



Clark College  
BOT Meeting  
Tuesday, September 24, 2019 5:00 PM (PDT)  
GHL 213



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BOT Meeting  
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- I. Call to Order/Agenda Review - Chair Jacobsen
- II. Introductions - President Fowler-Hill
  - Evans Kaame, ASCC President;*
  - Han Pham, ASCC Vice President;*
  - Masha Cole, ASCC Finance Director;*
  - Patricia Bivens, ASCC Executive Assistant;*
  - Justin Flint, ASCC Club Coordinator;*
  - Taegon Lee, ASCC Civics & Sustainability Director;*
  - Bella Holt, APB Family Events Coordinator;*
  - Dionisia Givens, APB Social Events Coordinator;*
  - Rebecca Shuler, APB Educational Events Coordinator;*
  - Rich Te, APB Cultural Events Coordinator;*
  - December Redinger, APB Awareness Events Coordinator;*
- III. Action Items and/or Consent Agenda - Chair Jacobsen
  - A. 2019-2020 Committee Assignments
  - B. August 2019 Board Meeting Minutes
  - C. September 3, 2019 Special Board Meeting Minutes
  - D. September 11, 2019 Special Board Meeting Minutes
  - E. Refugee Fee Waiver
- IV. Audience Statements - Chair Jacobsen
  - Audience statements will be limited to two minutes each.*
- V. Constituent Reports
  - A. AHE - Suzanne Southerland
    - The AHE will have a PowerPoint presentation for the trustees.*
  - B. WPEA - Heather Adams
  - C. ASCC
    - The students will not have a report this month but they will be introduced to the trustees at the beginning of the meeting.*
  - D. Foundation - Lisa Gibert
- VI. Reports from Board Members - Chair Jacobsen
  - A. Presidential Search Update - Trustee Speer and Chair Jacobsen
- VII. President's Report - President Fowler-Hill
  - A. Student Affairs Presentation - Tavish Bell, Project Coordinator for the Federal Grant--  
Violence Against Women

B. Faculty Presentation--AI/Robotics - Bruce Elgort, B.E., M.S.

C. Scorecards

D. Statistics

VIII. Next Meeting

*The next meeting of the Board of Trustees is currently scheduled for Wednesday, October 23, 2019 in the Ellis Dunn Community Room, GHJ 213.*

IX. Executive Session - Chair Jacobsen

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

X. Adjournment - Chair Jacobsen

*Time and order are approximate and subject to change.*

## Call to Order/Agenda Review

*No documents for this item*

## Introductions

*No documents for this item*

## Action Items and/or Consent Agenda

*No documents for this item*

**Election of Board Officers and Committee Appointments**

Board policy 100.C20 states that in June of each year the Board shall elect from its membership a chair and vice-chair to serve for the ensuing year. The chair and vice-chair of the Board are elected for a term of one year and assume office on July 1.

- 1. **Chair** Jane Jacobsen
- 2. **Vice Chair** Rekah Strong

Committee appointments to be made for (academic year) include:

- 3. **Clark College Foundation Board of Directors**
  - A. Foundation Board (Position #1): \_\_\_\_\_
  - B. Executive Committee (Position #2): \_\_\_\_\_
  - C. Board Chair/Vice Chair (BOD/BOT) Committee: \_\_\_\_\_
- 4. **Legislative Action Committee Representative to Washington State Association of College Trustees (ACT)** \_\_\_\_\_
  - \_\_\_\_\_ Primary
  - \_\_\_\_\_ Alternate
- 5. **Workforce Education Liaison** \_\_\_\_\_
- 6. **Facilities Master Plan** \_\_\_\_\_
- 7. **Guided Pathways Committee** \_\_\_\_\_
- 8. **Commercial Property Development Task Force Committee** \_\_\_\_\_

## August 2019 Board Meeting Minutes

*No documents for this item*

Clark College  
Minutes of the Regular Meeting of the Board of Trustees  
Wednesday, August 28, 2019  
GHL 213

**In Attendance**

Jane Jacobsen, Chair  
Rekah Strong, Vice Chair  
Jeanne Bennett, Trustee  
Jada Rupley, Trustee  
Paul Speer, Trustee

**Others**

Kim Witherspoon, Assistant Attorney General  
Lisa Gibert, CEO, Clark College Foundation

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

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

II. **Introductions**

Chair Jacobsen introduced Clark College's Interim President, Dr. Sandra Fowler-Hill and Assistant Attorney General Kim Witherspoon.

III. **Action Items**

Vice Chair Strong made a motion to approve items A through J:

- A. Approval of 2019-2021 Strategic Plan
- B. Approval of 2019-2020 Board Priorities
- C. 2019-2020 Board of Trustees Meeting Dates
- D. Election of Officers
- E. Minutes of June 12, 2019 Regular Meeting
- F. Minutes of July 3, 2019 Special Meeting
- G. Minutes of July 12, 2019 Special Meeting
- H. Minutes of July 15, 2019 Special Meeting
- I. Minutes of July 24, 2019 Special Meeting/Retreat
- J. Minutes of August 15 Special Meeting

Vice Chair Strong made a motion to approve items A through J:

- A. Approval of 2019-2021 Strategic Plan
- B. Approval of 2019-2020 Board Priorities
- C. 2019-2020 Board of Trustees Meeting Dates
- D. Election of Officers
- E. Minutes of June 12, 2019 Regular Meeting
- F. Minutes of July 3, 2019 Special Meeting
- G. Minutes of July 12, 2019 Special Meeting
- H. Minutes of July 15, 2019 Special Meeting
- I. Minutes of July 24, 2019 Special Meeting/Retreat
- J. Minutes of August 15 Special Meeting

**MOTION**

Trustee Rupley seconded the motion. Trustee Speer asked that the motion be reconsidered and to have Items C and D, the 2019-2020 Board of Trustee Meeting Dates and Election of Officers, be considered separately from the rest of the group.

Vice Chair Strong reworded the motion to approve Action Items A, B, and E through J. The change in motion was accepted and Trustee Rupley seconded. Trustee Bennett abstained from Items E, F, G, and H as she did not attend the meetings. The motion carried and Items C and D were considered separately.

The trustees discussed changing the date of the March 6, 2020 tenure executive session. After considering board schedules, it was agreed that the March 6 and March 9 executive sessions would be cancelled, and the executive sessions would be held on March 5 with the option of scheduling a full day meeting if necessary. Vice Chair Strong made a motion to accept this change. Trustee Rupley seconded and the motion carried.

**MOTION**

Vice Chair Strong made a motion to defer Item D, Election of Officers, to September's meeting for vote. The trustees will notify Chair Jacobsen of the committees on which they prefer to serve. Trustee Speer seconded and the motion carried.

IV. **Audience Statements**

There were no audience statements this evening.

V. **Constituent Reports**

A. **AHE**

Incoming AHE President Suzanne Southerland addressed the board for the first time this evening. She is committed to contributing to a healthy college climate as is the faculty. They still plan to advocate for a salary increases and better working conditions for adjuncts at the board meetings. She indicated that some colleges have already ratified contracts awarding faculty increases in the ranges of 15-20%. They plan to ask the college to construct and implement a long-term budget plan and to lobby the legislature to back a bill that requires community colleges to use a uniform

budget system. They want an employee climate survey distributed as soon as classes begin. The union is confident that Clark is moving towards a healthy climate.

