90 Years of Clark College, hiring of the Director of Alumni Relations & Community Engagement, Penguin Passport Campaign, Community Listening Tour (Cowlitz Tribe, credit unions, local businesses, and more), Clark College Marketing and Communications

### III. Public Comment

No public comment.

### IV. Adjournment

Chair Speer adjourned the work session at 4:56 pm.

# Clark College

## Board of Trustees Regular Meeting Minutes

Wednesday, December 7, 2022

GHL 213 and Zoom

### In Attendance

Paul Speer, Chair  
Cristhian Canseco Juarez, Vice Chair  
Denise Gideon, Trustee  
Rekah Strong, Trustee  
Jeanne Bennett, Trustee

### Administrators

Dr. Michele Cruse, Vice President of Student Affairs  
Paul Wickline, Vice President of Instruction  
Sabra Sand, Interim Vice President of Operations  
Vanessa Neal, Interim Vice President of Diversity, Equity, and Inclusion  
Calen Ouellette, CEO, Clark College Foundation  
Brad Avakian, Vice President of Human Resources  
Das Gupta, Interim Chief Information Officer  
Brooke Pillsbury, Senior Executive, on behalf of Dr. Karin Edwards, President

### Absent

Dr. Karin Edwards, President

### Other

Shelley Williams, Assistant Attorney General  
Julie Taylor, Executive Assistant  
Brandon Johnson, IT  
Casey Figone, ASCC  
Jacki Kline, Interpreter  
Shivani Saunders, Interpreter  
Tiffany Elkington, CART

## I. Call to Order/Agenda Review

Chair Speer called the Regular Meeting to order at 5:00 pm.

## II. Action Items/Consent Agenda

1. November 16, 2022, Board Work Session Minutes
2. November 16, 2022, Board Meeting Minutes

MOTION: Trustee Bennett motioned to approve all items on the Consent Agenda. Trustee Gideon seconded the motion. Motion passed unanimously.

## III. Constituent Reports

### ASCC

Casey Figone, ASCC President, was unavailable to join the meeting. However, Chair Speer shared that a report was provided and can be reviewed in the posted December 7 Board Packet. The Board looks forward to members of ASCC joining the upcoming Legislative Breakfast in January 2023.

### WPEA

No report was provided for the December Board meeting.

### CCAHE

No report was provided for the December Board meeting.

### Clark College Foundation

Calen Ouellette, CEO of the Clark College Foundation, shared a brief overview of the December Foundation report, including a clean Foundation audit, and wished the group happy holidays.

Chair Speer celebrated the work that Ouellette and the Foundation are doing, including the clean audit and the work that the foundation is doing to share Clark College in the community.

Vice Chair Canseco Juarez shared gratitude for the presentation in the work session and the partnership with Dr. Edwards and the college. Canseco Juarez also acknowledged Ouellette's leadership, intentionality, and great demeanor in meetings and in the community.



#### IV. Clark College Transitional Studies

Presented by Sara Gallow, Transitional Studies Division Chair, including Kristin Sherwood, and Heidi Summers

Heidi Summers provided a comprehensive overview of Transitional Studies, including international crises and funding allocations. Summers shared gratitude for faculty, staff, new students, and growing enrollment. She also introduced Transitional Studies student Olesia Dmytriieva, a Ukrainian refugee.

Dmytriieva shared an overview of her experience as a refugee coming to America, her decision to study at Clark College, and her focus on supporting refugees with accessing resources at the State and Federal level and Clark College specifically.

Sara Gallow presented an overview of the departmental trend, numbers, and increase of students served. Gallow also shared additional grant funding to support Transitional Studies, including technology funding to purchase laptop computers and to include technical training in the curriculum.

##### Trustee Feedback:

Chair Speer shared gratitude for Olesia for sharing her story. Speer also posed questions and engaged in a discussion regarding how the strategies in Transitional Studies can reach more students, applying them to other programs. Gallow shared that the team is working to raise program visibility, including adult re-engagement campaigns and identifying people who would benefit from the program.

Vice Chair Canseco Juarez shared gratitude to the team and for Olesia being part of Clark. Canseco Juarez shared that he recently attended a cello concert in Sherwood, Oregon and that the cellist was doing a tour supporting Ukraine. The *Cello for Peace* tour may allow Clark to host and invite our Ukrainian and extended community.

Trustee Bennett reiterated the appreciation for what Transitional Studies is doing and Olesia's willingness to share her story. Bennett also shared the personal connection that her husband is a volunteer ESL tutor at Clark and that he comes home to share great stories about the students and program.

#### V. Reports from the Board Members

Trustee Bennett shared the work that she is doing as the Board's Legislative Representative in partnership with Vice Chair Canseco Juarez. Bennett recently partnered with Dr. Edwards at the Fall ACT conference, meeting with two specific legislators that she felt saw the value that CTC brings to the community and was pleased by the group's

commitment to community colleges and their budgets. Faculty pay was also shared as a priority. Bennett also represents the Board of Trustees with the Foundation and recently attended the Foundation's Board of Directors meeting, highlighting the following: commending the great work Calen Ouellette (CEO, Foundation) is doing and the Foundation's close partnership with the College regarding Boschma Farms. Bennett also shared that she attended Clark's choir performance the night before. Lastly, Bennett is working with Trustee Gideon to recruit candidates to support the Governor's selection of a new Board member to replace Trustee Strong, calling for applicants to apply through the Clark website Governance page.

Vice Chair Canseco Juarez shared that his appointment as Vice Chair has allowed him to meet monthly with Dr. Edwards and Chair Speer. Canseco Juarez shared gratitude for the opportunities to meet and prepare before the meeting and that their expanded partnership is a great way for him to support Dr. Edwards. Canseco Juarez reiterated how beneficial the Work Session was and the uplifting work everyone is doing. As a Board member and community member, Canseco Juarez shared that the actions being taken by Clark mean so much. He shared gratitude for the intentionality going on to really connect with students and our families, the College's openness to trying new things, and for expanding what we used to do. Canseco Juarez wished everyone a safe and happy holiday season.

