

Clark College

Board of Trustees Regular Meeting Packet

Wednesday, March 8, at 5:00 pm

[Zoom Meeting Link](#)

Meeting ID: 827 8599 2974

Passcode: 143739

Dial in: 1 (253) 215 8782

Physical Location:

Gaiser Hall, Room 213

Board of Trustee Regular Meeting Packet, March 8, 2023, at 5:00 pm

- I. Call to Order/Agenda Review – Chair Speer
- II. Action Items/Consent Agenda – Chair Speer
 - a. January 25, 2023 – Board Work Session Minutes
 - b. January 25, 2023 – Board Regular Meeting Minutes
 - c. February 22, 2023 – Board Work Session Minutes
 - d. February 27, 2023 – Executive Session Tenure Special Meeting Minutes
 - e. HERDI Advisory Board Acknowledgement
- III. Tenure Vote – Chair Speer
 - a. Marisol Moreno Ortiz
 - b. Katy Anastasi
 - c. Tanya Diaz-Kozlowski
 - d. Alejandra Herring
 - e. Tom Olsen
 - f. Mark Keats
 - g. Wade Hausinger
 - h. Jesse Kysar
- IV. 2023 – 2028 Strategic Plan Vote – Chair Speer
- V. Constituent Reports
 - a. ASCC – Casey Figone
February 2023 and March 2023 Report Provided
 - b. WPEA – Joey Hicklin
February 2023 Report Provided
 - c. AHE – Suzanne Southerland
March 2023 Report Provided
 - d. Foundation – Calen Ouellette
Applicable Financial Statements Provided
- VI. Bachelor of Science in Computer Science (BSCS)
Presented by Izad Khormae, Professor of Engineering
- VII. Reports from Board Members – Chair Speer
- VIII. President’s Report – Dr. Karin Edwards
- IX. Public Comment – Chair Speer
Public comment will be limited to two minutes each.

X. Next Meeting

The next work session of the Board of Trustees is currently scheduled for Wednesday, April 26, 2023, at 3:30 pm, followed by the regular meeting at 5:00 pm.

XI. Executive Session

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

XII. Adjournment – Chair Speer

Clark College

Board of Trustees Work Session Minutes

Wednesday, January 25, 2023

GHL 213 and Zoom

In Attendance

Paul Speer, Chair

Denise Gideon, Trustee

Jeanne Bennett, Trustee

Absent

Rekah Strong, Trustee

Cristhian Canseco Juarez, Vice Chair

Administrators

Dr. Karin Edwards, President

Dr. Michele Cruse, Vice President of Student Affairs

Jim Wilkins-Luton, Interim 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

Others

Shelley Williams, Assistant Attorney General

Brooke Pillsbury, Senior Executive to the President

Julie Taylor, Executive Assistant

Brandon Johnson, Information Technology

Foster Nostrand, Network Manager (Interim)

Mike Silva, Client Services Manager (Interim)

Alberto Clara Urbina, IT Security - Journey (Interim)

Aleksandr Anisimov, IT System Administration

Eriko Otsuka, Senior Manager of Applications Services

I. Call to Order/Agenda Review

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

II. Clark College Information Technology (IT) Overview

Presented by Das Gupta, Interim Vice President of IT, and IT team members

Alberto Clara Urbino provided an overview of cyber security at Clark, including the cyber security dangers we encounter and how the team keeps our network secure: antivirus, phishing blocks, identity management, and network access controls. Urbino shared that IT is working closely with Human Resources on cyber security training for all staff and faculty.

Mike Silva provided a comprehensive overview of the following IT support focuses - Student Support (TechHUB), Computer Labs, Employee Support, IT Projects, and Media Support.

Eriko Otsuko provided an overview of application development, including developing services and automated processes. Examples included ctcLink Data Download, Data Warehouse (to support the Assessment and Institutional Research (AIR) team, and Reporting Services. Solution developments, including COVID Health Screening and Reporting, Student Employment System, and Attendance Tracking System. Process automation, including automated notifications to community and third-party software data file uploads to various systems.

Foster Nostrand provided an overview of the Network and Infrastructure, including team functions - maintenance of servers, switches, network and telephone systems, and connectivity. Nostrand also shared an update on projects and progress, including transitioning to Zoom cloud-based phones, OKTA (third-party authentication for single sign-on), network and user security, and the development of a cloud infrastructure roadmap.

Aleksandr Anisimov provided a technical overview of Canvas, courses, course sections, users, and individual enrollments (faculty and staff). Anisimov highlighted advancements as of Spring 2022, including single sign-on and clean-up to user accounts through testing. In Fall 2022, all canvas users transitioned to Canvas using OKTA and ctcLink. As a result, Anisimov shared that transitioning to single sign-on has made the most substantial improvement for the Canvas team and students because authentication is more stable and fewer password resets are needed. Finally, Anisimov shared the over 25 Learning Tools Interoperability (LTI) subscriptions that are integrated with canvas.

Board of Trustees Feedback

Trustee Bennett shared how fortunate the college is to have the team doing the work with their important skills and abilities.

Trustee Gideon requested a follow-up from the group on how the conversion to Zoom phones may impact interpreter services, if applicable. Trustee Gideon also acknowledged that there were many courses in Canvas and led a discussion regarding IT's seven-year retention plan.

Chair Speer acknowledged the presentation and followed up with questions to the group regarding cyber security and how we have partnered with regional community colleges for resource support, equity goals and the impact on IT and expanding access to Rave Alerts for CCE students.

III. Enrollment Update

Presented by Dr. Michele Cruse, Vice President of Student Affairs, and Sabra Sand, Vice President of Operations

Dr. Michele Cruse provided a comprehensive overview of student enrollment at Clark, as well as data regarding the applicant funnel, conversion from accepted students to registered students, and student persistence from term to term.

Sabra Sand provided an overview of the annualized full-time enrollment (FTE) and the overall impact on the year-over-year budget.

Following the enrollment and budget presentation, Dr. Cruse, Sand, and the Trustees discussed strategies to understand student enrollment and the yield rate, student placement and onboarding, and strategies and opportunities to better understand how to support students to enrollment and program persistence. The group also discussed the changing student demographic and how to support diverse student groups.

IV. Public Comment

No public comment.

V. Adjournment

Chair Speer adjourned the work session at 4:57 pm.

Clark College

Board of Trustees Regular Meeting Minutes

Wednesday, January 25, 2023

GHL 213 and Zoom

In Attendance

Paul Speer, Chair

Denise Gideon, Trustee

Jeanne Bennett, Trustee

Absent

Cristhian Canseco Juarez, Vice Chair

Rekah Strong, Trustee

Administrators

Dr. Karin Edwards, President

Dr. Michele Cruse, Vice President of Student Affairs

Jim Wilkins-Luton, Interim Vice President of Instruction

Sabra Sand, 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

Other

Shelley Williams, Assistant Attorney General

Brooke Pillsbury, Senior Executive

Julie Taylor, Executive Assistant

Brandon Johnson, IT

Donna Larson, Interim Associate Vice President of Instruction

Megan Anderson, Veterans Center of Excellence Advisor

Casey Figone, ASCC

Joey Hicklin, WPEA Co-Chair

Suzanne Southerland, CCAHE

Karen R., Interpreter

Shivani Saunders, Interpreter

Tiffany Elkington, CART

I. Call to Order/Agenda Review

Chair Speer called the Regular Meeting to order at 5:01 pm.

II. Action Items/Consent Agenda

1. December 5, 2022, Special Meeting Minutes
2. December 7, 2022, Board Work Session Minutes
3. December 7, 2022, Board Meeting Minutes
4. 2023-2025 Academic Calendar

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

III. Constituent Reports

ASCC

Casey Figone, ASCC President, shared that ASCC has chartered 12 clubs, and the team is working to charter an additional seven clubs. ASCC filled seven committee slots in 2023, hired two new students for student government, joined Winter term Welcome Week, and facilitated an Involvement Fair and Quarterly Social. Figone shared that he looks forward to Pizza with the President in February.

Figone also participated in the Legislative Breakfast and the State of the College Address in January.

Following Figone's report, Chair Speer thanked him for his contribution to the Legislative Breakfast, along with alum Maddie Hennerty. Chair Speer also shared that Figone's presentation was equally well done at the State of the College, along with Imani O'Neill. Chair Speer thanked Figone for his service to the college and peer students.

WPEA

Joey Hicklin, Co-Chair, presented on behalf of WPEA. Topics included the inclement weather closure in January and thorough messaging regarding the closure and pay. Hicklin thanked the college administration for navigating the inclement weather event and the progress made in the process.

Hicklin also shared the updated overtime exempt laws, effective January 1, and the impact on classified employees. Hicklin advised that WPEA raised concern in 2022.

However, the college invited impacted employees to provide information and training, and WPEA shared gratitude for how the college administration handled the transition.

Finally, Hicklin addressed concerns with leadership transitions, interim roles in Director, Dean, and Leadership, and how they may lead to instability.