***ACTION: Trustee Rupley asked President Southerland to report on which colleges have ratified their contracts at a future meeting.***

**B. WPEA**

Tavish Bell reported on behalf of the classified employees. Two new stewards are in the process of onboarding and their next meeting is on September 12. Sarah Thorsen and Heather Adams are this year's co-chiefs; they had a very positive meeting with President Fowler-Hill earlier today and look forward to participating in the presidential search.

**C. ASCC**

There were no reports from the students this month.

**D. Foundation**

Ms. Gibert and President Fowler-Hill have spent the summer attending several events and donor visits together as well as a Conversation Night and Six to Sunset concerts. They have had significant contact with SHE America and Career Launch, and believe this will put the college in a good position moving forward through this academic year.

This summer's Partners magazine highlights the topic of missing indigenous women. Rep. Gina Mosbrucker is a Clark alum and has been a leader in the legislature to pass a bill that recognizes the severity of the problem. Rep. Mosbrucker said that Clark instilled the vision in her of taking her passion to make the world a better place.

The foundation is hosting a Welcome Back BBQ on September 20 to welcome students and student athletes back to school. The Athletics Department is sponsoring the event.

**VI. Reports from Board Members**

Trustee Bennett has been a Clark trustee for one month and it has been a whirlwind of meetings with staff members from all over the college. She provided the audience with information about her background where she spent much of her career in K-12 education, training, and as a legislative aide.

Vice Chair Strong was very pleased with this year's board retreat and recognized the cabinet for their presentation of the board's priorities for the coming year. She had her first meeting with President Fowler-Hill and is so appreciative of having her here. President Fowler-Hill is very well respected and brings a calming and setting influence which is just what the college needs right now.

Trustee Rupley has her first meeting with President Fowler-Hill this coming Friday and is looking forward to working with her this year. It is time to start nominating Transforming Lives students and she is confident the college will choose another great nominee.

Chair Jacobsen felt this year's retreat was especially successful. She has been meeting with foundation leaders and board members and feels communication between the two organizations will

continue to grow and improve over the year. She and foundation Vice Chair Eric Merrill are going to meet weekly for the foreseeable future and the BOD/BOT meetings will be held every other month.

Trustee Speer recognized Tracy Reilly-Kelly for her recent presentation on Women's Suffrage at the Historic Trust's Chautauqua Series.

### **Presidential Search Update**

Trustee Speer has begun work on the permanent presidential search process. He thanked the college community for the hard work that went into the interim search in the last few weeks before summer break. The board intends to name the permanent president in mid-February instead of April. Many of the most sought-after candidates may have offers in April and Clark wants to get out in front of the other colleges. Each candidate will spend three days at Clark, and the board and some members of the search committee will visit each finalists' college. He shared the very ambitious timeline with the group. Interviews at the college will begin the first week of January and last three weeks. The week of January 20, campus trips will take place and an offer will be made to a finalists on February 10, with contract negotiations beginning immediately.

## VII. **President's Report**

President Fowler-Hill pointed out documents included in this month's packet that could be of use to the trustees who are both new and veteran in their roles. She has included a current list of higher education acronyms and a document from the SBCTC that clarifies the roles of the state board and the local boards.

She thanked the board and the college community for such a warm welcome. She has spent the past seven weeks on a listening tour of the college. She received 129 responses in response to the survey call she distributed during her first week at Clark. She plans to send it again when faculty return.

There were some recurring themes in the survey responses:

- Faculty and staff are passionate and dedicated to serving students.
- Staff desire to work towards a goal as a team.
- They would like additional resources in order to do their jobs.
- They feel worn down.
- They feel there is a lack of communication within the college.
- They want to put students first, they want the president to move the college forward and be our leader.
- Listen, listen, listen.

President Fowler-Hill has toured each of the campuses, Boschma Farms, met individually with each cabinet member, and toured each cabinet area. She is very proud of the work being done at Clark.

### **A. Student Success Story**

There was no student presentation this month.

### **B. Faculty Presentation**

There was no faculty presentation this month.

C. Guided Pathways

There were no comments regarding guided pathways.

D. Scorecards

Trustee Speer acknowledged and recognized Ms. Haluapo and her staff for retooling the scorecards for this coming year. Each cycle, the scorecards improve and the trustees are looking forward to having accurate measurement systems developed.

VIII. Next Meeting

The next regular meeting of the Board of Trustees is currently scheduled for Tuesday, September 24 in the Ellis Dunn Community Room, GHJ 213.

IX. Executive Session

At 5:59 pm, the board convened an executive session under RCW 42.30.140 (4)(a) will be held to plan or adopt the strategy or position to be taken by the governing body during the course of any collective bargaining, professional negotiations, or grievance or mediation proceedings, or review the proposals made in the negotiations or proceedings while in progress. No final action will be taken during the executive session.

At 6:30 pm, the executive session ended and the regular meeting reconvened. No final action was taken.

X. Adjournment

There being no further business, the meeting adjourned at 6:30 pm.



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Jane Jacobsen, Chair

Leigh Kent  
Recorder  
September 13, 2019

Clark College  
Minutes of the Special Meeting of the Board of Trustees  
Tuesday, September 3, 2019  
President's Conference Room, Baird 102

**In Attendance**

Jane Jacobsen, Chair  
Rekah Strong, Vice Chair  
Jeanne Bennett, Trustee  
Jada Rupley, Trustee  
Paul Speer, Trustee

**Others**

Dr. Sandra Fowler-Hill, Interim President  
Kim Witherspoon, Assistant Attorney General

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

Chair Jacobsen called the meeting to order at 3:03 pm.

II. **Executive Session**

The Board convened an executive session at 3:03 pm to evaluate complaints or charges brought against a public employee, and to discuss with legal counsel representing the agency, litigation or potential litigation to which the agency, the governing body, or a member acting in an official capacity is, or is likely to become, a party. No final action will be taken during the executive session.

The executive session under RCW 42.30.110(1) was expected to last until 3:13 pm.

At 3:13 pm, the executive session ended and the special meeting reconvened. No final action was taken by the Board during the executive session.

The board evaluated four complaints alleging violations of Clark College's non-discrimination policy. The board has taken the complaints seriously and have considered the findings made by an independent investigator the college retained to investigate the complaints.

A motion was made to accept the investigation. The motion was seconded and unanimously passed.

III. **Adjournment**

There being no further business, the special meeting adjourned at 3:13 pm.

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Jane Jacobsen, Chair

Leigh Kent  
Recorder  
September 17, 2019

Clark College  
Minutes of the Special Meeting of the Board of Trustees  
Tuesday, September 11, 2019  
President's Conference Room, Baird 102

**In Attendance**

Jane Jacobsen, Chair  
Rekah Strong, Vice Chair  
Jeanne Bennett, Trustee  
Paul Speer, Trustee

**Absent**

Jada Rupley, Trustee

**Others**

Dr. Sandra Fowler-Hill, Interim President  
Kim Witherspoon, Assistant Attorney General

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

Chair Jacobsen called the meeting to order at 9:00 am.