Trustee Gideon shared that she recently met with Dr. Edwards and that she and Trustee Bennett and actively working to recruit candidates to support the Governor's selection of a new Board member.

Trustee Strong shared that she joined the trustees for Tenure interviews and appreciates being a part of the Tenure process.

Chair Speer shared that he recently attended the Winter Social and Retirees' Recognition event, acknowledging that the event was a great way to recognize those that have contributed huge chunks of their lives to Clark College and students. Speer shared that a new ACT group for Board Chairs recently started, offering opportunities for Chairs to connect for development and collaboration. Lastly, Speer and trustees engaged in the recent Tenure review of first- and second-year candidates, which was a chance to connect on a more personal level.

## VI. President's Report

Presented by Brooke Pillsbury, Senior Executive, on behalf of Dr. Karin Edwards

Notable updates include the following:

- The College is currently interviewing for the VP of Operations role. We plan to finalize candidate interviews next week and hope to have a permanent appointment by the end of the year.
- The College will be in remote operations from December 19 – 23. The College will be closed to observe Christmas as a Federal holiday on Monday, December 26,

and New Year's Day as a Federal holiday on Monday, January 2. We will resume standard operations the following business day.

- The Fall Nursing Pinning Ceremony is tonight, from 7:00 – 9:00 pm, held in Gaiser Hall and virtually via Zoom. Congratulations to Clark nursing students, and we look forward to the healthcare impact our nursing graduates will have in our community and beyond.
- Dr. Edwards, Sabra Sand, and Calen Ouellette will meet with Ridgefield's mayor and city manager next week to discuss Boschma Farms property development. The team looks forward to further updating the Board in the coming months.
- Our office received the current Penguin Pantry report from Sarah Grueler, Director of Student Life. We are thrilled to report that the Penguin Pantry was able to serve 350 Thanksgiving meals to our students. Aside from the meaningful work done to support students with the holiday meal, for the Fall quarter, the pantry has served 252 individual students, 845 family members and provided just shy of 10,000 pounds of food. Dr. Edwards is grateful we are for the work that Sarah, her team, and the many contributors across the college are doing to contribute to the Penguin Pantry's success.
- A Strategic Plan Update – As of midday on Monday, December 5, we received 429 survey responses. We feel positive about the breath of feedback we've received from students, staff, faculty, and community members. Our partners at Education Northwest will provide a comprehensive data analysis through next week. Executive Cabinet, in partnership with Brooke Pillsbury and Julie Robertson, will be finalizing our drafted Key Performance Indicators and working to finalize the strategic plan based on collective feedback. We look forward to engaging with the college's stakeholders as we finalize the plan and are excited to continue the work in alignment with the plan in 2023.

## VII. Public Comment

Beverly Brosius

## VIII. Executive Session

There was no Executive Session held.

## IX. Next Meeting

The Board of Trustees is currently scheduled for a Work Session and Regular Meeting on January 26, 2022, starting at 3:30 pm.

## X. Adjournment

The meeting adjourned at 6:15 pm.

## 2023-2025 Academic Calendar



| <b>SUMMER TERM</b>                              | <b>2023-2024</b>               | <b>2024-2025</b>          |
|---|--------------------------------|---------------------------|
| July 4 <sup>th</sup> Holiday                    | July 4 (T)                     | July 4 (Th)               |
| Classes begin                                   | July 10 (M)                    | July 8 (M)                |
| Last Day of Classes                             | Sept 1 (F)                     | Aug. 30 (F)               |
| <b>FALL TERM</b>                                |                                |                           |
| Labor Day Holiday                               | Sept 4 (M)                     | Sept 2 (M)                |
| Faculty Workday                                 | Sept 15 (F)                    | Sept 13 (F)               |
| Faculty Workdays, Orientation Week              | Sept. 18-22 (5 days)           | Sept. 16-20 (5 days)      |
| Classes Begin                                   | Sept. 25 (M)                   | Sept. 23 (M)              |
| Faculty Workday: Campus In-Service (no classes) | Oct 6 (F)                      | Oct. 11 (F)               |
| Veterans Holiday                                | Nov. 10 (F) Observed           | Nov. 11 (M)               |
| Faculty Workday (no classes)                    | Nov. 22 (W)                    | Nov. 27 (W)               |
| Thanksgiving Holiday                            | Nov. 23 (Th)                   | Nov. 28 (Th)              |
| Native American Heritage Day Holiday            | Nov. 24 (F)                    | Nov. 29 (F)               |
| Last Day of Classes                             | Dec. 8 (F)                     | Dec. 6 (F)                |
| Final Exams                                     | Dec. 11-14 (M-T-W-Th)          | Dec. 9-12 (M-T-W-Th)      |
| Faculty Workdays                                | Dec. 15 (F), Dec. 18 (M)       | Dec. 13 (F), Dec.16 (M)   |
| Winter campus closure                           | Dec. 23 – Dec. 31 (10 days)    | Dec 21 -29 (10 days)      |
| Winter Holiday                                  | Dec. 25 (M)                    | Dec. 25 (W)               |
| <b>WINTER TERM</b>                              |                                |                           |
| New Year's Day Holiday                          | Jan 1 (M)                      | Jan. 1 (W)                |
| Classes Begin                                   | Jan. 8 (M)                     | Jan. 6 (M)                |
| Martin Luther King Holiday                      | Jan. 15 (M)                    | Jan. 20 (M)               |
| President's Day Holiday                         | Feb. 19 (M)                    | Feb. 17 (M)               |
| Last Day of Classes                             | Mar. 15 (F)                    | Mar. 14 (F)               |
| Final Exams                                     | Mar. 18-21 (M-T-W-Th)          | Mar.17-20 (M-T-W-Th)      |
| Faculty Workdays                                | Mar. 22 (F), Mar.25 (M)        | Mar. 21 (F), Mar. 24 (M)  |
| Spring campus closure                           | Mar 23 - 31 (10 days)          | Mar 22 – 30 (10 days)     |
| <b>SPRING TERM</b>                              |                                |                           |
| Classes Begin                                   | Apr. 8 (M)                     | Apr. 7 (M)                |
| Faculty Workday: Campus In-Service (no classes) | Apr. 26 (F)                    | Apr. 25 (F)               |
| Memorial Day Holiday                            | May 27 (M)                     | May 26 (M)                |
| Last Day of Classes                             | June 14 (F)                    | June 13 (F)               |
| Final Exams                                     | June 17-18 & 20-21(M-T / Th-F) | June 16-18 & 20 (M-T-W-F) |
| Juneteenth Holiday                              | June 19 (W)                    | June 19 (Th)              |
| Graduation                                      | June 20 (Th)                   | June 18 (W)               |
| Faculty Workdays                                | June 24 (M), June 25 (T)       | June 23 (M), June 24 (T)  |