CCAHE

Suzanne Southerland reported concerns about leadership transition data. Southerland acknowledged that transitions are impacting the state and nation. However, Southerland shared concern for the direct impact on the employees and students at Clark. She congratulated Transitional Studies for their work supporting the increase of refugee students and shared that AHE negotiations have started. AHE looks forward to collaborative negotiations, administratively led by Brad Avakian and Gerald Gabbard.

CCAHE is co-sponsoring the Riverside Equity Conference in April at Clark. They are also participating in lobby days on January 26 and February 20, with support from college and union presidents. CCAHE is focused on COLA, and salary increases fully funded by the state.

Clark College Foundation

CEO Calen Ouellette shared gratitude for Dr. Edwards for the State of the College Address and the Foundation and Legislative acknowledgment during the address. Clark College Foundation is celebrating 50 years in 2023, with a solid base to build from as Foundation moves forward.

Ouellette shared the Foundation's focus on data collection, including those supporting Clark through volunteerism and fiscal support, and is looking to connect more with those that pass through Penguin Nation for advocacy, ambassadorship, and community connection. The Foundation is also focused on aligning the college and Foundation and maximizing the impact on the college and the partnership.

Chair Speer Feedback: Constituent Reports

Chair Speer provided these additional comments at the completion of constituent reports:

The Board appreciates constituent reports as context for our work. These reports provide a way to better understand each area's successes, challenges, and opportunities in service to Clark's students.

In that spirit, because of the way the text is recorded in the update section of the packet, and some of the comments made tonight, I do want to make a few comments as well:

It is not appropriate for the board or the college to publicly comment on any, respectfully private, individual HR decision. Human Resources is also an operational matter of the college, not a board duty. That said as it relates to speculation and calls for investigations into Executive Cabinet turnover:

- Part of the role of the President is to consider the short and long term needs of the college, and each cabinet member's personal and professional goals, in making staffing decisions. The board is regularly advised and has complete confidence in President Edwards' ability to thoughtfully work through these decisions.
- The Board also appreciates that with staffing changes Dr. Edwards is being both strategic, and that she recognizes in the short term that leadership changes can be unsettling and may cause additional work during those transitions. She publicly acknowledged this at the State of the College event last week and places a high priority on having a strong leadership team.

What we know is that increased turnover in community colleges is a national phenomenon – not just a Clark challenge. A recent *Inside Higher Ed* article reported that between early 2020 and mid 2022 institutions had lost 13 percent of their employees nationally - now a year later those numbers are likely even higher. Causes include what we all know - work/life balance, family decisions, health issues, planned retirements, and higher compensation levels in four-year universities and private industry – plus it is simply a really hard time right now. This is taking place at all levels, including executive ranks, and is especially pronounced in high demand career categories. We all see this.

The board appreciates that in support of equitable student experience and community the draft strategic plan prominently highlights employee engagement, empowerment, excellence, institutional effectiveness and equity. Achieving these requires collaboration at and between all levels and strong leadership. It also requires a culture of trusting, caring, and appreciating each other as each part of the team does their work. The language in the college's draft strategic plan is aspirational, setting a high bar for us all. Even as we consider the updates we provide each other at board meetings we all have an opportunity to role model the organization we can be proud of and want to be a part of.

IV. Clark College Veterans Center of Excellence

Presented by Megan Anderson, Veterans Center of Excellence Advisor

Megan Anderson provided a comprehensive overview of the Veterans Center of Excellence (VCOE) team, the office and what's offered to students in the administrative

space, whom the Center serves, and how many students are currently supported through funding, textbooks and grants, and specific funding to support Anderson as an advisor.

Anderson also highlighted recent events, including Veterans Suicide Awareness Month (flag display on campus – 22 flags per day representing the 22 veterans who lose their lives to suicide each day), Vancouver Veterans Day Parade, Clark County Veterans Assistance Center Stand Down event, and Clark Military Appreciation Committee (CMAC) (semi-monthly).

Board of Trustees Questions and Discussion:

Trustee Bennett shared gratitude for the report, enlightening VCOE overview, and excitement for the good work. Bennett inquired about how the VCOE recruits enrolled students into the program and resources. Anderson shared that the team works across campus to spread the word through collaboration, participation in events, and working cross-departmentally to learn about students receiving veterans' benefits.

Trustee Gideon – Thanked Anderson for the presentation and for the work the team is doing to support veterans. As a fellow veteran, the VCOE specifically resonates with Gideon.

Chair Speer shared Clark's long tradition of supporting veterans in the community and his appreciation for the work the team is doing. Speer inquired about access to the Veterans Center at the college vs Vancouver. For example, if a veteran isn't taking classes or is an alum, can they continue to use the location as a place for community? Anderson shared that the VCOE has not specifically encountered this situation, but they do have a great relationship with Vancouver to share information. Anderson clarified that if there's a way the VCOE can help, they work to do that. The current VCOE team are veterans and are committed to sharing knowledge, resources, and support because they relate to the experience.

V. Reports from the Board Members

Trustee Bennett – Bennett shared that it has been a busy month. She is excited to participate in the Foundation Executive Committee meeting and appreciates Calen's service since joining the Foundation. Bennett has also learned more about the Foundation staff, and shared a shout-out to the Foundation Board of Directors. This month, she also participated in the Legislative Breakfast and met with Chair Speer and Dr. Edwards to discuss legislative priorities and strategies. Bennett attended the MLK Breakfast with Dr. Edwards and celebrated the important work the community is doing regarding equity and inclusion.

Trustee Gideon – Gideon shared that she attended the Trustee of Color committee, which was enlightening and reminded her how active and progressive Clark is with the drafted Strategic Plan and diversity, equity, and inclusion.

Chair Speer – Speer shared the work during this legislative season to provide unified messaging across community colleges for a greater impact. Priorities include compensation, DEI and advancing the work, and workforce development. Spoken or communicated with our legislative representatives across districts. Speer participated in the opening meeting for the college's financial audit and shared meetings between BOD, BOT, and leadership. He was also on campus for the MLK celebration and Buffalo Soldiers film viewing at Clark and acknowledged the great job Dr. Edwards did on the State of the College Address. Speer also shared a personal highlight from the month of having dinner with Leilani Towner and their mother at the Transforming Lives dinner in Olympia with Dr. Edwards and Vice Chair Canseco Juarez.

VI. President's Report

Presented by Dr. Karin Edwards

Dr. Edwards highlighted her engagement in the following:

- Welcomed Cowlitz Indian Tribe leadership to campus for a meeting, tour, and lunch.
- LSW Architects Principals meeting, discussing STEM, Gaiser Hall, and Facilities planning – LSW shared their continued support of Clark College.
- Matt Morton, Community Foundation CEO – discussing alignment between the college and community.
- MLK Celebration
- College Spark Washington Board Meeting
- Council for the Homeless – discussing the use of education as a tool to break the cycle of homelessness.
- Boschma Farms – scheduled to break ground in Summer 2023.
- Legislative Breakfast
- State of the College
- WAACT Olympia Legislative Visit
- WACTC Meeting
- Final stages of the Vice President of Information Technology interviewing

Dr. Edwards concluded her President's Report by acknowledging the leadership openings, the impact of transitions across the nation, and the importance of ensuring that the appropriate individuals were in leadership positions to meet the college's priorities moving forward.

VII. Public Comment

Beverly Brosius
Robert Westin

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 February 22, 2023, starting at 3:30 pm.

X. Adjournment

The meeting adjourned at 6:15 pm.

Clark College

Board of Trustees Work Session Minutes

Wednesday, February 22, 2023

GHL 213 and Zoom

In Attendance

Paul Speer, Chair

Denise Gideon, Trustee

Jeanne Bennett, Trustee

Rekah Strong, Trustee

Cristhian Canseco Juarez, Vice Chair

Administrators

Dr. Karin Edwards, President

Dr. Michele Cruse, Vice President of Student Affairs

Jim Wilkins-Luton, Interim Vice President of Instruction

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

Das Gupta, Interim Chief Information Officer

Calen Ouellette, CEO, Clark College Foundation

Others

Shelley Williams, Assistant Attorney General

Brooke Pillsbury, Senior Executive to the President

Julie Taylor, Executive Assistant

Brandon Johnson, Information Technology

Darci Fieder, on behalf of Brad Avakian, Vice President of Human Resources

Heidi Summers

Kristin Sherwood

Deena Godwin

Cath Busha

I. Call to Order/Agenda Review

Chair Speer called the work session to order at 3:33 pm.

II. Clark College College 101 (COLL 101) Overview

Presented by Kristin Sherwood, Interim Associate Dean of BEECH, and Deena Godwin,

Communications Professor

Interim Vice President of Instruction Jim Wilkins-Luton introduced Kristin Sherwood and Deena Godwin, highlighting their commitment to College 101 and the forthcoming presentation.

Kristin Sherwood initiated the presentation by providing an overview of College 101, including the history of the course development and offerings, course outcomes, week-by-week course timeline, and content focus. Sherwood also closed the College 101 presentation with an overview of Fall-to-Fall outcomes.