II. **Executive Session**

The Board convened an executive session at 9:00 am to discuss with legal counsel representing the agency, litigation or potential litigation to which the agency, the governing body, or a member acting in an official capacity is, or is likely to become, a party. No final action will be taken during the executive session.

The executive session under RCW 42.30.110(1) was expected to last until 9:30 am.

At 9:30 am, the executive session was extended to 9:50 am. At 9:50 am, the executive session was extended to 10:00 am. At 10:00 am, the special meeting was reconvened.

III. **Adjournment**

There being no further business, the special meeting adjourned at 10:00 am.

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Jane Jacobsen, Chair

Leigh Kent  
Recorder  
September 17, 2019

Agenda Item: ctcLink (PeopleSoft) Required Changes--Refugee Waiver

The Refugee Waiver, FPS 23, is currently configured in legacy (student management system) to charge a refugee student the resident tuition rate plus an additional 25% of that rate, effectively waiving ~87% of the non-resident tuition differential for credits 1-10, and charges the resident tuition rate for credits 11 and above. ctcLink (PeopleSoft) cannot be configured to apply a variable credit waiver.

Over the last 5 years, the waiver has only been used by five students. The waiver is very limited in scope. The change would increase the cost per credits 1-10 by an additional \$25.85 per credit, for each credit 1-10 for this limited group of students, and \$2.07 per credit for each credit 11-18. Without this waiver, refugee students would be charged the substantially higher international student rate. While few students have applied for the Refugee Waiver, if a student does pursue use, financial aid and/or other college funding sources will be able to support the additional cost.

On September 3<sup>rd</sup> the proposal for the Board to change this waiver to match the non-resident operating fee waiver, waiving 80% of the non-resident tuition differential for all credits was brought to EC. EC approved the request to move forward. The waiver is optional, and must be authorized and approved locally by the Board. We ask for the Board's approval to implement the change.

Currently the college has no students registered for fall quarter utilizing this waiver. We ask for the change to be implemented winter quarter 2020.

## Audience Statements

*No documents for this item*

## Constituent Reports

*No documents for this item*

AHE

*No documents for this item*

# WPEA/UFCW Local 365, Clark College Unit

*Board Report for September 2019*

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## MEETINGS

WPEA membership meeting: September 12, 2019 and December 12, 2019/ 12-1pm on campus

Labor Management Meeting: September 25, 2019

## COMMUNICATION

Current contact for campus stewards:

### Co-Chief Shop Stewards

**Sarah Thorsen** 360-992-2075

**Heather Adams** 360-992-2900

### Communications Officers

**David Sims** 360-992-2132

**Degundrea Harris** 360.992.2382

### Shop Stewards

**Tavish Bell** 360-992-2580

**Chris Layfield** 360-992-2933

**Angela Dawson** 360-992-2515

## Kudos and Congratulations to our Classified Staff:

- Welcome new stewards, Angela Dawson (Life Sciences) and Chris Layfield (Security and Safety)
- Malissa Fife, Enrollment Services, was elected to serve on the state board for Staff Training for Technical and Community Colleges (STACC) serving as the board's Communication Coordinator
- Chris Layfield, Security and Safety, participated in a desk audit and was recently reclassified to Admin Services Manager
- Cheryl Davenport, Libraries, had a successful state LAPP restructure and reclassified to a Library and Archives Paraprofessional 4
- Andreana DiGiorgio, Business Technology, had a successful desk audit and reclassified to Program Specialist 2
- Kudos and thank you to Billie Garner for organizing the WPEA appreciation BBQ!

## Labor Management Communication

**WPEA stewards will be meeting with management to discuss** Diversity and job retention of employees, Unfilled Classified positions and vacancies, length of time in filling positions, and demand to bargain business.

## Updates and Announcements

- WPEA will host weekly conference calls for classified staff on Wednesday evenings, all classified staff have been invited to participate in the calls starting weekly on 9/18.
- WPEA looks forward to continued and regular meetings with management and President Fowler-Hill in the next academic year.

ASCC

*No documents for this item*

**Foundation  
September 2019**

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

1. **Development:**

Strategic initiatives for FY 2020 incorporates all aspects of the development program:

- Promising Pathways Campaign continues with added focus
- Cost effectiveness of foundation's development operations
- Expansion of the constituent base
- Enhancement of strategic constituent engagement and/or stewardship

Fundraising for the new fiscal year started fast with more than \$1.5 raised since July 1. This brings the total raised for the Promising Pathways Campaign to more than \$22 Million. The goal, again, is \$35 Million with the campaign continuing through 2021.

We've had a tremendous response to the cover story of the latest issue of Clark Partners featuring the tragic situation of missing and murdered indigenous women in Washington and across the nation. The story focuses on the efforts of Clark alumna and state representative Gina Mosbrucker who has spearheaded two bills through the legislature that will acknowledge and account for these women, help tell their stories, and pursue ways to bring their perpetrators to justice. Another example of the amazing things our alumni are doing out there.

Speaking of alumni, the search continues for a new alumni director at Clark College Foundation to replace Kelsey Hukill who left us last month when she and her husband moved back home to Ohio. We are very happy to report we have an unusually strong and diverse pool of candidates who we are currently interviewing for this position. So keep your fingers crossed.

We want to remind everyone of the annual Jim Raines Welcome Back BBQ on September 20<sup>th</sup> at noon near the Andersen Fountain. This year's event is focusing not only on our alumni but the strong connection between Clark College faculty and our student-athletes. So come on out and have some terrific BBQ. This is a free event and we'd love to have you there interacting with our students, our faculty and our alumni.

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

Strategic alignment indicators for FY 2020 involve:

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

Both executives from each institution are establishing the best ways to maintain ongoing communications in this highly dynamic time at Clark College.

Transitions always create some challenges as a new normal is established.

Foundation personnel is actively placing interim President Sandra Fowler-Hill in front of several community leaders, donors, and key partners. These meetings have been tremendously beneficial as we work towards sustainable programming and increased enrollment numbers.

Concerning governmental advocacy, our role has not been initiated this fiscal year, but anticipate continued involvement particularly as it applies to expansion and state support towards the campus at Boschma Farms. Visioning and development planning continues for this campus and to date, the extension of Pioneer east has been cut into the landscape. Work continues to determine the resolution of several real estate related issues that have arisen and how best to mitigate their impact. CCF appreciates that college personnel is taking these topics seriously and attempting to address them in a fashion that they benefit each entity as a whole.

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

The foundation's financial statements are currently under audit for the year ended June 30, 2019. Following the audit, an annual report will be provided to the college trustees and president detailing funds raised and expenditures made in support of the college and students.

The foundation continues to make progress with key indicators of fiduciary responsibility.

- Move toward a multi-year financial sustainability model
  - Five-year budget projection developed and reviewed with the foundation's finance committee.
- Oversight of key financial processes and compliance with governing documents
  - Bylaw revision complete.