|                    | <u>Fall 2023</u> | <u>Winter 2024</u> | <u>Spring 2024</u> | <u>Fall 2024</u> | <u>Winter 2025</u> | <u>Spring 2025</u> |
|--------------------|------------------|--------------------|--------------------|------------------|--------------------|--------------------|
| Instructional Days | 50               | 48                 | 48                 | 50               | 48                 | 48                 |
| Exam Days          | 4                | 4                  | 4                  | 4                | 4                  | 4                  |
| Faculty Workdays   | 10               | 2                  | 3                  | 10               | 2                  | 3                  |
|                    | 64               | 54                 | 55                 | 64               | 54                 | 55                 |

**NOTE: For classes that fall on a Monday holiday, instructors will need to adjust schedule to accommodate for instructional time.**



## **Clark College ASCC Board of Trustees Report**

**January 2023**

Presented by ASCC President Casey Figone

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

- Twelve (12) clubs currently chartered: Alliance of Counseling Education Students, Authors Association Club, Cinema Club, Computer Science Club, Gaming Club, International Club, Japanese Club, Korean Club, Megatronics Club, Spanish Club, Tabletop Gaming Club, and Veterans of America Club.
- The ASCC is working to orient and charter seven (7) additional groups to include American Sign Language Club, Campus Crusade for Christ Club, Culinary Club, Environmental Action Club, Justice Impacted Club, Swing Club, and Theater Club.
- Vice President David Goebel has filled 7 (seven) in the 2023 year.
- The ASCC has hired two new students: David Mirenta as the Finance Director and Charisma Moore-Harris as the Executive Assistant. The hiring committee is working diligently to continue bolstering recruitment and applicant numbers.
- The ASCC has facilitated and joined Welcome Week tables with the purpose of assisting students navigate the campus, offering resources to other departments, and offering snacks.
- The ASCC hosted the Winter Involvement Fair on January 5<sup>th</sup> from 11AM to 1PM. 30 ASCC Clubs, Programs and Student Services attended. Approximately 150 students were served.
- The ASCC hosted the quarterly ASCC Social, encouraging students to participate in Student Life activities and utilize the resources available at Clark College. Approximately 43 students attended.

### **Clark College Student Resource Access**

- ASCC Student Government has collaborated with the Activities Programming Board to post upcoming events on ASCC Instagram, Facebook, and TikTok. In the same order, our following count is seven hundred and seventy-one (771), one thousand and four hundred (1,400), and nine (9).

### **State-Wide Initiatives**

- ASCC President Casey Figone and Vice President David Goebel participated in the January 5<sup>th</sup> Legislative Breakfast. Members of the ASCC appreciate the opportunity to advocate for Clark College students to the community at large.

# WPEA/UFCW Local 365, Clark College Unit

*Board Report for January 2023*

## MEETINGS

WPEA Steward meeting on Mondays 11:30 AM

## COMMUNICATION

Current contact for campus stewards:

### Co-Steward Leaders

**Courtney Braddock** 360-992-2196

**Joey Hicklin** 360-992-2012

### Communications Officer

**David Sims** 360-992-2132

### Representational Stewards

**Angela Dawson** 360-992-2515

**Becky Lindsay** 360-992-2575

### Member Leaders

**Jenny Shadley** 360-992-2051

## WPEA Classified Staff Updates:

- Inclement Weather Policy - Thank you
- Overtime-Exempt changes - Thank you
- High turnover at the Executive level
  - With the VPI leaving the time span of a year and a failed search for VP of IT, we have seen a trend over the last few years which must be investigated. Are there members of EC who are negatively impacting our other cabinet members and staff leadership?
  - Low salaries are not the only driver as many staff and admin testify that they stay at Clark because of the impact they can have on their community.
  - This turnover has a domino effect on staff as positions are shifted to fill the gaps in leadership, leaving more gaps near the bottom and appointing staff to interim positions where they are not properly trained to succeed in the work.
  - Interim positions are at-will and as such, have a high risk of being manipulated with the hope of a permanent position.

## **CCAHE November BOT Report**

January 25, 2023

Presented by Suzanne Southerland

CCAHE will report on the following:

- Lobby days we will take part in
- Equity conference we're co-sponsoring in March
- Concerns we have about employee turnover
- Transitional Studies enrollment - thank you for serving our refugee students
- Negotiations to start next week





# Financial Dashboard as of November 30, 2022

## Contributions/Donations Received

1973 - Present

|                  | Year to Date      | 6/30/2022           | 6/30/2021           | 6/30/2020           | Life to date          |
|------------------|-------------------|---------------------|---------------------|---------------------|-----------------------|
| Unrestricted     | \$ 273,882        | \$ 986,602          | \$ 430,886          | \$ 578,482          |                       |
| Temp. Restricted | 480,206           | 1,138,094           | 1,378,934           | 1,967,355           |                       |
| Perm. Restricted | 139,427           | 2,576,066           | 1,264,358           | 829,171             |                       |
| <b>Total</b>     | <b>\$ 893,515</b> | <b>\$ 4,700,762</b> | <b>\$ 3,074,178</b> | <b>\$ 3,375,008</b> | <b>\$ 112,340,227</b> |