Deena Godwin provided a data overview of research assumptions and the opportunities and barriers to the course's success. Through data, Godwin provided an overview of course effectiveness by ethnicity and various student types, how College 101 students are persisting term-by-term and annually in comparison to students who do not take College 101, and an analysis of how the course impacts outcomes overall.

Board of Trustees Feedback

Trustee Gideon: How is the course option advertised to students and marketed through the college? There is also a great opportunity for COLL 101 to support adult learners returning to college.

Response: Academic advising is a partner, as well as running start and faculty, especially in the professional/technical programs. Additionally, Guided Pathways has COLL 101 in the first term of the academic program map for over 50 program plans.

Trustee Strong: Strong shared her personal feedback on her daughter's experience in COLL 101 at Clark and the benefits of the course, especially for a better understanding of the college's resources. In addition to Strong's feedback, the group discussed the history of the course not being required for all programs and how to re-engage Instruction regarding the success of the course for students and as a retention strategy for persistence toward program completion.

Vice Chair Canseco Juarez: Vice Chair Canseco Juarez shared the sentiment that students don't know what they don't know, followed by a recent experience with Student Trustees at the National Legislative Summit where the Student Trustees shared that they wished they knew more about resources early in their college career. Canseco Juarez also shared gratitude for the disaggregated data. His question to Sherwood and Godwin requested a further evaluation to compare in-person and online participants and how the survey results differ between modalities. He also acknowledged that financial wellness is below 50% pre- and post-course completion and his concern regarding students' ability to pay for school, but also food, housing, and books. Curious why those percentages are so low and how the course and campus could help improve their financial wellness.

Trustee Bennett: Acknowledged a wonderful presentation and rich discussion, followed by a discussion regarding when Fall 2023 registration opens, which modalities the course will be offered in for Summer and Fall terms, and how to support resource engagement for students. O

Chair Speer: Chair Speer also acknowledged course marketing and questioned who may not be enrolling in the course. Speer also shared the value of overcoming a stigma of the course that may exist for students. He praised the data and the direction it provides for action. Speer requested a further evaluation of the process to dig into the data to impact outcomes and how we use it to improve. Speer concluded by sharing that there are likely students that the College

has missed out on during the pandemic that will come back to Clark. Further thought how that set of students benefit from COLL 101 and how we can be prepared to make the course exciting for those folks.

Dr. Edwards: Dr. Edwards acknowledged the opportunity to evaluate the data to learn more and do better to support the success and persistence of students at Clark. Questions for follow-up included:

- Demographic information of programs that students are enrolling in. For example, African American and Latinx students were not enrolling in programs that lead to higher-paying jobs and how that may connect.
- How many programs don't require COLL 101?
- If we did have every first-year student take the course, can we meet the demand?
- What is the ratio of full-time to part-time students who enroll in the course?
- Are our part-time students enrolling and are they getting this important opportunity?
- Marketing opportunity – the long-term financial benefit of taking COLL 101, including more likely to persist, possibly higher GPA, better prepared, knowing your resources, and in the end, students will likely spend less money because they will have a better understanding of the college system.

Dr. Edwards closed with gratitude for the opportunity to have this conversation and ultimately, we want to do something about the data and impact. A good thing for some needs to be a good thing for all, particularly eliminating the disparity for students of color.

III. Public Comment

- Robert Weston

IV. Adjournment

Chair Speer adjourned the work session at 4:39 pm.

Clark College

Board of Trustees Special Meeting

Monday, February 27, 2023, from 2:30 – 4:00 pm

Virtual via Zoom

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

Absent: Rekah Strong

Additional Attendees: Dr. Karin Edwards, AAG Shelley Williams, Jim Wilkins-Luton, Rocio Rodriguez, Brooke Pillsbury, Brandon Johnson, Sara Seyller

Chair Speer: Special Meeting called to order at 2:30 pm, Monday, February 27, 2023. The Executive Session is expected to conclude at 4:00 pm.

Chair Speer called the Special Meeting for Tenure candidate interviews to order at 2:31 pm.

Tenure Track Candidates:

1. Marisol Moreno Ortiz (LIB) – Year 3, Quarter 8
Administrator: Julie Austad; Committee Chair: Laura Nagel
2. Katy Anastasi (LIB) – Year 3, Quarter 8
Administrator: Julie Austad; Committee Chair: Zachary Grant
3. Tanya Diaz-Kozlowski (WS) – Year 3, Quarter 8
Administrator: Tina Redd; Committee Chair: Kushlani de Soyza
4. Alejandra Maciulewicz-Herring (MA) – Year 3, Quarter 8
Administrator: Tricia Atkinson; Committee Chair: Amy Castellano
5. Tom Olsen (DMA) – Year 3, Quarter 8
Administrator: John McKee; Committee Chair: Kristl Plinz
6. Mark Keats (ENGL) – Year 3, Quarter 8
Administrator: Jim Wilkins-Luton; Committee Chair: Gail Robinson
7. Wade Hausinger (WELD) – Year 3, Quarter 8
Administrator: John McKee; Committee Chair: Jim Wilkins-Luton, in Rheannin (Rhea) Becke's absence
8. Jesse Kysar (ENGR) – Year, Quarter 8
Administrator: John McKee; Committee Chair: Carol Hsu

Year Three Tenure Track Questions:

1. What has been your largest area of growth and/or learning over the past 3 years and how will that inform your support for all students? How do you measure success in this work?
2. What is something you identify as an equity barrier at Clark College? What do you think should be done to address it and how might you be able to help?
3. After completing the tenure process what do you hope to contribute to the college in your role; in and out of the classroom?
4. 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?

At 4:02 pm, Chair Speer returned to Special Meeting to extend the Executive Session conclusion from 4:00 pm to 4:25 pm.

At 4:25 pm, Chair Speer returned to Special Meeting to extend the Executive Session conclusion from 4:25 pm to 4:35 pm.

Chair Speer adjourned the Executive Session at 4:35 pm, reconvening the Special Meeting.

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

The Board Special Meeting adjourned at 4:36 pm on Monday, February 27, 2023.

President Edwards has advised the Board of Trustees that she has been invited to join the Advisory Board of the Higher Education Research and Development Institute (HERDI). *“HERDI was established to provide a forum for meaningful dialogue between business leaders and presidents and chancellors of key community colleges across the country. HERDI provides clients with three hour focus groups.”*
<https://www.herdi.org/about>

President Edwards’ participation on the Advisory board will provide the opportunity to positively influence the equity, quality, and breadth of products and services available to community colleges across the country in order to better serve students. Participation will also provide the opportunity to further her professional network.

HERDI’s practice is to provide meals, lodging, and a stipend to members of their Advisory Board. In order to operate within state law and her contract, and to remove any actual or perceived conflicts of interest, President Edwards has further advised the board that she will:

- Direct that any stipend HERDI may provide to members of the Board of Advisors be sent directly to the Clark College Foundation.
- Participate on HERDI’s advisory board using personal time.
- Accept allowable reimbursement of reasonable expenses for travel, meals, and lodging.
- Take necessary steps to recuse herself from reviewing, awarding, or administering contracts involving HERDI’s clients as bidders.

The Board appreciates President Edwards’ transparency and integrity in this matter, and support her participation on the HERDI Advisory Board.

Signed:

Date:

Paul Speer, Chair Clark College BOT

Dr. Karin Edwards, President Clark College



STRATEGIC PLAN 2023-2028

MISSION

To cultivate an inclusive, equitable, and vibrant community, Clark College educates, empowers, and elevates individuals to achieve their personal and professional goals.

VISION

Rooted in social justice, Clark College is a beacon of hope, opportunities, and transformation providing excellent and equitable education to create economic, cultural, and community growth.

VALUES

Social Justice

Partnerships

Innovation

Shared Governance

Continuous Improvement

Sustainability



TENETS

Equitable Student Experience: Clark College supports student success and retention through equitable access to quality education; pathways leading to transfer, completion, and living wage careers; and positive contributions to our community.

Employee Engagement, Empowerment, and Excellence: Clark College employees are valued, celebrated, and respected and are offered opportunities for equitable professional growth.

Community Partners Engagement: Clark College is a leader in inclusive excellence that strengthens the Southwest Washington community through interdependent partnerships, which are integral to our community's cultural, economic, and educational vitality.

Institutional Effectiveness and Equity: Clark College maintains an equitable, high-performing organizational structure and positive college climate.



STRATEGIC PLAN 2023-2028

PRIORITIES

Equitable Student Experience

Priority One: Provide holistic and flexible resources that assist students in identifying and staying on their educational path through completion.

Priority Two: Partner to remove barriers and provide inclusive support to increase student success.

Priority Three: Improve student transfer and employment opportunities.

Priority Four: Create an environment where students feel welcomed, supported, represented, included, and a sense of belonging.

Priority Five: Create curriculum and opportunities for all students that incorporates diverse cultures, backgrounds, and experiences to ensure academic success.