- Transparency to college regarding support and assets available
    - Financial statement dashboard provided in the board of trustee packets
  - Ensure annual compliance
    - Completion of regulatory filings associated with our ability to issue charitable gift annuities.
4. **Board Relations:** *Implement and maintain processes by which board ensures its relevance through appropriate succession planning and evaluation of efforts.*

FY 2020 indicators involving the board's responsibilities include:

- Identification, recruitment, and nomination of new board members
- Assessment of process for board member engagement
- Solidify unity for the transition period at the institution.

Summer is not a time when significant work in this area results, yet, CCF welcomed Debra Blom to the board in July and does have another prospective board member out for a vote. I anticipate completion of that vote by September 13 at which time an announcement will be forthcoming. CCF also continues its work on board engagement and will be convening a board retreat on September 20, 2019. The primary objective is to gain an understanding of the foundation's financial position, its need for long term operational sustainability and how best to deal with nonperforming real assets. It looks to be a very enlightening retreat as we explore these issues and seek insight from Virginia (Ginny) DeSanto, CPA, CGMA the Chief Financial Officer/Treasurer of Arizona State University (ASU) Enterprise Partners, ASU Foundation - University Realty and Skysong Innovations.

Respectfully submitted,

Lisa Gibert  
Chief Executive Officer  
September 9, 2019

**Attachments:**

Financial Dashboard  
Development Dashboard  
Annual Giving Comparison  
Campaign Committed Gifts Report  
September Campaign/Development Report  
September Strategic Alignment Report  
September Fiduciary Report  
September Board Relations Report



# Draft Financial Dashboard as of June 30, 2019

## Contributions/Donations Received

	1973 - Present				
	Year to Date	6/30/2018	6/30/2017	6/30/2016	Life to date
Unrestricted \$	655,930	\$ 702,866	\$ 351,760	\$ 1,022,195	
Temp. Restricted	1,486,696	2,096,785	1,483,984	4,128,267	
Perm. Restricted	6,572,248	1,752,797	103,677	346,685	
<b>Total \$</b>	<b>8,714,874</b>	<b>\$ 4,552,448</b>	<b>\$ 1,939,421</b>	<b>\$ 5,497,147</b>	<b>\$104,848,206</b>

## College Support Expended

Program	Year to Date				6/30/2018		6/30/2017		6/30/2016		1973 - Present
	Unrestricted	Temp Restricted	Unrestricted	Temp Restricted	Unrestricted	Temp Restricted	Unrestricted	Temp Restricted	Unrestricted	Temp Restricted	Life to date
Boschma Farms land acquisition	\$ 230,950	\$ 1,327,240	\$ 470,922	\$ 601,058	\$ 298,054	\$ 495,521	\$ 432,044	\$ 643,482	\$ 35,377,917		
Capital projects-STEM/Dental Hyg./Oth.	2,082,091	-	444,444	-	444,444	-	1,244,444	-	7,659,866		
College & Community Relations	57,317	-	47,306	603,265	175,000	252,559	-	1,537,786	13,986,854		
Scholarships	17,622	1,174,984	8,210	960,649	9,063	900,038	9,416	848,625	12,201,750		
<b>Total</b>	<b>\$ 2,387,979</b>	<b>\$ 2,502,223</b>	<b>\$ 970,882</b>	<b>\$ 2,164,972</b>	<b>\$ 1,008,279</b>	<b>\$ 1,648,119</b>	<b>\$ 1,732,724</b>	<b>\$ 3,029,893</b>	<b>\$ 69,497,480</b>		

## Scholarships

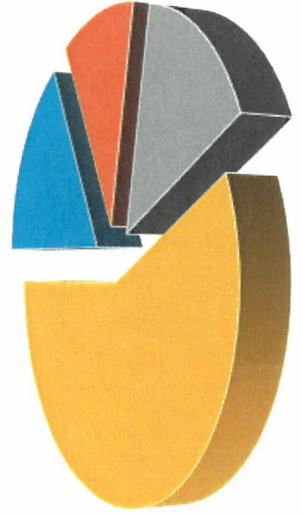
	YTD	6/30/2018	6/30/2017	6/30/2016	6/30/2015
Number of students receiving awards	561	516	421	383	385
Clark College Students (Fall Census excl. Running Start)	7,973	8,490	8,880	9,118	10,081

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

## Net Assets by Type

Unrestricted	\$ 18,592,309
* Excludes board restricted net assets of	\$ 11,074,008
Temporarily Restricted	15,171,780
Permanently Restricted	60,407,905
<b>Net Assets</b>	<b>\$ 105,246,002</b>

Net Assets by Type



- Unrestricted
- Board Restricted
- Temporarily Restricted
- Permanently Restricted





# Dashboard



**Strategic Initiatives:**

- Development
- Strategic Alignment
- Fiduciary Responsibility
- Board Relations

	Current fiscal year to-date	Prior fiscal year to-date	Prior fiscal year
<b>Fiscal year</b>	7/1/2019 - 7/31/2019	7/1/2018 - 7/31/2018	7/1/2018 - 6/30/2019
<b>Total number of donors</b>	164	135	1,962
<b>Number of new donors acquired</b>	20	11	768
<b>Number of new major gift donors acquired</b>	1	0	19
<b>Number of \$1,000+ donors</b>	35	12	230
<b>Number of confirmed irrevocable planned gifts</b>	0	0	7
<b>Number of confirmed revocable planned gifts</b>	0	0	1
<b>Foundation board participation*</b>	40%	45%	95%
<b>College trustee participation</b>	40%	40%	100%
<b>Executive Cabinet participation</b>	40%	38%	70%
<b>Foundation staff participation</b>	59%	59%	100%

\*excludes ex-officio members

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

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

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



**Clark College Foundation**  
**Annual Giving Comparison**  
as of July 31, 2019

	FY2020	FY2019	FY2018	FY2017
<b>TYPE</b>				
Cash/Stock/Property	\$61,504	\$2,145,169	\$3,135,656	\$1,032,495
Pledge	\$1,142,550	\$884,101	\$99,974	\$1,015,831
In-kind	\$83	\$65,868	\$41,124	\$220,399
Deferred Irrevocable at Face Value*	\$0	\$4,916,732	\$1,158,712	\$100,000
<b>TOTAL</b>	<b>\$1,204,137</b>	<b>\$8,011,870</b>	<b>\$4,435,467</b>	<b>\$2,368,725</b>
<b>SOURCE</b>				
Board Members (includes ex officio)	\$14,400	\$193,438	\$95,380	\$641,410
Employees	\$3,403	\$53,491	\$36,108	\$54,078
Alumni	\$9,765	\$568,992	\$1,039,995	\$185,508
Friends	\$8,707	\$981,835	\$615,815	\$545,993
Estates	\$720	\$4,723,175	\$1,087,717	\$26,200
Family Foundations and Trusts	\$30,293	\$806,115	\$850,600	\$337,988
Corporate & Community Foundations	\$1,079,050	\$343,691	\$499,208	\$222,342
Corporations/Other Organizations	\$57,800	\$329,989	\$204,394	\$353,892
Government Entities	\$0	\$11,144	\$6,249	\$1,314
<b>TOTAL</b>	<b>\$1,204,137</b>	<b>\$8,011,870</b>	<b>\$4,435,467</b>	<b>\$2,368,725</b>
<b>PURPOSE</b>				
<b>Current Use</b>				
Unrestricted	\$97,333	\$129,599	\$396,376	\$495,391
Faculty Support	\$0	\$0	\$0	\$0
Programs/Other	\$573,633	\$519,077	\$315,270	\$423,516
Scholarships	\$529,519	\$690,585	\$717,393	\$377,189
Sponsorships	\$2,300	\$86,100	\$13,384	\$34,600
Technology/Equipment	\$0	\$0	\$0	\$0
<b>Endowed</b>				
Unrestricted	\$0	\$0	\$0	\$0
Faculty Support	\$0	\$0	\$0	\$0
Programs/Other	\$154	\$180,880	\$80,243	\$33,456
Scholarships	\$1,198	\$1,476,297	\$1,747,579	\$103,393
Technology/Equipment	\$0	\$0	\$0	\$0
<b>Capital</b>				
Culinary	\$0	\$12,600	\$6,370	\$780,515
STEM	\$0	\$0	\$140	\$20,465
Programs/Other	\$0	\$0	\$0	\$200
Deferred Irrevocable at Face Value*				
Programs/Other	\$0	\$4,916,732	\$1,158,712	\$100,000
<b>TOTAL</b>	<b>\$1,204,137</b>	<b>\$8,011,870</b>	<b>\$4,435,467</b>	<b>\$2,368,725</b>
*Number of irrevocable gifts secured	0	7	3	1
Deferred Revocable at Face Value	\$0	\$170,000	\$1,010,000	