## College Support Expended

|  | Year to date      |                   | 6/30/2022           |                     | 6/30/2021         |                     | 6/30/2020           |                     | 1973 - Present       |                 |
|--|-------------------|-------------------|---------------------|---------------------|-------------------|---------------------|---------------------|---------------------|----------------------|-----------------|
| Program                                    | Unrestricted      | Temp Restricted   | Unrestricted        | Temp Restricted     | Unrestricted      | Temp Restricted     | Unrestricted        | Temp Restricted     | Unrestricted         | Temp Restricted |
| Student financial assistance & admin supp. | \$ 106,338        | \$ 310,431        | \$ 1,029,707        | \$ 1,530,538        | \$ 838,124        | \$ 1,580,191        | \$ 976,128          | \$ 1,560,587        | \$ 46,277,593        |                 |
| Capital projects-NC/STEM/Dent. Hyg./Oth.   | 5,371             | 471,678           | 5,932               | 1,118,349           | 8,503             | 1,222,508           | 17,789              | 1,236,826           | 16,288,706           |                 |
| Boschma Farms land acquisition             | -                 | -                 | -                   | -                   | -                 | -                   | 1,625,936           | -                   | 15,612,790           |                 |
| <b>Total</b>                               | <b>\$ 111,709</b> | <b>\$ 782,109</b> | <b>\$ 1,035,639</b> | <b>\$ 2,648,887</b> | <b>\$ 846,627</b> | <b>\$ 2,802,699</b> | <b>\$ 2,619,852</b> | <b>\$ 2,797,413</b> | <b>\$ 82,485,874</b> |                 |

## Student financial assistance

|   | YTD   | FY 22 | FY 21 | FY 20 | FY 19  |
|---|-------|-------|-------|-------|--------|
| Number of students receiving awards               | 406   | 550   | 611   | 575   | 561    |
| Clark College Students (Fall excl. Running Start) | 5,537 | 5,983 | 6,220 | 9,430 | 10,461 |

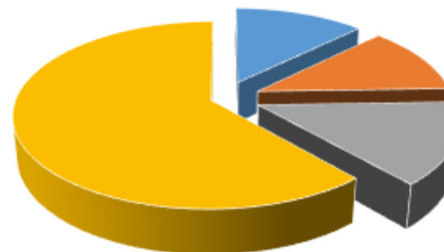
Cost of tuition (2022-2023).  
12 credits for 3 qtrs. = \$4,062.

Lower division courses. WA  
resident. Excludes books or  
class fees.

## Net Assets by Type

|                        |                       |
|------------------------|-----------------------|
| Unrestricted           | \$ 13,831,869         |
| Board Restricted       | 15,769,314            |
| Temporarily Restricted | 15,545,306            |
| Permanently Restricted | 67,479,641            |
| <b>Net Assets</b>      | <b>\$ 112,626,130</b> |

## Net Assets by Type



- Unrestricted
- Board Restricted
- Temporarily Restricted
- Permanently Restricted

**Unrestricted Net Assets****Assets**

|                               | Year to date         | 6/30/2022            | 6/30/2021            | 6/30/2020            | 6/30/2019            |
|-------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Cash                          | \$ 86,755            | \$ 169,678           | \$ 157,507           | \$ 318,496           | \$ 81,765            |
| Investments                   | 3,339,820            | 6,237,164            | 7,731,091            | 6,896,319            | 6,120,908            |
| Receivables                   | 167,176              | 178,201              | 217,868              | 231,966              | 265,344              |
| Prepays/Deposits/Other Assets | 269,788              | 241,305              | 288,315              | 346,982              | 312,012              |
| Land/building/equipment       | 10,372,206           | 10,364,804           | 10,319,160           | 11,471,498           | 12,821,759           |
| <b>Liabilities</b>            |                      |                      |                      |                      |                      |
| A/P/Other Liabilities         | (403,876)            | (1,035,748)          | (896,757)            | (2,829,085)          | (1,086,594)          |
| Note Payable                  | -                    | -                    | (338,997)            | (339,700)            | -                    |
|                               | <u>\$ 13,831,869</u> | <u>\$ 16,155,404</u> | <u>\$ 17,478,187</u> | <u>\$ 16,096,476</u> | <u>\$ 18,515,194</u> |

**Projected - Liquid  
Unrestricted Net  
Assets Available**

|           |         |
|-----------|---------|
| 6/30/2023 | 222,000 |
| 6/30/2024 | 187,000 |
| 6/30/2025 | 152,000 |
| 6/30/2026 | 127,000 |
| 6/30/2027 | 102,000 |

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

**Investment Pool Returns (Losses)**
**Endowment****Distribution Details**

|                          | FY 23               | FY 22               | FY 21               | FY 20               | FY 19               |
|--------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| College Program          | \$ 1,644,434        | \$ 1,409,123        | \$ 1,364,992        | \$ 1,100,044        | \$ 1,522,786        |
| Unrestricted             | 2,660,664           | 2,462,113           | 2,421,451           | 2,275,514           | 1,884,177           |
| College Program Reserves | 165,992             | 73,002              | 95,217              | 99,247              | 221,260             |
|                          | <u>\$ 4,471,090</u> | <u>\$ 3,944,238</u> | <u>\$ 3,881,660</u> | <u>\$ 3,474,805</u> | <u>\$ 3,628,223</u> |