Employee Engagement, Empowerment, and Excellence

Priority One: Foster an environment of employee engagement through open communication, transparency, and involvement in key decisions.

Priority Two: Encourage and recognize employees regularly for innovative ideas, individual achievements, and team successes.

Priority Three: Increase diversity among faculty and staff, develop and deliver diversity, anti-discrimination, and harassment training for all employees, including how to foster equitable, anti-racist workplace and educational environments.

Community Partners Engagement

Priority One: Create educational pathways that reduce barriers to student achievement in collaboration with educational partners.

Priority Two: Become the first choice for workforce training options by building and maintaining deep relationships with business partners.

Priority Three: Design streamlined programming that leads to in-demand, high-wage employment.

Priority Four: Build a college-going culture, specifically for populations not well served by education systems, and expand our reach in rural areas.

Priority Five: Develop culturally relevant, future-thinking, and engaging educational programs aligned to students, employers, and community needs.

Institutional Effectiveness and Equity

Priority One: Improve internal and external staff, faculty, and student communication.

Priority Two: Practice equitable, data-informed transparent decision-making.

Priority Three: Maintain consistency and efficiency in staffing and business processes.

Priority Four: Streamline workflows with robust tools and resources available to complete the work efficiently.

Priority Five: Strategically assess and allocate resources to equitably serve students and the community through programs, systems, services, and supports.



Clark College ASCC Board of Trustees Report

February 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, International Club, Japanese Club, Justice Impacted Club, Korean Club, Megatronics Club, Spanish Club, Tabletop Gaming Club, and Veterans of America Club.
- The ASCC is working to orient and charter three (3) additional groups to include American Sign Language Club, Campus Crusade for Christ Club, and the Health Information Management Club. ASCC Club Coordinator Alan Dunn is working to charter these clubs.
- ASCC Finance Director received 34 Services & Activities Fee Budget Requests for the 2023-2024 fiscal year. Requests totaled \$2,325,158. Budget presentations will take place and then an initial allocation will be made by the end of the quarter.
- Vice President David Goebel has placed 7 (seven) student committee representatives in the 2023 year.
- The ASCC has hired two new student officers: Alan Dunn is the ASCC Club Coordinator and Emma Sturm is the new ASCC Student Relations and Promotions Coordinator. We have received two more applications for the remaining role of ASCC Civics & Sustainability Director.

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-five (775), one thousand and four hundred (1,400), and nine (9).

State-Wide Initiatives

- ASCC Vice president David Goebel has attended the weekly Washington Community and Technical College Legislative meetings.



Clark College ASCC Board of Trustees Report

March 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, International Club, Japanese Club, Justice Impacted Club, Korean Club, Megatronics Club, Spanish Club, Tabletop Gaming Club, and Veterans of America Club.
- The ASCC is working to orient and charter three (3) additional groups to include American Sign Language Club, Campus Crusade for Christ Club, and the Health Information Management Club. ASCC Club Coordinator Alan Dunn is working to charter these clubs.
- ASCC Finance Director David Mirenta received 34 Services & Activities Fee Budget Requests for the 2023-2024 fiscal year. Requests totaled \$2,325,158. Budget presentations will take place and then an initial allocation will be made by the end of the quarter.
- Vice President David Goebel has placed 8 (eight) student committee representatives in the 2023 year.
- The ASCC has hired two new student officers: Alan Dunn is the ASCC Club Coordinator and Emma Sturm is the new ASCC Student Relations and Promotions Coordinator. We have received two applications for the remaining role of ASCC Civics & Sustainability Director.
- Currently working on recruitment for Fall of 2023.
- ASCC held the Pizza with the President event and facilitated a conversation with students and Dr. Edwards, serving approximately 25 students.
- The ASCC has hired three new team members in recent months: Emma Sturm as the Student Relations and Promotions coordinator, Alan Dunn as the Club Coordinator, and Prashant Chand as the Civics and Sustainability Director. With this, the ASCC is now full with seven members.

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-five (775), one thousand and four hundred (1,400), and nine (9).

State-Wide Initiatives

- ASCC Vice president David Goebel has attended the weekly Washington Community and Technical College Legislative meetings to advocate for community and technical colleges.

WPEA/UFCW Local 365, Clark College Unit

Board Report for February 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:

- TBD

CCAHE November BOT Report

March 8, 2023

Presented by Suzanne Southerland

CCAHE will report on the following:

- Congrats to Courtney Braddock, WPEA Steward, for winning the union member of the year award
- Appreciation to Classified Staff during Classified Staff week - we are grateful every week for the work you do for students.
- We are concerned about upcoming cuts - cutting actual people could trickle down to students. We want to avoid anything that will result in less support for the students who come to Clark specifically to get the support they may not get otherwise.

Financial Dashboard as of December 31, 2022

Contributions/Donations Received

1973 - Present

	Year to Date	6/30/2022	6/30/2021	6/30/2020	Life to date
Unrestricted	\$ 306,286	\$ 986,602	\$ 430,886	\$ 578,482	
Temp. Restricted	627,518	1,138,094	1,378,934	1,967,355	
Perm. Restricted	527,640	2,576,066	1,264,358	829,171	
Total	\$ 1,461,444	\$ 4,700,762	\$ 3,074,178	\$ 3,375,008	\$ 112,908,156

	Year to date		6/30/2022		6/30/2021		6/30/2020		1973 - Present
	Unrestricted	Temp Restricted	Life to date						

College Support Expended

Program	\$ 117,489	\$ 460,131	\$ 1,087,791	\$ 1,573,765	\$ 838,124	\$ 1,580,191	\$ 976,128	\$ 1,560,587	\$ 46,539,755
Student financial assistance & admin supp.	5,782	772,601	5,932	1,118,349	8,503	1,222,508	17,789	1,236,826	16,590,041
Capital projects-NC/STEM/Dent. Hyg./Oth.	-	-	-	-	-	-	1,625,936	-	15,612,790
Boschma Farms land acquisition	-	-	-	-	-	-	-	-	4,306,786
Total	\$ 123,272	\$ 1,232,732	\$ 1,093,723	\$ 2,692,114	\$ 846,627	\$ 2,802,699	\$ 2,619,852	\$ 2,797,413	\$ 83,049,372

Student financial assistance

	YTD	FY 22	FY 21	FY 20	FY 19
Number of students receiving awards	507	550	611	575	561
Clark College Students (Fall excl. Running Start)	5,537	5,983	6,220	9,430	10,461

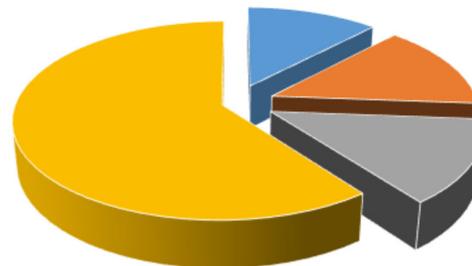
Cost of tuition (2022-2023).
12 credits for 3 qtrs. = \$4,062.

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

Net Assets by Type

Unrestricted	\$ 13,547,910
Board Restricted	15,639,620
Temporarily Restricted	15,091,510
Permanently Restricted	67,205,542
Net Assets	\$ 111,484,582

Net Assets by Type



- Unrestricted
- Board Restricted
- Temporarily Restricted
- Permanently Restricted

Unrestricted Net Assets	Year to date	6/30/2022	6/30/2021	6/30/2020	6/30/2019
Assets					
Cash	\$ 5,421	\$ 169,678	\$ 157,507	\$ 318,496	\$ 81,765
Investments	3,451,067	6,237,164	7,731,091	6,896,319	6,120,908
Receivables	168,574	178,201	217,868	231,966	265,344
Prepays/Deposits/Other Assets	261,196	241,305	288,315	346,982	312,012
Land/building/equipment	10,382,900	10,364,804	10,319,160	11,471,498	12,821,759
Liabilities					
A/P/Other Liabilities	(721,248)	(1,035,748)	(896,757)	(2,829,085)	(1,086,594)
Note Payable	-	-	(338,997)	(339,700)	-
	<u>\$ 13,547,910</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	198,000
6/30/2024	163,000
6/30/2025	128,000
6/30/2026	103,000
6/30/2027	78,000

*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>



BALANCE SHEET (STATEMENT OF FINANCIAL POSITION)

For the Period Ended:

		<u>December 31, 2022</u>		<u>December 31, 2021</u>
ASSETS				
Cash	A	\$ 5,421		\$ 277,864
Investments	B	96,006,050		108,057,453
Assets Held in Trust	C	1,854,300		2,826,324
Receivables	D	4,776,316		5,888,978
Other Assets		261,196		391,752
Fixed Assets		10,632,900		10,313,940
TOTAL ASSETS		<u>\$ 113,536,183</u>		<u>\$ 127,756,312</u>
 LIABILITIES & FUND BALANCES				
LIABILITIES				
Current Liabilities	A	\$ 687,304		\$ 770,947
Liabilities-Assets Held in Trust	C	1,364,297		1,815,285
Notes Payable	E	-		338,997
TOTAL LIABILITIES		<u>\$ 2,051,601</u>		<u>\$ 2,925,229</u>
 NET ASSETS				
Unrestricted Fund Balance	F	\$ 29,187,530		\$ 30,973,620
Temporarily Restricted Fund Balance	F	15,091,510		17,465,373
Permanently Restricted Fund Balance	F	67,205,542		76,392,089
NET ASSETS		<u>\$ 111,484,582</u>		<u>\$ 124,831,082</u>
TOTAL LIAB & FUND BALANCES		<u>\$ 113,536,183</u>		<u>\$ 127,756,312</u>

BALANCE SHEET (STATEMENT OF FINANCIAL POSITION)

For the Period Ended: December 31, 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 4.8% gain for the previous 3 months and a 10.0% 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 \$708,000 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.