**Clark College Foundation Campaign with Grant Awards**

**Committed Gifts Report**

By Campaign Initiative

July 1, 2015 - July 31, 2019

	Endowment	Current	Capital	Irrevocable Planned Gift	In Kind	Total
<b>Scholarships (\$8 MM)</b>						
FLEX	\$ -	\$ 52,350	\$ -	\$ 4,157,939	\$ -	\$ 4,210,289
Unit / Program Based	\$ 3,659,767	\$ 2,725,223	\$ -	\$ 1,188,806	\$ 5,577	\$ 7,579,373
Foundation Unrestricted	\$ -	\$ 298,817	\$ -	\$ -	\$ -	\$ 298,817
<b>Advanced Manufacturing (\$5 MM)</b>						\$ -
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Program	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Guided Pathways (\$4 MM)</b>						
Professional Development	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ 25,000
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Financial Literacy	\$ -	\$ 45,000	\$ -	\$ -	\$ -	\$ 45,000
Technology / Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Smart Classrooms	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Program	\$ -	\$ 565,741	\$ -	\$ -	\$ 347	\$ 566,088
<b>Veteran's Resource Center (\$2 MM)</b>						
Emergency Fund	\$ -	\$ 4,125	\$ -	\$ -	\$ -	\$ 4,125
Transportation / Childcare	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Professional Development	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transition Boot Camp	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Program	\$ -	\$ 834,942	\$ -	\$ -	\$ 2,805	\$ 837,747
<b>Culinary (\$10.5 MM)</b>						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ -	\$ -	\$ 4,815,010	\$ 297,000	\$ -	\$ 5,112,010
Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Program	\$ -	\$ 41,438	\$ -	\$ -	\$ 19,862	\$ 61,300
<b>Mature Learning (\$1 MM)</b>						
Program	\$ -	\$ 14,465	\$ -	\$ -	\$ -	\$ 14,465
<b>Other</b>						
Restricted	\$ 180,034	\$ 913,233	\$ 329,840	\$ 345,819	\$ 302,192	\$ 2,071,120
Unrestricted	\$ -	\$ 1,451,293	\$ -	\$ 189,953	\$ 73,337	\$ 1,714,583
<b>Total (\$35 MM)</b>	<b>\$ 3,839,802</b>	<b>\$ 6,977,709</b>	<b>\$ 5,144,850</b>	<b>\$ 6,179,517</b>	<b>\$ 409,382</b>	<b>\$ 22,551,259 *</b>

✓	Complete
✓	In Process
✓	Challenged

## PROPOSED - FY 2020 Strategic Initiative #1

### Campaign/Development

Supporting Promising Pathways: The Campaign for Clark College

Revised September 5, 2019

### 1. Campaign Priorities

	Goal	Goal-to-date
Scholarships	\$8 million	\$12.1 M
Adv. Manufacturing	\$5 million	---
Guided Pathways	\$4 million	\$ .6 M
Culinary	\$10.5 million	\$5.2 M
Veterans Resource Center	\$2 million	\$.85 M
Mature Learning	\$1 million	\$.0014
Other	\$5 million	\$3.9 M
• Restricted	\$2.2 million	\$2.2 M
• Unrestricted	\$2.8 million	\$1.7 M
<b>Total</b>	<b>\$35 million</b>	<b>\$22.6 M</b>
(see campaign <i>Committed Gifts Report</i> for details)		
<b>Cost per \$ raised FY 2019-2020</b>		
With an annual fundraising stretch goal of \$8 Million for FY 2020, the advancement program is striving for a cost per dollar raised ratio of 22 cents, in accordance with our five-year plan to eventually get this ratio to approximately 18 cents by the end of December 2021.		
	22 ¢	

### 2. Pipeline/Number of Donors

	Goal	Goal-to-date
• # of donors (for the year)	2,200	164
• # of new donors (for the year)	875	20
• # of new major gifts (for the year)	22	1
• # of \$1,000+ donors (for the year)	250	35
• # of irrevocable planned gifts (for the year)	5	1
• Total number of unique donors to the campaign (since July 2015)	5,000	2800

### 3. Strategic Engagement of Board Members

	Goal	Goal-to-date
• Sponsorships	\$120,000	\$30,000*
• Tables secured for Savoring Excellence	18	5
• “New” preliminary partners (with breakdown)	286	43
✓ Conversations	60	8 (1 Conversation)
✓ Peer Screening & Rating Dinners/ Activities	120	35
✓ Savoring Excellence	90	TBD
✓ Other Activities (individual introductions/cultivations)	16	TBD
• Preliminary partners turned into managed partners	70	7

\* verbal and signed agreements

**PROPOSED - FY 2020 Strategic Initiative # 2**

**Strategic Alignment**

Builds upon the mantra, "together we are stronger..."

Revised September 5, 2019

✓	Complete
✓	In Process
✓	Challenged

**A. Enhance communications between entities**

			Current Status	Comments/Notes
1	Continue Quarterly BOD/BOT meetings	✓	In Process	Being scheduled now.
2	Provide feedback and participate in permanent search of new president	✓	In Process	To begin second phase of leadership transition this fall.
3	Trustee/college involvement in key committees/task forces	✓	In Process	Continued involvement from FY 19.
4	Support new interim president and position her for success during this nine - twelve month period	✓	In Process	Provided background material on foundation operations and requested areas of assistance. Began scheduling Dr. Fowler-Hill with key community leaders. Provided background for recognition questions.

**B. Collaborate advocacy at local, state and federal levels to support higher education and philanthropic initiatives.**

			Current Status	Comments/Notes
1	Participate in legislative agenda for 2020. Foundation involvement alongside interim president to provide history and stability.		n/a	Agenda not yet established, although facilities support has been provided for potential supplemental capital budget request due to state in November.
2	Create a government relations ad hoc committee with the specific purpose of advocating for capital funds to build academic buildings on the Boschma Farms campus.	✓	In Process	Discussed at Executive Committee and possible names identified.