# Clark College Foundation

## BALANCE SHEET

### (STATEMENT OF FINANCIAL POSITION)

For the Period Ended:

|  |   | <u>November 30, 2022</u>     | <u>November 30, 2021</u>     |
|--|---|------------------------------|------------------------------|
| <b>ASSETS</b>                          |   |                              |                              |
| Cash                                   | A | \$ 86,755                    | \$ 929,495                   |
| Investments                            | B | 96,967,136                   | 104,232,529                  |
| Assets Held in Trust                   | C | 1,946,795                    | 2,776,864                    |
| Receivables                            | D | 4,784,320                    | 6,331,817                    |
| Other Assets                           |   | 269,788                      | 364,259                      |
| Fixed Assets                           |   | 10,372,206                   | 10,314,757                   |
| <b>TOTAL ASSETS</b>                    |   | <b><u>\$ 114,427,000</u></b> | <b><u>\$ 124,949,722</u></b> |
| <b>LIABILITIES &amp; FUND BALANCES</b> |   |                              |                              |
| <b>LIABILITIES</b>                     |   |                              |                              |
| Current Liabilities                    | A | \$ 370,491                   | \$ 610,086                   |
| Liabilities-Assets Held in Trust       | C | 1,430,380                    | 1,849,665                    |
| Notes Payable                          | E | -                            | 338,997                      |
| <b>TOTAL LIABILITIES</b>               |   | <b><u>\$ 1,800,870</u></b>   | <b><u>\$ 2,798,748</u></b>   |
| <b>NET ASSETS</b>                      |   |                              |                              |
| Unrestricted Fund Balance              | F | \$ 29,601,182                | \$ 30,866,962                |
| Temporarily Restricted Fund Balance    | F | 15,545,306                   | 17,521,700                   |
| Permanently Restricted Fund Balance    | F | 67,479,641                   | 73,762,312                   |
| <b>NET ASSETS</b>                      |   | <b><u>\$ 112,626,130</u></b> | <b><u>\$ 122,150,974</u></b> |
| <b>TOTAL LIAB &amp; FUND BALANCES</b>  |   | <b><u>\$ 114,427,000</u></b> | <b><u>\$ 124,949,722</u></b> |



**Clark College Foundation**  
**BALANCE SHEET**  
**(STATEMENT OF FINANCIAL POSITION)**

**For the Period Ended: November 30, 2022**

**Explanation of Variances**

- A Change due to timing of cash payments and donations. As donations are deposited, invoices are processed and checks issued, we end a month with varying levels of cash and liability balances.
- B The investment balance is impacted by inflows (donations), outflows (college support and foundation expenses) and cumulative realized and unrealized gains/losses. The investment pool recorded a 0.8% gain for the previous 3 months and a 6.8% loss for the previous 12 months.
- C Decrease in Assets Held in Trust due to change in market value of trust investments and the termination of 2 trusts upon passing of a beneficiary. The remaining trust value was transferred to the investment pool to establish a donor directed endowment.
- D Reduction in receivables primarily due to pledge payments of \$1.4 million and reduction in trust receivable of \$487,000.
- E In February 2021 a PPP loan of \$338,997 was received for qualified expenditures. The board approved foundation staff to seek forgiveness for this loan which was finalized in February 2022.
- F Changes in Net Assets based on net income (loss) over the prior period. See income statement page for review of revenue/expenses.



## Clark College Foundation

### INCOME STATEMENT (STATEMENT OF ACTIVITIES)

|  |   | For the Five Months Ending November 30, 2022 |                   |                   |                   | November 30, 2022   |
|--|---|--|-------------------|-------------------|-------------------|---------------------|
|  |   | Unrestricted                                 | Temp Restricted   | Perm Restricted   | Total             | Total               |
| <b>REVENUE (Excluding Investments)</b>       |   |  |                   |                   |                   |                     |
| Cash Donations (Including Scholarships)      | A | \$ 273,882                                   | \$ 480,206        | \$ 139,427        | \$ 893,515        | \$ 1,457,837        |
| In-Kind Donations                            |   | 1,500  | -                 | -                 | 1,500             | 21,047              |
| Income - Fundraising Activities              |   | -  | 73,119            | -                 | 73,119            | 50,771              |
| Income - Operations                          |   | 30,016                                       | -                 | -                 | 30,016            | 28,810              |
| <b>Total REVENUE (Excluding Investments)</b> |   | <b>\$ 305,399</b>                            | <b>\$ 553,324</b> | <b>\$ 139,427</b> | <b>\$ 998,150</b> | <b>\$ 1,558,465</b> |
| <b>EXPENSES (UNRESTRICTED)</b>               |   |  |                   |                   |                   |                     |
| Wages/Benefits/PR Taxes                      | B | \$ 887,821                                   | \$ -              | \$ -              | \$ 887,821        | \$ 803,698          |
| Occupancy (Utilities & Maint & Repair)       | C | 132,176                                      | -                 | -                 | 132,176           | 11,030              |
| Professional & Service Provider Fees         | D | 109,745                                      | -                 | -                 | 109,745           | 159,202             |
| College Capital & Program Support            | E | 90,408                                       | -                 | -                 | 90,408            | 139,883             |
| Software/Support & Website                   |   | 29,077                                       | -                 | -                 | 29,077            | 21,677              |
| Operating Agreement/In Kind Expense          |   | 24,202                                       | -                 | -                 | 24,202            | 24,202              |
| Printing/Copying                             |   | 22,211                                       | -                 | -                 | 22,211            | 23,579              |
| Insurance                                    |   | 19,857                                       | -                 | -                 | 19,857            | 17,267              |
| Postage                                      |   | 18,069                                       | -                 | -                 | 18,069            | 8,279               |
| College & Community Relations                |   | 15,930                                       | -                 | -                 | 15,930            | 7,803               |
| Catering/Meetings                            |   | 13,370                                       | -                 | -                 | 13,370            | 6,934               |
| Travel/Lodging                               |   | 11,971                                       | -                 | -                 | 11,971            | 1,684               |
| Publications/Dues                            |   | 7,834  | -                 | -                 | 7,834             | 7,757               |
| Scholarship Management/Support               |   | 5,371  | -                 | -                 | 5,371             | 2,735               |
| Staff Development                            |   | 5,235  | -                 | -                 | 5,235             | 2,075               |
| Advertising/Awards/Prizes                    |   | 4,848  | -                 | -                 | 4,848             | 3,244               |
| Taxes/Licenses/Registrations                 |   | 4,191  | -                 | -                 | 4,191             | 4,334               |
| Thank/Honor/Remember                         |   | 2,503  | -                 | -                 | 2,503             | 1,664               |
| Entrance Fees/Green Fees/Rentals             |   | 975  | -                 | -                 | 975               | 700                 |
| Depreciation                                 |   | 10,718                                       | -                 | -                 | 10,718            | 10,423              |