INCOME STATEMENT (STATEMENT OF ACTIVITIES)

	For the Six Months Ending December 31, 2022				December 31, 2021
	Unrestricted	Temp Restricted	Perm Restricted	Total	Total
REVENUE (Excluding Investments)					
Cash Donations (Including Scholarships) A	\$ 303,786	\$ 627,518	\$ 277,640	\$ 1,208,944	\$ 3,872,016
In-Kind Donations B	2,500	-	250,000	252,500	21,047
Income - Fundraising Activities	-	84,408	-	84,408	52,481
Income - Operations	37,978	-	-	37,978	35,399
Total REVENUE (Excluding Investments)	\$ 344,264	\$ 711,926	\$ 527,640	\$ 1,583,830	\$ 3,980,944
EXPENSES (UNRESTRICTED)					
Wages/Benefits/PR Taxes C	\$ 1,036,846	\$ -	\$ -	\$ 1,036,846	\$ 985,787
Professional & Service Provider Fees D	137,137	-	-	137,137	207,135
Occupancy (Utilities & Maint & Repair) E	136,001	-	-	136,001	13,065
College Capital & Program Support	95,504	-	-	95,504	105,252
Printing/Copying	36,962	-	-	36,962	26,185
Software/Support & Website	34,812	-	-	34,812	25,982
Operating Agreement/In Kind Expense	29,042	-	-	29,042	29,042
Insurance	22,411	-	-	22,411	19,443
College & Community Relations	21,985	-	-	21,985	13,189
Postage	18,195	-	-	18,195	8,951
Catering/Meetings	17,875	-	-	17,875	3,433
Travel/Lodging	12,651	-	-	12,651	1,905
Supplies/Recruit/Misc./Transfers	10,318	-	-	10,318	3,006
Publications/Dues	8,599	-	-	8,599	8,592
Advertising/Awards/Prizes	5,877	-	-	5,877	3,269
Scholarship Management/Support	5,782	-	-	5,782	3,027
Staff Development	5,280	-	-	5,280	2,075
Taxes/Licenses/Registrations	4,191	-	-	4,191	4,334
Thank/Honor/Remember	3,337	-	-	3,337	3,100
Entrance Fees/Green Fees/Rentals	975	-	-	975	700
Transfers	52,890	(26,067)	(26,823)	-	-
Depreciation	13,219	-	-	13,219	12,507
Total EXPENSES (UNRESTRICTED)	\$ 1,709,888	\$ (26,067)	\$ (26,823)	\$ 1,656,998	\$ 1,479,981

	For the Six Months Ending December 31, 2022				December 31, 2021
	Unrestricted	Temp Restricted	Perm Restricted	Total	Total
EXPENSES (RESTRICTED)					
Student Financial Assistance	F \$ -	\$ 772,601	\$ -	\$ 772,601	\$ 696,929
Stipends/Fees/Temp Services	G -	147,667	-	147,667	190,440
College Capital & Program Support	-	104,625	-	104,625	122,625
Supplies	-	67,894	-	67,894	58,849
Advertising/Awards/Prizes	-	36,270	-	36,270	24,731
Catering/Meetings	-	29,868	-	29,868	10,659
Professional & Service Provider Fees	-	22,815	-	22,815	2,709
Travel/Lodging	-	12,680	-	12,680	2,243
Publications/Dues	-	10,767	-	10,767	9,638
Staff Development	H -	8,276	-	8,276	47,447
Taxes/Licenses/Registrations	-	6,677	-	6,677	10,729
Thank/Honor/Remember	-	6,209	-	6,209	2,638
Entrance Fees/Green Fees/Rentals	I -	3,465	-	3,465	34,711
Occupancy (Utilities & Maint & Repair)	-	1,449	-	1,449	1,844
Printing/Copying	-	1,417	-	1,417	442
Postage	-	52	-	52	-
Total EXPENSES (RESTRICTED)	\$ -	\$ 1,232,732	\$ -	\$ 1,232,732	\$ 1,216,634
Total EXPENSES	\$ 1,709,888	\$ 1,206,665	\$ (26,823)	\$ 2,889,730	\$ 2,696,615
NET INCOME (LOSS) Excl Investments	\$ (1,365,624)	\$ (494,739)	\$ 554,463	\$ (1,305,900)	\$ 1,284,328
INVESTMENT INCOME (LOSS)					
Interest/Dividends	J \$ 230,247	\$ 143,383	\$ 438,299	\$ 811,929	\$ 566,988
Realized Investment Income (Loss)	J (7,788)	125,017	58,027	175,257	4,701,426
Unrealized Investment Income (Loss)	J 214,038	35,868	1,079,513	1,329,418	(1,143,284)
Change in Value-Split Interests	-	-	5,216	5,216	14,530
Total INVESTMENT INCOME (LOSS)	\$ 436,497	\$ 304,267	\$ 1,581,056	\$ 2,321,820	\$ 4,139,660
NET INCOME (LOSS)	\$ (929,127)	\$ (190,472)	\$ 2,135,518	\$ 1,015,920	\$ 5,423,988

INCOME STATEMENT
(STATEMENT OF ACTIVITIES)
For the Six Months Ending December 31, 2022

Explanation of Variances

- A Donations decreased \$2.7 million over the same period last year. In the prior year, a \$2.1 million scholarship gift was received in December 2021. Cultivation efforts are underway with significant gifts being discussed to support the college cybersecurity program and development of Boschma Farms campus.
- B In December 2022, a home was donated to the foundation with proceeds to fund a scholarship endowment. The property is being prepared for sale with a listing expected to occur in February 2023.
- C 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.
- 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 Increased Occupancy expense in FY 2023 is due to foundation office repairs of \$120,000 to address water leakage into the building.
- F Student Financial Assistance increased \$76,000 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 Decrease in Staff Development expenses associated with college certifications for teaching and learning classes (\$33,000) in the prior year.
- I Entrance Fees/Green Fees/Rentals decrease due to chair rentals of \$35,000 for college musical events in the prior year.
- J Investment income reflects year to date cumulative realized and unrealized gains/losses. The investment pool recorded a 4.8% gain for the previous 3 months and a 10.0% 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).



OPERATIONAL BUDGET COMPARISON

For the Six Months Ending: December 31, 2022

		YTD Actual Thru 12/31/2022	Budget to Date Thru 12/31/2022	YTD Variance	% Variance
INCOME					
Endowment Distributions (Unrestricted)	A	\$ 1,347,931	\$ 1,347,931	\$ -	0.0%
Unrestricted Fundraising	B	312,522	250,500	62,022	24.8%
		\$ 1,660,453	\$ 1,598,431	\$ 62,022	3.9%
OPERATIONAL EXPENSES					
Salaries, Wages & Benefits		\$ 1,036,846	\$ 1,045,337	\$ 8,491	0.8%
Advancement					
Service Provider Fees		\$ 62,765	\$ 70,310	\$ 7,545	10.7%
Software/Publications/Dues		36,205	34,156	(2,049)	-6.0%
Printing/Copying		29,167	28,115	(1,052)	-3.7%
Postage		18,055	17,634	(422)	-2.4%
Catering/Meetings		10,797	8,825	(1,972)	-22.3%
Travel/Lodging		10,027	12,638	2,611	20.7%
Advertising/ Awards/Prizes		5,877	5,215	(662)	-12.7%
Staff Development		4,851	7,615	2,764	36.3%
Thank/Honor/Remember		2,689	2,325	(364)	-15.7%
Supplies/Misc.		2,218	2,413	195	8.1%
		\$ 182,651	\$ 189,245	\$ 6,594	3.5%
Administration					
Occupancy	C	\$ 133,547	\$ 14,430	\$ (119,117)	-825.5%
Professional Fees		64,808	56,120	(8,689)	-15.5%
Serv. Prov. Fees/Publications/Taxes		17,368	19,948	2,580	12.9%
Insurance		16,022	16,322	300	1.8%
Printing/Copying/Graphics		7,796	8,125	329	4.0%
Scholarship Management		5,782	6,650	868	13.1%
Supplies/Postage/Recruiting		9,113	17,303	8,190	47.3%