**C. Manage development of real estate holdings**

			Current Status	Comments/Notes
1	Clark College at Boschma Farms a) Finalize development agreement with City of Ridgefield/Commercial Property b) Assess funding options	✓	In Process	Project still involving significant moving parts. Road extension has begun with Hinton Development leading. Arkrom Mosian is leading a visioning exercise on the commercial portion of the campus. Collaboration on

	<ul style="list-style-type: none"> <li>c) Transfer land for first building/use as land swap option for FVW</li> <li>d) Manage farm lease with Clark College construction needs</li> <li>e) Seek surrounding land opportunities in merging a master planned concept</li> </ul>			academic building continues, although state funding has been delayed.
2	<p>Concept and design of North Gateway @ 4<sup>th</sup> Plain/FV Way</p> <ul style="list-style-type: none"> <li>a) Complete road vacation</li> <li>b) Obtain concept designs</li> <li>c) Evaluate funding options</li> <li>d) Land swap for hillside</li> </ul>	✓	In Process	Consideration of development on Fourth Plain/FVW continues as alleyway vacation details are secured. Land swap contemplated to trade 10 acres in Ridgefield for additional land adjacent to Fourth Plain/FVW corner. Issue to be discussed at a joint meeting of college and foundation. Currently awaiting requested information from college.
3	Establish administrative guidance to obtain long-term operational sustainability.	✓	In Process	To be considered at the board retreat in September 2019.

f:/foundation/board/strategic initiatives/FY2020/strategic alignment/matrix.1

FY 2020 Strategic Initiative # 3  
 Fiduciary Responsibility  
 Revised September 5, 2019

✓	Complete
✓	In Process
✓	Challenged

**A. Address financial sustainability and long-term funding structure of foundation.**

			Current Status	Comments
1	Clear reporting to board to make financial decisions. a. Enhanced budget process to provide increased opportunities for board members to evaluate, question and provide feedback on the budget. b. Monthly financial close completed by the 20 <sup>th</sup> of the following month.	✓	In Process	Budgeting process to begin in March 2020.  June 2019 in process of being closed. Year-end adjustments require June's final close to extend longer than other months.
2	Establish long-term budget projections (5 years) to review with finance committee and board.	✓	In Process	Draft long-term budgets reviewed during August 2019 finance committee meeting. Further discussions to take place at committee and board level.

**B. Oversight of key financial processes and compliance with governing documents.**

			Current Status	Comments
1	Oversee investment management and provide education to board on strategy, allocation and returns. (Investment Committee)	✓	In Process	Investment committee meeting held August 20, 2019 and upcoming board education session to be determined and scheduled.
2	Bi-annual review of articles of incorporation, board policy manual and bylaws (completed FY 2019). (Executive Committee)		n/a	Process to review articles of incorporation not yet underway.
3	Review and revise operating agreement between foundation and college.		n/a	Process to review operating agreement not yet underway.
4	Provide oversight of email domain transition.	✓	In Process	Contract signed with vendor to assist migration. Estimated date of completion is September 15, 2019.

**C. Transparency to college regarding support and assets available.**

			<b>Current Status</b>	<b>Comments</b>
1	Bi-monthly reporting of support to college (Dashboard).	✓	In Process	Provided in each board of trustee report packet.

**D. Compliance Standards**

		<b>Completed</b>	<b>Date Required</b>	<b>Comments</b>
1	Legal standing requirements	✓	July 2019	Completed.
2	Charitable gift annuity filings		August 2019	
3	Annual unqualified audit		December 2019 Board Meeting	
4	Operating agreement compliance letter to college		January 2020	
5	990 & 990T filing		May 15, 2020	

f:/foundation/board/strategic initiatives/FY2019/fiduciary responsibility/matrix.1/Revised for 12-4-2018 Board Meeting

PROPOSED - FY 2020 Strategic Initiative #4

**Board Relations**

Revised September 5, 2019

✓	Complete
✓	In Process
✓	Challenged

**A. Identify, recruit and nominate new board members to assure leadership succession**

			Current Status	Next Steps
1	<p>Broaden the pipeline for recruitment and nomination of board members</p> <ul style="list-style-type: none"> <li>Update board member criteria by exploring all aspects of diversity (current areas assessed: geographical, cultural, experiential, age, gender, etc.)</li> <li>Enhance opportunities for non-board members to work towards board involvement</li> </ul>	✓	In Process	Committee reviewed recently drafted diversity and inclusion operational plan at meeting held on July 18, 2019. Plan will assist in purposeful board recruitment efforts. Committee also agreed to utilize committee assignments for non-board members in preparing candidate for an active board role.
2	<p>Recruit and place "net" three new board members</p> <ul style="list-style-type: none"> <li>Maintain a pipeline of 4 - 6 prospective leaders in que at all times for possible placement</li> <li>Structure pipeline for specific actions within a determined timeline. Failure to progress will result in elimination for a determined timeframe.</li> <li>All board members to enhance pipeline and build leadership succession through personal recommendations</li> </ul>	✓	In Process	Prospective board member pipeline requires additional attention. New names are being sought for review. Pipeline management process needs refinement. Committee to address at September 12, 2019 meeting.

**B. Enhance board member experience through meaningful engagement**

			Current Status	Next Steps
1	Managed partner visits to include a segment to obtain input on board engagement satisfaction	✓	In Process	Added to tasks under the Managed Partners system. Further discussion needed with staff.



# Draft Financial Dashboard as of June 30, 2019

## Contributions/Donations Received

	Year to Date	6/30/2018	6/30/2017	6/30/2016	1973 - Present Life to date
Unrestricted	\$ 655,930	\$ 702,866	\$ 351,760	\$ 1,022,195	
Temp. Restricted	1,486,696	2,096,785	1,483,984	4,128,267	
Perm. Restricted	6,572,248	1,752,797	103,677	346,685	
<b>Total</b>	<b>\$ 8,714,874</b>	<b>\$ 4,552,448</b>	<b>\$ 1,939,421</b>	<b>\$ 5,497,147</b>	<b>\$104,848,206</b>

Year to Date		6/30/2018		6/30/2017		6/30/2016		1973 - Present
Unrestricted	Temp Restricted	Life to date						

## College Support Expended

	Year to Date		6/30/2018		6/30/2017		6/30/2016		1973 - Present
Program	Unrestricted	Temp Restricted	Unrestricted	Temp Restricted	Unrestricted	Temp Restricted	Unrestricted	Temp Restricted	Life to date
Program	\$ 230,950	\$ 1,327,240	\$ 470,922	\$ 601,058	\$ 298,054	\$ 495,521	\$ 432,044	\$ 643,482	\$ 35,377,917
Boschma Farms land acquisition	2,082,091	-	444,444	-	444,444	-	1,244,444	-	7,659,866
Capital projects-STEM/Dental Hyg./Oth.	-	-	-	603,265	175,000	252,559	-	1,537,786	13,986,854
College & Community Relations	57,317	-	47,306	-	81,718	-	46,821	-	271,092
Scholarships	17,622	1,174,984	8,210	960,649	9,063	900,038	9,416	848,625	12,201,750
<b>Total</b>	<b>\$ 2,387,979</b>	<b>\$ 2,502,223</b>	<b>\$ 970,882</b>	<b>\$ 2,164,972</b>	<b>\$ 1,008,279</b>	<b>\$ 1,648,119</b>	<b>\$ 1,732,724</b>	<b>\$ 3,029,893</b>	<b>\$ 69,497,480</b>