|   | For the Five Months Ending November 30, 2022 |                     |                     |                       | November 30, 2022   |
|---|--|---------------------|---------------------|-----------------------|---------------------|
|   | Unrestricted                                 | Temp Restricted     | Perm Restricted     | Total                 | Total               |
| <b>Total EXPENSES (UNRESTRICTED)</b>      | <b>\$ 1,416,509</b>                          | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ 1,416,509</b>   | <b>\$ 1,258,172</b> |
| <b>EXPENSES (RESTRICTED)</b>              |  |                     |                     |                       |                     |
| Student Financial Assistance              | F \$ -                                       | \$ 471,678          | \$ -                | \$ 471,678            | \$ 410,544          |
| Stipends/Fees/Temp Services               | G -  | 123,110             | -                   | 123,110               | 180,634             |
| Supplies                                  | -  | 57,385              | -                   | 57,385                | 46,916              |
| Advertising/Awards/Prizes                 | -  | 35,620              | -                   | 35,620                | 24,481              |
| Catering/Meetings                         | -  | 28,223              | -                   | 28,223                | 10,005              |
| Professional & Service Provider Fees      | -  | 21,660              | -                   | 21,660                | 2,061               |
| Travel/Lodging                            | -  | 11,892              | -                   | 11,892                | 1,814               |
| Publications/Dues                         | -  | 11,392              | -                   | 11,392                | 5,910               |
| Taxes/Licenses/Registrations              | -  | 6,399               | -                   | 6,399                 | 10,331              |
| Thank/Honor/Remember                      | -  | 5,428               | -                   | 5,428                 | 830                 |
| Staff Development                         | -  | 4,049               | -                   | 4,049                 | 14,680              |
| Entrance Fees/Green Fees/Rentals          | -  | 2,871               | -                   | 2,871                 | 75                  |
| Occupancy (Utilities & Maint & Repair)    | -  | 1,302               | -                   | 1,302                 | 461                 |
| Printing/Copying                          | -  | 1,050               | -                   | 1,050                 | 389                 |
| Postage                                   | -  | 52                  | -                   | 52                    | -                   |
| <b>Total EXPENSES (RESTRICTED)</b>        | <b>\$ -</b>                                  | <b>\$ 782,109</b>   | <b>\$ -</b>         | <b>\$ 782,109</b>     | <b>\$ 709,131</b>   |
| <b>Total EXPENSES</b>                     | <b>\$ 1,416,509</b>                          | <b>\$ 782,109</b>   | <b>\$ -</b>         | <b>\$ 2,198,618</b>   | <b>\$ 1,967,303</b> |
| <b>NET INCOME (LOSS) Excl Investments</b> | <b>\$ (1,111,111)</b>                        | <b>\$ (228,785)</b> | <b>\$ 139,427</b>   | <b>\$ (1,200,468)</b> | <b>\$ (408,838)</b> |
| <b>INVESTMENT INCOME (LOSS)</b>           |  |                     |                     |                       |                     |
| Interest/Dividends                        | H \$ 97,879                                  | \$ 63,800           | \$ 204,539          | \$ 366,218            | \$ 181,014          |
| Realized Investment Income (Loss)         | H (171,394)                                  | (79,444)            | (429,168)           | (680,006)             | 1,919,151           |
| Unrealized Investment Income (Loss)       | H 695,973                                    | 507,753             | 2,462,781           | 3,666,508             | 1,038,024           |
| Change in Value-Split Interests           | -  | -                   | 5,216               | 5,216                 | 14,530              |
| <b>Total INVESTMENT INCOME (LOSS)</b>     | <b>\$ 622,458</b>                            | <b>\$ 492,109</b>   | <b>\$ 2,243,368</b> | <b>\$ 3,357,935</b>   | <b>\$ 3,152,719</b> |
| <b>NET INCOME (LOSS)</b>                  | <b>\$ (488,652)</b>                          | <b>\$ 263,324</b>   | <b>\$ 2,382,795</b> | <b>\$ 2,157,467</b>   | <b>\$ 2,743,881</b> |



**Clark College Foundation**  
**INCOME STATEMENT**  
**(STATEMENT OF ACTIVITIES)**  
**For the Five Months Ending November 30, 2022**

**Explanation of Variances**

- A Donations decreased \$564,000 over the same period last year. Cultivation efforts are underway with significant gifts being discussed to support the college cybersecurity program and development of Boschma Farms campus.
- B Increase in Wages/Benefits/PR Taxes due to transition efforts for the new CEO/CAO. The outgoing CAO has remained on staff through the end of the calendar year which has increased wage expense compared to the prior year.
- C Increased Occupancy expense in FY 2023 is due to foundation office repairs of \$120,000 to address water leakage into the building.
- D Decrease in Professional/Service Provider Fees due to DEI training and CEO search fees in the prior fiscal year. Similar expenses have not occurred in the current year.
- E College Capital & Program Support decreased due to a college comprehensive communication plan that occurred in the prior year.
- F Student Financial Assistance increased \$61,000 as compared to the prior year. The change is due to increased available funding and the number of scholarships awarded.
- G Stipends for college staff fluctuate from year to year based on program needs. In the prior year funds were used primarily for nursing and Veterans Resource center staff.
- H Investment income reflects year to date cumulative realized and unrealized gains/losses. The investment pool recorded a 0.8% gain for the previous 3 months and a 6.8% loss for the previous 12 months.