	YTD Actual	Budget to Date	YTD	%
	Thru 12/31/2022	Thru 12/31/2022	Variance	Variance
Software & Support	6,047	6,875	828	12.0%
Catering/Meetings	7,078	5,100	(1,978)	-39%
Travel & Lodging	2,623	2,985	362	12.1%
Staff Development & Continue Ed	429	2,325	1,896	81.5%
	\$ 270,613	\$ 156,181	\$ (114,432)	-73.3%
TOTAL OPERATIONAL EXPENSES	\$ 1,490,110	\$ 1,390,762	\$ (99,348)	-7.1%
NET INCOME BEFORE COLLEGE EXPENSES	\$ 170,343	\$ 207,669	\$ (37,326)	-18.0%
COLLEGE PROGRAM EXPENSES				
College Foundation Funds Allocation	D \$ 54,141	\$ 82,375	\$ 28,234	34.3%
College Campus Priorities	34,104	25,000	(9,104)	-36.4%
College & Community Relations	11,192	15,775	4,583	29.1%
	\$ 99,437	\$ 123,150	\$ 23,713	19.3%
NET INCOME (EXPENSE)	\$ 70,906	\$ 84,519	\$ (13,613)	-16%

OPERATIONAL BUDGET COMPARISON

For the Six Months Ending: December 31, 2022

Explanation of Variances

- A Represents funds distributed from endowment investments for the fiscal year 2023 operational budget.
- B The budget anticipated \$251,000 in unrestricted revenue from fundraising and gift fees. To date, \$313,000 has been recorded. Largest impact was a \$200,000 unrestricted gift from donor advised fund and \$60,000 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 approved in the prior year but scheduling issues required the work to be delayed into the current year.
- D College associated funds are lower than budgeted but expected to significantly increase as the year progresses.

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



Financial Dashboard as of January 31, 2023

Contributions/Donations Received

1973 - Present

	Year to Date	6/30/2022	6/30/2021	6/30/2020	Life to date
Unrestricted	\$ 316,243	\$ 986,602	\$ 430,886	\$ 578,482	
Temp. Restricted	679,065	1,138,094	1,378,934	1,967,355	
Perm. Restricted	570,635	2,576,066	1,264,358	829,171	
Total	\$ 1,565,943	\$ 4,700,762	\$ 3,074,178	\$ 3,375,008	\$ 113,012,655

Year to date		6/30/2022		6/30/2021		6/30/2020		1973 - Present
Unrestricted	Temp Restricted	Life to date						

College Support Expended

Program	\$ 146,689	\$ 562,353	\$ 1,087,791	\$ 1,573,765	\$ 838,124	\$ 1,580,191	\$ 976,128	\$ 1,560,587	\$ 46,671,177
Student financial assistance & admin supp.	6,449	861,604	5,932	1,118,349	8,503	1,222,508	17,789	1,236,826	16,679,711
Capital projects-NC/STEM/Dent. Hyg./Oth.	-	-	-	-	-	-	1,625,936	-	15,612,790
Boschma Farms land acquisition	-	-	-	-	-	-	-	-	4,306,786
Total	\$ 153,138	\$ 1,423,957	\$ 1,093,723	\$ 2,692,114	\$ 846,627	\$ 2,802,699	\$ 2,619,852	\$ 2,797,413	\$ 83,270,463

Student financial assistance

	YTD	FY 22	FY 21	FY 20	FY 19
Number of students receiving awards	515	550	611	575	561
Clark College Students (Fall excl. Running Start)	5,537	5,983	6,220	9,430	10,461

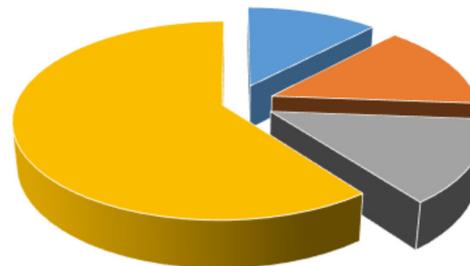
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Lower division courses. WA resident. Excludes books or class fees.

Net Assets by Type

Unrestricted	\$ 13,610,889
Board Restricted	16,000,394
Temporarily Restricted	15,429,286
Permanently Restricted	69,233,812
Net Assets	\$ 114,274,381

Net Assets by Type



- Unrestricted
- Board Restricted
- Temporarily Restricted
- Permanently Restricted

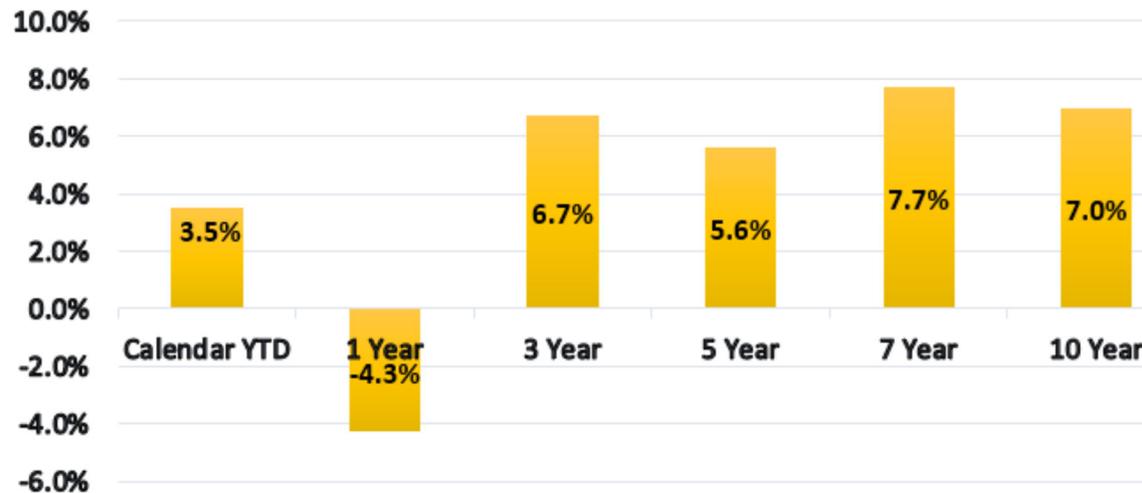
Unrestricted Net Assets	Year to date	6/30/2022	6/30/2021	6/30/2020	6/30/2019
Assets					
Cash	\$ 5,942	\$ 169,678	\$ 157,507	\$ 318,496	\$ 81,765
Investments	3,575,597	6,237,164	7,731,091	6,896,319	6,120,908
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Land/building/equipment	10,403,291	10,364,804	10,319,160	11,471,498	12,821,759
Liabilities					
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Note Payable	-	-	(338,997)	(339,700)	-
	\$ 13,610,889	\$ 16,155,404	\$ 17,478,187	\$ 16,096,476	\$ 18,515,194

**Projected - Liquid
Unrestricted Net
Assets Available**

6/30/2023	204,000
6/30/2024	169,000
6/30/2025	134,000
6/30/2026	109,000
6/30/2027	84,000

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

Investment Pool Returns (Losses)



Endowment

Distribution Details	FY 23	FY 22	FY 21	FY 20	FY 19
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	\$ 4,471,090	\$ 3,944,238	\$ 3,881,660	\$ 3,474,805	\$ 3,628,223



BALANCE SHEET (STATEMENT OF FINANCIAL POSITION)

For the Period Ended:

		<u>January 31, 2023</u>		<u>January 31, 2022</u>
ASSETS				
Cash	A	\$ 5,942		\$ 168,545
Investments	B	98,841,259		106,621,230
Assets Held in Trust	C	1,896,413		2,702,506
Receivables	D	4,738,823		5,850,061
Other Assets		252,605		378,447
Fixed Assets		10,653,291		10,316,583
TOTAL ASSETS		<u>\$ 116,388,334</u>		<u>\$ 126,037,372</u>
 LIABILITIES & FUND BALANCES				
LIABILITIES				
Current Liabilities	A	\$ 753,841		\$ 887,585
Liabilities-Assets Held in Trust	C	1,360,112		1,806,115
Notes Payable	E	-		338,997
TOTAL LIABILITIES		<u>\$ 2,113,952</u>		<u>\$ 3,032,697</u>
 NET ASSETS				
Unrestricted Fund Balance	F	\$ 29,611,284		\$ 30,948,812
Temporarily Restricted Fund Balance	F	15,429,286		16,700,260
Permanently Restricted Fund Balance	F	69,233,812		75,355,603
NET ASSETS		<u>\$ 114,274,381</u>		<u>\$ 123,004,675</u>
TOTAL LIAB & FUND BALANCES		<u><u>\$ 116,388,334</u></u>		<u><u>\$ 126,037,372</u></u>



BALANCE SHEET

(STATEMENT OF FINANCIAL POSITION)

For the Period Ended: January 31, 2023

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 6.1% gain for the previous 3 months and a 4.3% 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 \$708,000 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.