## Scholarships

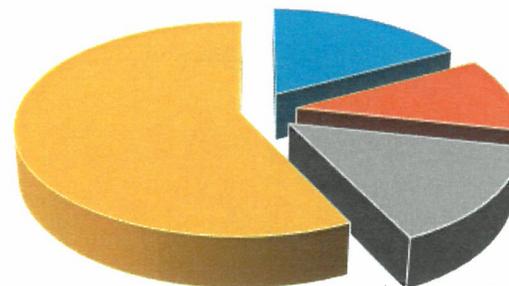
	YTD	6/30/2018	6/30/2017	6/30/2016	6/30/2015
Number of students receiving awards	561	516	421	383	385
Clark College Students (Fall Census excl. Running Start)	7,973	8,490	8,880	9,118	10,081

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

## Net Assets by Type

Unrestricted	\$ 18,592,309
* Excludes board restricted net assets of	\$ 11,074,008
Temporarily Restricted	15,171,780
Permanently Restricted	60,407,905
<b>Net Assets</b>	<b>\$ 105,246,002</b>

Net Assets by Type

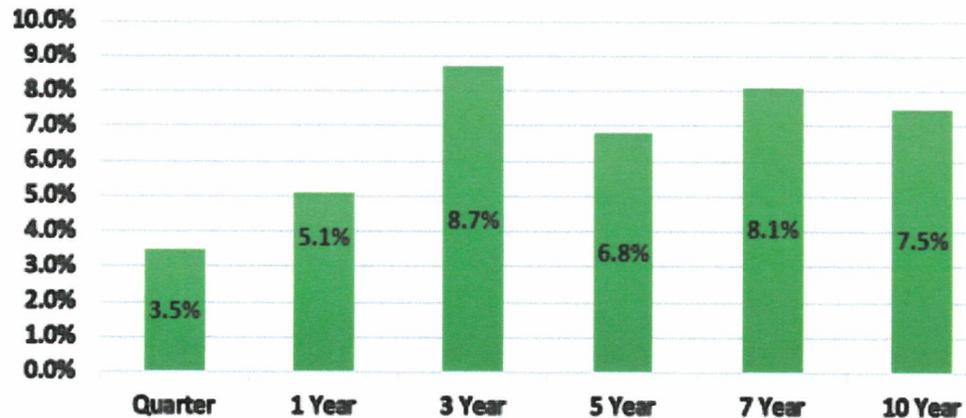


- Unrestricted
- Board Restricted
- Temporarily Restricted
- Permanently Restricted

<b>Unrestricted Net Assets</b>	6/30/2019	6/30/2018	6/30/2017	6/30/2016	6/30/2015
<b>Assets</b>					
Cash	\$ 81,765	\$ 32,573	\$ 533,396	\$ 434,119	\$ 493,183
Investments	9,592,447	8,103,108	7,067,349	7,797,334	7,174,405
Receivables	245,100	122,925	133,280	65,880	62,090
Prepays/Deposits/Other Assets	459,283	337,341	164,818	120,217	116,667
Land/building/equipment	12,821,758	12,728,727	12,731,837	13,038,307	13,041,589
<b>Liabilities</b>					
A/P/Other Liabilities	(4,608,044)	(888,502)	(422,434)	(1,957,849)	(675,487)
Note Payable	-	(2,082,091)	(2,481,701)	(2,873,600)	(4,251,388)
	<u>\$ 18,592,309</u>	<u>\$ 18,354,081</u>	<u>\$ 17,726,545</u>	<u>\$ 16,624,408</u>	<u>\$ 15,961,059</u>

<b>Projected Liquid Unrestricted Net Assets Available</b>	
6/30/2019	313,420
6/30/2020	310,450
6/30/2021	322,150
6/30/2022	333,850
6/30/2023	345,550

### Investment Pool Returns (Losses)



### Endowment

#### Distribution Details

	FY 20	FY 19	FY 18	FY 17	FY 16
College Program	\$ 1,100,044	\$ 1,522,786	\$ 1,229,465	\$ 1,187,928	\$ 1,153,185
Unrestricted	2,275,514	1,884,177	1,733,270	1,704,605	1,650,472
College Program Reserves	99,247	221,260	232,247	201,368	248,212
	<u>\$ 3,474,805</u>	<u>\$ 3,628,223</u>	<u>\$ 3,194,982</u>	<u>\$ 3,093,901</u>	<u>\$ 3,051,869</u>



# Dashboard



## Strategic Initiatives:

- Development
- Strategic Alignment
- Fiduciary Responsibility
- Board Relations

	Current fiscal year to-date	Prior fiscal year to-date	Prior fiscal year
<b>Fiscal year</b>	7/1/2019 - 7/31/2019	7/1/2018 - 7/31/2018	7/1/2018 - 6/30/2019
<b>Total number of donors</b>	164	135	1,962
<b>Number of new donors acquired</b>	20	11	768
<b>Number of new major gift donors acquired</b>	1	0	19
<b>Number of \$1,000+ donors</b>	35	12	230
<b>Number of confirmed irrevocable planned gifts</b>	0	0	7
<b>Number of confirmed revocable planned gifts</b>	0	0	1
<b>Foundation board participation*</b>	40%	45%	95%
<b>College trustee participation</b>	40%	40%	100%
<b>Executive Cabinet participation</b>	40%	38%	70%
<b>Foundation staff participation</b>	59%	59%	100%

\*excludes ex-officio members

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

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

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



**Clark College Foundation**  
**Annual Giving Comparison**  
as of July 31, 2019

	FY2020	FY2019	FY2018	FY2017
<b>TYPE</b>				
Cash/Stock/Property	\$61,504	\$2,145,169	\$3,135,656	\$1,032,495
Pledge	\$1,142,550	\$884,101	\$99,974	\$1,015,831
In-kind	\$83	\$65,868	\$41,124	\$220,399
Deferred Irrevocable at Face Value*	\$0	\$4,916,732	\$1,158,712	\$100,000
<b>TOTAL</b>	<b>\$1,204,137</b>	<b>\$8,011,870</b>	<b>\$4,435,467</b>	<b>\$2,368,725</b>
<b>SOURCE</b>				
Board Members (includes ex officio)	\$14,400	\$193,438	\$95,380	\$641,410
Employees	\$3,403	\$53,491	\$36,108	\$54,078
Alumni	\$9,765	\$568,992	\$1,039,995	\$185,508
Friends	\$8,707	\$981,835	\$615,815	\$545,993
Estates	\$720	\$4,723,175	\$1,087,717	\$26,200
Family Foundations and Trusts	\$30,293	\$806,115	\$850,600	\$337,988
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<b>PURPOSE</b>				
<b>Current Use</b>				
Unrestricted	\$97,333	\$129,599	\$396,376	\$495,391
Faculty Support	\$0	\$0	\$0	\$0
Programs/Other	\$573,633	\$519,077	\$315,270	\$423,516
Scholarships	\$529,519	\$690,585	\$717,393	\$377,189
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Technology/Equipment	\$0	\$0	\$0	\$0
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Culinary	\$0	\$12,600	\$6,370	\$780,515
STEM	\$0	\$0	\$140	\$20,465
Programs/Other	\$0	\$0	\$0	\$200
Deferred Irrevocable at Face Value*				
Programs/Other	\$0	\$4,916,732	\$1,158,712	\$100,000
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*Number of irrevocable gifts secured	0	7	3	1
Deferred Revocable at Face Value	\$0	\$170,000	\$1,010,000	