General item: The income statement includes all financial activities that flow through the foundation. These include foundation operations and college expenditures (program, scholarships and capital expenditures).



## Clark College Foundation OPERATIONAL BUDGET COMPARISON

For the Five Months Ending: November 30, 2022

|  |          | YTD Actual<br>Thru 11/30/2022 | Budget to Date<br>Thru 11/30/2022 | YTD<br>Variance  | %<br>Variance |
|--|----------|-------------------------------|-----------------------------------|------------------|---------------|
| <b>INCOME</b>                          |          |                               |                                   |                  |               |
| Endowment Distributions (Unrestricted) | <b>A</b> | \$ 1,123,276                  | \$ 1,123,276                      | \$ -             | 0.0%          |
| Unrestricted Fundraising               | <b>B</b> | 279,697                       | 208,750                           | 70,947           | 34.0%         |
|  |          | <u>\$ 1,402,972</u>           | <u>\$ 1,332,026</u>               | <u>\$ 70,947</u> | <u>5.3%</u>   |
| <b>OPERATIONAL EXPENSES</b>            |          |                               |                                   |                  |               |
| Salaries, Wages & Benefits             |          | \$ 887,821                    | \$ 881,665                        | \$ (6,156)       | -0.7%         |
| <b>Advancement</b>                     |          |                               |                                   |                  |               |
| Service Provider Fees                  |          | \$ 48,025                     | \$ 55,258                         | \$ 7,233         | 13.1%         |
| Software/Publications/Dues             |          | 30,834                        | 28,463                            | (2,371)          | -8.3%         |
| Printing/Copying                       |          | 15,835                        | 23,429                            | 7,594            | 32.4%         |
| Postage                                |          | 17,954                        | 14,695                            | (3,259)          | -22.2%        |
| Catering/Meetings                      |          | 10,290                        | 7,354                             | (2,936)          | -39.9%        |
| Travel/Lodging                         |          | 9,385                         | 10,531                            | 1,146            | 10.9%         |
| Advertising/ Awards/Prizes             |          | 4,848                         | 4,346                             | (502)            | -11.6%        |
| Staff Development                      |          | 4,806                         | 6,346                             | 1,540            | 24.3%         |
| Thank/Honor/Remember                   |          | 1,930                         | 1,938                             | 8                | 0.4%          |
| Supplies/Misc.                         |          | 2,190                         | 2,010                             | (180)            | -8.9%         |
|  |          | <u>\$ 146,097</u>             | <u>\$ 154,370</u>                 | <u>\$ 8,273</u>  | <u>5.4%</u>   |
| <b>Administration</b>                  |          |                               |                                   |                  |               |
| Occupancy                              | <b>C</b> | \$ 130,116                    | \$ 12,025                         | \$ (118,091)     | -982.0%       |
| Professional Fees                      |          | 55,560                        | 46,766                            | (8,794)          | -18.8%        |
| Serv. Prov. Fees/Publications/Taxes    |          | 13,330                        | 16,623                            | 3,293            | 19.8%         |
| Insurance                              |          | 13,468                        | 13,601                            | 133              | 1.0%          |



|   | <b>YTD Actual<br/>Thru 11/30/2022</b> | <b>Budget to Date<br/>Thru 11/30/2022</b> | <b>YTD<br/>Variance</b> | <b>%<br/>Variance</b> |
|---|---------------------------------------|---|-------------------------|-----------------------|
| Printing/Copying/Graphics                 | 6,376                                 | 6,771                                     | 395                     | 5.8%                  |
| Scholarship Management                    | 5,371                                 | 5,542                                     | 171                     | 3.1%                  |
| Supplies/Postage/Recruiting               | 7,263                                 | 14,419                                    | 7,156                   | 49.6%                 |
| Software & Support                        | 5,158                                 | 5,729                                     | 571                     | 10.0%                 |
| Catering/Meetings                         | 5,467                                 | 4,250                                     | (1,217)                 | -29%                  |
| Travel & Lodging                          | 2,586                                 | 2,488                                     | (99)                    | -4.0%                 |
| Staff Development & Continue Ed           | 429                                   | 1,938                                     | 1,509                   | 77.9%                 |
|   | <b>\$ 245,124</b>                     | <b>\$ 130,151</b>                         | <b>\$ (114,973)</b>     | <b>-88.3%</b>         |
| <b>TOTAL OPERATIONAL EXPENSES</b>         | <b>\$ 1,279,042</b>                   | <b>\$ 1,166,186</b>                       | <b>\$ (112,856)</b>     | <b>-9.7%</b>          |
| <b>NET INCOME BEFORE COLLEGE EXPENSES</b> | <b>\$ 123,930</b>                     | <b>\$ 165,840</b>                         | <b>\$ (41,910)</b>      | <b>-25.3%</b>         |
| <b>COLLEGE PROGRAM EXPENSES</b>           |                                       |   |                         |                       |
| College Foundation Funds Allocation       | \$ 50,602                             | \$ 59,079                                 | \$ 8,477                | 14.3%                 |
| College Campus Priorities                 | 34,104                                | 24,833                                    | (9,271)                 | -37.3%                |
| College & Community Relations             | 15,930                                | 13,146                                    | (2,785)                 | -21.2%                |
|   | <b>\$ 100,636</b>                     | <b>\$ 97,058</b>                          | <b>\$ (3,578)</b>       | <b>-3.7%</b>          |
| <b>NET INCOME (EXPENSE)</b>               | <b>\$ 23,294</b>                      | <b>\$ 68,782</b>                          | <b>\$ (45,488)</b>      | <b>-66%</b>           |



## Clark College Foundation

### OPERATIONAL BUDGET COMPARISON

For the Five Months Ending: November 30, 2022

#### Explanation of Variances

- A Represents funds distributed from endowment investments for the fiscal year 2023 operational budget.
- B The budget anticipated \$209,000 in unrestricted revenue from fundraising and gift fees. To date, \$280,000 has been recorded. Largest impact was a \$200,000 unrestricted gift from donor advised fund and \$45,000 in gift fee revenue.
- C Occupancy expense over budget due to foundation office repairs of \$120,000 to address water leakage into the building. Project was budgeted in the prior year but scheduling issues required the work to be delayed into the current year.