INCOME STATEMENT (STATEMENT OF ACTIVITIES)

	For the Seven Months Ending January 31, 2023				January 31, 2022
	Unrestricted	Temp Restricted	Perm Restricted	Total	Total
REVENUE (Excluding Investments)					
Cash Donations (Including Scholarships) A	\$ 313,743	\$ 679,065	\$ 320,635	\$ 1,313,443	\$ 3,924,283
In-Kind Donations B	2,500	-	250,000	252,500	21,047
Income - Fundraising Activities	-	104,774	-	104,774	96,063
Income - Operations	43,189	-	-	43,189	40,566
Total REVENUE (Excluding Investments)	\$ 359,432	\$ 783,839	\$ 570,635	\$ 1,713,906	\$ 4,081,959
EXPENSES (UNRESTRICTED)					
Wages/Benefits/PR Taxes C	\$ 1,200,680	\$ -	\$ -	\$ 1,200,680	\$ 1,148,466
Professional & Service Provider Fees D	145,495	-	-	145,495	224,290
Occupancy (Utilities & Maint & Repair) E	138,109	-	-	138,109	15,606
College Capital & Program Support	117,243	-	-	117,243	111,173
Software/Support & Website	40,792	-	-	40,792	30,089
Printing/Copying	38,294	-	-	38,294	27,690
Operating Agreement/In Kind Expense	33,883	-	-	33,883	33,883
College & Community Relations	29,445	-	-	29,445	14,240
Insurance	25,659	-	-	25,659	21,628
Supplies/Recruit/Misc./Transfers	20,072	-	-	20,072	5,036
Catering/Meetings	19,491	-	-	19,491	3,898
Postage	18,272	-	-	18,272	9,390
Travel/Lodging	14,003	-	-	14,003	2,365
Publications/Dues	8,109	-	-	8,109	10,125
Staff Development	7,988	-	-	7,988	2,215
Scholarship Management/Support	6,449	-	-	6,449	3,315
Advertising/Awards/Prizes	6,172	-	-	6,172	3,339
Thank/Honor/Remember	4,448	-	-	4,448	3,707
Taxes/Licenses/Registrations	4,191	-	-	4,191	4,517
Entrance Fees/Green Fees/Rentals	975	-	-	975	640
Transfers	52,890	(12,067)	(40,823)	-	-

	For the Seven Months Ending January 31, 2023				January 31, 2022
	Unrestricted	Temp Restricted	Perm Restricted	Total	Total
Depreciation	15,720	-	-	15,720	14,592
Total EXPENSES (UNRESTRICTED)	\$ 1,948,379	\$ (12,067)	\$ (40,823)	\$ 1,895,490	\$ 1,690,203
EXPENSES (RESTRICTED)					
Student Financial Assistance	F \$ -	\$ 861,604	\$ -	\$ 861,604	\$ 777,687
Stipends/Fees/Temp Services	G -	163,217	-	163,217	200,189
Supplies	H -	125,333	-	125,333	87,502
College Capital & Program Support	-	104,625	-	104,625	122,625
Catering/Meetings	-	45,693	-	45,693	33,051
Advertising/Awards/Prizes	-	38,114	-	38,114	24,731
Professional & Service Provider Fees	-	31,052	-	31,052	12,933
Travel/Lodging	-	16,099	-	16,099	3,487
Publications/Dues	-	12,660	-	12,660	13,767
Taxes/Licenses/Registrations	-	11,314	-	11,314	11,746
Staff Development	I -	8,925	-	8,925	48,386
Thank/Honor/Remember	-	7,759	-	7,759	3,042
Entrance Fees/Green Fees/Rentals	J -	5,201	-	5,201	35,470
Printing/Copying	-	2,927	-	2,927	446
Occupancy (Utilities & Maint & Repair)	-	1,449	-	1,449	2,884
Postage	-	52	-	52	18
Total EXPENSES (RESTRICTED)	\$ -	\$ 1,436,024	\$ -	\$ 1,436,024	\$ 1,377,964
Total EXPENSES	\$ 1,948,379	\$ 1,423,957	\$ 40,823	\$ 3,331,514	\$ 3,068,168
NET INCOME (LOSS) Excl Investments	\$ (1,588,947)	\$ (640,119)	\$ 529,812	\$ (1,617,608)	\$ 1,013,792
INVESTMENT INCOME (LOSS)					
Interest/Dividends	K \$ 244,750	\$ 151,084	\$ 457,093	\$ 852,926	\$ 576,627
Realized Investment Income (Loss)	K (37,624)	109,795	(12,201)	59,970	4,948,129
Unrealized Investment Income (Loss)	K 876,449	526,543	3,102,222	4,505,214	(2,955,497)
Change in Value-Split Interests	-	-	5,216	5,216	14,530
Total INVESTMENT INCOME (LOSS)	\$ 1,083,574	\$ 787,422	\$ 3,552,330	\$ 5,423,327	\$ 2,583,789
NET INCOME (LOSS)	\$ (505,373)	\$ 147,304	\$ 4,082,143	\$ 3,805,719	\$ 3,597,581



INCOME STATEMENT
(STATEMENT OF ACTIVITIES)
For the Seven Months Ending January 31, 2023

Explanation of Variances

- A Donations decreased \$2.6 million over the same period last year. In the prior year, a \$2.1 million scholarship gift was received in December 2021. Cultivation efforts are underway with significant gifts being discussed to support the college cybersecurity program and development of Boschma Farms campus.
- B In December 2022, a home was donated to the foundation with proceeds to fund a scholarship endowment. The property is being prepared for sale with a listing expected to occur in February 2023.
- C Increase in Wages/Benefits/PR Taxes due to wage increases in the current fiscal year. Many staff members received cost of living increase of 5%.
- 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 Increased Occupancy expense in FY 2023 is due to foundation office repairs of \$120,000 to address water leakage into the building.
- F Student Financial Assistance increased \$84,000, as compared to the prior year, due to increase in scholarship funding.
- 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 In the current year, athletics had an increase in gear and equipment purchases for the baseball program.
- I Decrease in Staff Development expenses associated with college certifications for teaching and learning classes (\$33,000) in the prior year.
- J Entrance Fees/Green Fees/Rentals decrease due to chair rentals of \$35,000 for college musical events in the prior year.
- K Investment income reflects year to date cumulative realized and unrealized gains/losses. The investment pool recorded a 6.1% gain for the previous 3 months and a 4.3% 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 Seven Months Ending: January 31, 2023

		YTD Actual Thru 01/31/2023	Budget to Date Thru 01/31/2023	YTD Variance	% Variance
INCOME					
Endowment Distributions (Unrestricted)	A	\$ 1,572,586	\$ 1,572,586	\$ -	0.0%
Unrestricted Fundraising	B	322,849	292,250	30,599	10.5%
		\$ 1,895,435	\$ 1,864,836	\$ 30,599	1.6%
OPERATIONAL EXPENSES					
Salaries, Wages & Benefits		\$ 1,200,680	\$ 1,209,959	\$ 9,279	0.8%
Advancement					
Service Provider Fees		\$ 68,843	\$ 78,362	\$ 9,519	12.1%
Software/Publications/Dues		40,777	39,849	(928)	-2.3%
Printing/Copying		29,207	32,801	3,594	11.0%
Postage		18,055	20,572	2,517	12.2%
Catering/Meetings		11,585	10,296	(1,289)	-12.5%
Travel/Lodging		11,329	14,744	3,415	23.2%
Advertising/ Awards/Prizes		6,172	6,084	(88)	-1.4%
Staff Development		7,559	8,884	1,325	14.9%
Thank/Honor/Remember		2,759	2,713	(47)	-1.7%
Supplies/Misc.		3,479	2,815	(664)	-23.6%
		\$ 199,765	\$ 217,119	\$ 17,354	8.0%
Administration					
Occupancy	C	\$ 135,305	\$ 16,835	\$ (118,470)	-703.7%
Professional Fees		65,963	65,473	(490)	-0.7%
Serv. Prov. Fees/Publications/Taxes		18,882	23,272	4,390	18.9%
Insurance		18,575	19,042	467	2.5%

	YTD Actual	Budget to Date	YTD	%
	Thru 01/31/2023	Thru 01/31/2023	Variance	Variance
Printing/Copying/Graphics	9,087	9,479	392	4.1%
Scholarship Management	6,449	7,758	1,309	16.9%
Supplies/Postage/Recruiting	11,699	20,186	8,487	42.0%
Software & Support	6,926	8,021	1,095	13.6%
Catering/Meetings	7,906	5,950	(1,956)	-33%
Travel & Lodging	2,674	3,483	809	23.2%
Staff Development & Continue Ed	429	2,713	2,284	84.2%
	\$ 283,895	\$ 182,211	\$ (101,684)	-55.8%
TOTAL OPERATIONAL EXPENSES	\$ 1,684,340	\$ 1,609,289	\$ (75,051)	-4.7%
NET INCOME BEFORE COLLEGE EXPENSES	\$ 211,095	\$ 255,547	\$ (44,452)	-17.4%
COLLEGE PROGRAM EXPENSES				
College Foundation Funds Allocation	D \$ 63,588	\$ 96,104	\$ 32,516	33.8%
College Campus Priorities	46,104	47,167	1,063	2.3%
College & Community Relations	26,814	18,404	(8,409)	-45.7%
	\$ 136,506	\$ 161,675	\$ 25,169	15.6%
NET INCOME (EXPENSE)	\$ 74,590	\$ 93,872	\$ (19,282)	-21%



Clark College Foundation

OPERATIONAL BUDGET COMPARISON

For the Seven Months Ending: January 31, 2023

Explanation of Variances

- A Represents funds distributed from endowment investments for the fiscal year 2023 operational budget.
- B The budget anticipated \$292,000 in unrestricted revenue from fundraising and gift fees. To date, \$323,000 has been recorded. Largest impact was a \$200,000 unrestricted gift from donor advised fund and \$65,000 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 approved in the prior year but scheduling issues required the work to be delayed into the current year.
- D College associated funds are lower than budgeted but expected to significantly increase as the year progresses.

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 January 31, 2023

Sources of Funds (Revenues)	2022-23 Budget	Revenues to Date	Difference	% Budget Received
<u>Operating Accounts</u>				
State Allocation	45,124,742	17,895,533	(27,229,209)	39.7%
Tuition & ABE/Cares lost revenue	16,602,097	13,897,798	(2,704,299)	83.7%
Running Start /Cares lost revenue	11,938,860	6,702,483	(5,236,377)	56.1%
Planned use of prior fund balance	4,206,641	-	(4,206,641)	0.0%
Dedicated, matriculation, tech, cont ed	4,142,656	3,682,755	(459,901)	88.9%
Total Operating Accounts	82,014,996	42,178,569	(39,836,427)	51.4%
<u>Other Accounts</u>				
Grants	3,593,336	1,522,248	(2,071,088)	42.4%
Contracts	750,288	1,101,591	351,303	146.8%
Internal Support & Agency Funds	557,407	759,994	202,587	136.3%
ASCC	2,096,235	1,100,108	(996,127)	52.5%
Bookstore	2,840,911	1,439,811	(1,401,100)	50.7%
Parking	477,524	233,832	(243,692)	49.0%
Auxilliary Services	2,881,891	1,390,760	(1,491,131)	48.3%
Financial Aid	20,180,780	11,074,824	(9,105,956)	54.9%
Total Other Accounts	33,378,372	18,623,169	(14,755,203)	55.8%
Total Sources of Funds	115,393,368	60,801,738	(54,591,630)	52.7%

Uses of Funds (Expenses)	2022-23 Budget	Encumbrances Expenditures to Date	Difference	% Budget Spent
<u>Operating Accounts</u>				
President	1,026,256	418,636	607,620	40.8%
Vice President of Diversity, Equity & Inclusion	862,679	434,377	428,302	50.4%
Vice President of Instruction	52,169,051	25,447,848	26,721,203	48.8%
Executive VP of Operations	10,797,463	6,371,235	4,426,228	59.0%
Vice President of Student Affairs	10,109,963	5,580,261	4,529,702	55.2%
Chief Information Officer	5,198,886	2,495,982	2,702,904	48.0%
Vice President of Human Resources and Compliance	1,850,698	1,176,384	674,314	63.6%
Bank/CC Fees	-	94,237	(94,237)	0.0%
Total Operating Accounts	82,014,996	42,018,960	39,996,036	51.2%
<u>Other Accounts</u>				
Grants	3,593,336	1,460,013	2,133,323	40.6%
Contracts less Running Start	750,288	1,651,174	(900,886)	220.1%
Internal Support & Agency Funds	557,407	766,128	(208,721)	137.4%
ASCC	2,096,235	1,049,016	1,047,219	50.0%
Bookstore	2,840,911	1,645,068	1,195,843	57.9%
Parking	477,524	251,241	226,283	52.6%
Auxilliary Services	2,881,891	1,483,950	1,397,941	51.5%
Financial Aid	20,180,780	11,546,360	8,634,420	57.2%
Total Other Accounts	33,378,372	19,852,951	13,525,421	59.5%
Total Uses of Funds	115,393,368	61,871,910	53,521,458	53.6%
Difference - Excess (Deficiency)	-	(1,070,172)		

c. Dr. Karin Edwards, Sabra Sand, Vanessa Neal, Nicole Rogers-Marcum, Julie Taylor
e. Michele Cruse, Das Gupta, Brad Avakian, Jim Wilkins-Luton, Heather Adams, Brooke Pillsbury
Linda Tuve 2/13/23



Clark College

Bachelor of Science in Computer Science

*Board of Trustees Meeting
February 22, 2023*

Izad Khormae
BSCS Planning Team

2021 Enabling Legislation

The Washington State Legislature passed SSB 5401 in 2021 authorizing community and technical colleges to offer Bachelors of Science in Computer Science degree programs. In the legislation's findings, the Legislature noted that Washington "imported four times as many computer science graduates than it produced in state." They noted that there were 24,000 job openings in the technology sector in the state, and only 1,883 computer science degree completions (in 2018-19), and very few of those degrees were awarded to African American, Hispanic, and native American students. The legislative findings concluded by noting, "the legislature finds that we need to expand access to the high-demand field of computer science, especially to students of color."

Program Format

- ▶ Develop 2 + 2 Bachelor of Science in Computer Science Degree
 - ▶ Associate Degree – Computer Science (Year 1 + Year 2)
“all courses are currently being taught at Clark College – no new courses”
 - ▶ Bachelor of Science in Computer Science (Year 3 + Year 4)
“core Computer Science courses plus project-based and specialty certifications courses”

Guiding Principles

- ▶ Quality, efficient and high value education
- ▶ Emphasize outreach and support for historically underrepresented students
- ▶ Education plan for every student
- ▶ Flexible modality: hybrid/remote
- ▶ Focus on project/design versus theoretical/traditional academic requirements
- ▶ Early links with industry to support project-based learning
- ▶ Specialization based on industry needs starting with Year 3
- ▶ Eliminate issues/risks associated with student transfers

Local Employer Needs and Supply of Graduates

- ▶ Annually, 1,507* openings for BSCS graduates locally - “expected growth of 19% over the next decade”
- ▶ On average, 53 students graduate with BSCS degrees locally
- ▶ Clark College enrollment forecast for BSCS program:

2024-25	2025-26	2026-27	2027-28
20	40	60	80

- ▶ Even with the forecasted numbers of BSCS graduates at Clark College, less than 10% of employer needs will be met

* Source: EMSI

Employers

- ▶ Local Clark College Service Area
HP, Logitech, WaferTech, SEH America, Sigma Design, Silicon Forest, Skyetel, Polaris, ZoomInfo, BPA, nLIGHT, Applied Motion Systems, Columbia Machines, Clark PU, Hospitals/Healthcare Centers...
- ▶ Expanded Portland/Vancouver Service Area
Intel, Boeing, Siemens EDA, Genentech, Nike, Tektronix, Johnson Controls, Adidas, Home Depot, Fred Meyers, Verizon, AutoDesk, Amazon, Microsoft, Ontario Systems, PUD, Pacific Corp, PGE, US Bank, ...

Advisory Board

Representatives from the following organizations have tentatively agreed to serve on the BSCS Advisory Board:

- ▶ HP Inc.
- ▶ Integrated Computer Solutions, Inc.
- ▶ ForgeRock
- ▶ Amazon
- ▶ Skyetel
- ▶ Intel
- ▶ Meta
- ▶ Zoom Info

Student Interest

- ▶ Students
429 students currently have AST2-Computer Science education plans
- ▶ *Feedback “October 2022 Student Survey”*
 - ▶ 48% of students stated “Yes – would be interested in BS CS at Clark College”
 - ▶ 45% of students stated “Maybe - would consider BS CS at Clark College”
 - ▶ 7% of students stated “No – not interested in BS CS at Clark College”
- ▶ Interest
Approximately 390 current students are interested or would consider Clark College’s BSCS, if offered

Planning Team

- ▶ Faculty:
Indrajith Rajapaksa, Izad Khormae, James Teisher, Jing Liu, Joshua Riffle, Mousumi Hazra, Nicholas Macias, Opinderjit Bhella, Scott Koss, Tobias Peterson
- ▶ Institutional Research: Feddie Young
- ▶ Student Services: Mashelle Ostermiller
- ▶ Library & Open Education Resources: Zachary Grant, Kathryn Anastasi
- ▶ Planning is funded by: “Guided Pathways Grant” Rhianna Johnson
- ▶ Thanks to all others who are providing support!

Current Status/Schedule

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- ▶ First two phases have been completed and presented
 - ▶ Instructional Planning Team (IPT) - October 24, 2022
 - ▶ SBCTC Board - February 2, 2023
- ▶ Program Proposal
 - ▶ Draft for Clark College internal review in April 2023
 - ▶ SBCTC Board review in October 2023 (next meeting)
- ▶ Preparation for first students in Fall 2024 following SBCTC Board review in October 2023

Thanks for your Interest!

Open for questions/feedback

*Please contact ikhormae@clark.edu
if you have questions or suggestions...*