General item: The operational budget includes only expenditures from unrestricted funds. This includes foundation operations and board approved college expenditures utilizing unrestricted funds.

## Clark College - Budget Status Report

### December 31, 2022

| Sources of Funds<br>(Revenues)          | 2022-23<br>Budget  | Revenues<br>to Date | Difference          | % Budget<br>Received |
|---|--------------------|---------------------|---------------------|----------------------|
| <b><u>Operating Accounts</u></b>        |                    |                     |                     |                      |
| State Allocation                        | 45,124,742         | 14,763,512          | (30,361,230)        | 32.7%                |
| Tuition & ABE/Cares lost revenue        | 16,602,097         | 13,539,956          | (3,062,141)         | 81.6%                |
| Running Start /Cares lost revenue       | 11,938,860         | 5,428,737           | (6,510,123)         | 45.5%                |
| Planned use of prior fund balance       | 4,206,641          | -                   | (4,206,641)         | 0.0%                 |
| Dedicated, matriculation, tech, cont ed | 4,142,656          | 3,396,385           | (746,271)           | 82.0%                |
| <b>Total Operating Accounts</b>         | <b>82,014,996</b>  | <b>37,128,591</b>   | <b>(44,886,405)</b> | <b>45.3%</b>         |
| <b><u>Other Accounts</u></b>            |                    |                     |                     |                      |
| Grants                                  | 3,593,336          | 1,293,982           | (2,299,354)         | 36.0%                |
| Contracts                               | 750,288            | 981,889             | 231,601             | 130.9%               |
| Internal Support & Agency Funds         | 557,407            | 715,940             | 158,533             | 128.4%               |
| ASCC                                    | 2,096,235          | 1,041,532           | (1,054,703)         | 49.7%                |
| Bookstore                               | 2,840,911          | 1,196,772           | (1,644,139)         | 42.1%                |
| Parking                                 | 477,524            | 221,606             | (255,918)           | 46.4%                |
| Auxilliary Services                     | 2,881,891          | 1,203,151           | (1,678,740)         | 41.7%                |
| Financial Aid                           | 20,180,780         | 7,587,420           | (12,593,360)        | 37.6%                |
| <b>Total Other Accounts</b>             | <b>33,378,372</b>  | <b>14,242,292</b>   | <b>(19,136,080)</b> | <b>42.7%</b>         |
| <b>Total Sources of Funds</b>           | <b>115,393,368</b> | <b>51,370,883</b>   | <b>(64,022,485)</b> | <b>44.5%</b>         |

| Uses of Funds<br>(Expenses)                      | 2022-23<br>Budget  | Encumbrances<br>Expenditures<br>to Date | Difference        | % Budget<br>Spent |
|--|--------------------|---|-------------------|-------------------|
| <b><u>Operating Accounts</u></b>                 |                    |   |                   |                   |
| President  | 1,026,256          | 345,860                                 | 680,396           | 33.7%             |
| Vice President of Diversity, Equity & Inclusion  | 862,679            | 378,524                                 | 484,155           | 43.9%             |
| Vice President of Instruction                    | 52,169,051         | 21,334,818                              | 30,834,233        | 40.9%             |
| Executive VP of Operations                       | 10,797,463         | 5,547,452                               | 5,250,011         | 51.4%             |
| Vice President of Student Affairs                | 10,109,963         | 4,683,223                               | 5,426,740         | 46.3%             |
| Chief Information Officer                        | 5,198,886          | 2,158,142                               | 3,040,744         | 41.5%             |
| Vice President of Human Resources and Compliance | 1,850,698          | 1,041,780                               | 808,918           | 56.3%             |
| Bank/CC Fees                                     | -                  | 88,378                                  | (88,378)          | 0.0%              |
| <b>Total Operating Accounts</b>                  | <b>82,014,996</b>  | <b>35,578,178</b>                       | <b>46,436,818</b> | <b>43.4%</b>      |
| <b><u>Other Accounts</u></b>                     |                    |   |                   |                   |
| Grants   | 3,593,336          | 1,219,438                               | 2,373,898         | 33.9%             |
| Contracts less Running Start                     | 750,288            | 1,004,877                               | (254,589)         | 133.9%            |
| Internal Support & Agency Funds                  | 557,407            | 679,810                                 | (122,403)         | 122.0%            |
| ASCC   | 2,096,235          | 929,849                                 | 1,166,386         | 44.4%             |
| Bookstore  | 2,840,911          | 1,548,981                               | 1,291,930         | 54.5%             |
| Parking  | 477,524            | 222,489                                 | 255,035           | 46.6%             |
| Auxilliary Services                              | 2,881,891          | 1,293,977                               | 1,587,914         | 44.9%             |
| Financial Aid                                    | 20,180,780         | 12,156,748                              | 8,024,032         | 60.2%             |
| <b>Total Other Accounts</b>                      | <b>33,378,372</b>  | <b>19,056,170</b>                       | <b>14,322,202</b> | <b>57.1%</b>      |
| <b>Total Uses of Funds</b>                       | <b>115,393,368</b> | <b>54,634,348</b>                       | <b>60,759,020</b> | <b>47.3%</b>      |
| <b>Difference - Excess (Deficiency)</b>          | <b>-</b>           | <b>(3,263,465)</b>                      |                   |                   |

c. Dr. Karin Edwards, Sabra Sand, Vanessa Neal, Nicole Rogers-Marcum, Julie Taylor  
e. Michele Cruse, Das Gupta, Brad Avakian, Paul Wickline, Heather Adams, Brooke Pillsbury  
Linda Tuve 1/12/23