**Clark College Foundation Campaign with Grant Awards**

**Committed Gifts Report**

By Campaign Initiative

July 1, 2015 - July 31, 2019

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<b>Scholarships (\$8 MM)</b>						
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Unit / Program Based	\$ 3,659,767	\$ 2,725,223	\$ -	\$ 1,188,806	\$ 5,577	\$ 7,579,373
Foundation Unrestricted	\$ -	\$ 298,817	\$ -	\$ -	\$ -	\$ 298,817
<b>Advanced Manufacturing (\$5 MM)</b>						\$ -
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Program	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Guided Pathways (\$4 MM)</b>						
Professional Development	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ 25,000
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Financial Literacy	\$ -	\$ 45,000	\$ -	\$ -	\$ -	\$ 45,000
Technology / Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Smart Classrooms	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Program	\$ -	\$ 565,741	\$ -	\$ -	\$ 347	\$ 566,088
<b>Veteran's Resource Center (\$2 MM)</b>						
Emergency Fund	\$ -	\$ 4,125	\$ -	\$ -	\$ -	\$ 4,125
Transportation / Childcare	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Professional Development	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transition Boot Camp	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Program	\$ -	\$ 834,942	\$ -	\$ -	\$ 2,805	\$ 837,747
<b>Culinary (\$10.5 MM)</b>						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ -	\$ -	\$ 4,815,010	\$ 297,000	\$ -	\$ 5,112,010
Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Program	\$ -	\$ 41,438	\$ -	\$ -	\$ 19,862	\$ 61,300
<b>Mature Learning (\$1 MM)</b>						
Program	\$ -	\$ 14,465	\$ -	\$ -	\$ -	\$ 14,465
<b>Other</b>						
Restricted	\$ 180,034	\$ 913,233	\$ 329,840	\$ 345,819	\$ 302,192	\$ 2,071,120
Unrestricted	\$ -	\$ 1,451,293	\$ -	\$ 189,953	\$ 73,337	\$ 1,714,583
<b>Total (\$35 MM)</b>	<b>\$ 3,839,802</b>	<b>\$ 6,977,709</b>	<b>\$ 5,144,850</b>	<b>\$ 6,179,517</b>	<b>\$ 409,382</b>	<b>\$ 22,551,259 *</b>

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✓	Complete
✓	In Process
✓	Challenged

## PROPOSED - FY 2020 Strategic Initiative #1

### Campaign/Development

Supporting Promising Pathways: The Campaign for Clark College

Revised September 5, 2019

### 1. Campaign Priorities

	Goal	Goal-to-date
Scholarships	\$8 million	\$12.1 M
Adv. Manufacturing	\$5 million	---
Guided Pathways	\$4 million	\$ .6 M
Culinary	\$10.5 million	\$5.2 M
Veterans Resource Center	\$2 million	\$.85 M
Mature Learning	\$1 million	\$.0014
Other	\$5 million	\$3.9 M
• Restricted	\$2.2 million	\$2.2 M
• Unrestricted	\$2.8 million	\$1.7 M
<b>Total</b>	<b>\$35 million</b>	<b>\$22.6 M</b>
(see campaign <i>Committed Gifts Report</i> for details)		
<b>Cost per \$ raised FY 2019-2020</b>		
With an annual fundraising stretch goal of \$8 Million for FY 2020, the advancement program is striving for a cost per dollar raised ratio of 22 cents, in accordance with our five-year plan to eventually get this ratio to approximately 18 cents by the end of December 2021.		
	22 ¢	

### 2. Pipeline/Number of Donors

	Goal	Goal-to-date
• # of donors (for the year)	2,200	164
• # of new donors (for the year)	875	20
• # of new major gifts (for the year)	22	1
• # of \$1,000+ donors (for the year)	250	35
• # of irrevocable planned gifts (for the year)	5	1
• Total number of unique donors to the campaign (since July 2015)	5,000	2800

### 3. Strategic Engagement of Board Members

	Goal	Goal-to-date
• Sponsorships	\$120,000	\$30,000*
• Tables secured for Savoring Excellence	18	5
• “New” preliminary partners (with breakdown)	286	43
✓ Conversations	60	8 (1 Conversation)
✓ Peer Screening & Rating Dinners/ Activities	120	35
✓ Savoring Excellence	90	TBD
✓ Other Activities (individual introductions/cultivations)	16	TBD
• Preliminary partners turned into managed partners	70	7

\* verbal and signed agreements

**PROPOSED - FY 2020 Strategic Initiative # 2**

**Strategic Alignment**

Builds upon the mantra, "together we are stronger..."

Revised September 5, 2019

✓	Complete
✓	In Process
✓	Challenged

**A. Enhance communications between entities**

			Current Status	Comments/Notes
1	Continue Quarterly BOD/BOT meetings	✓	In Process	Being scheduled now.
2	Provide feedback and participate in permanent search of new president	✓	In Process	To begin second phase of leadership transition this fall.
3	Trustee/college involvement in key committees/task forces	✓	In Process	Continued involvement from FY 19.
4	Support new interim president and position her for success during this nine - twelve month period	✓	In Process	Provided background material on foundation operations and requested areas of assistance. Began scheduling Dr. Fowler-Hill with key community leaders. Provided background for recognition questions.

**B. Collaborate advocacy at local, state and federal levels to support higher education and philanthropic initiatives.**

			Current Status	Comments/Notes
1	Participate in legislative agenda for 2020. Foundation involvement alongside interim president to provide history and stability.		n/a	Agenda not yet established, although facilities support has been provided for potential supplemental capital budget request due to state in November.
2	Create a government relations ad hoc committee with the specific purpose of advocating for capital funds to build academic buildings on the Boschma Farms campus.	✓	In Process	Discussed at Executive Committee and possible names identified.

**C. Manage development of real estate holdings**

			Current Status	Comments/Notes
1	Clark College at Boschma Farms a) Finalize development agreement with City of Ridgefield/Commercial Property b) Assess funding options	✓	In Process	Project still involving significant moving parts. Road extension has begun with Hinton Development leading. Arkrom Mosian is leading a visioning exercise on the commercial portion of the campus. Collaboration on

	<ul style="list-style-type: none"> <li>c) Transfer land for first building/use as land swap option for FVW</li> <li>d) Manage farm lease with Clark College construction needs</li> <li>e) Seek surrounding land opportunities in merging a master planned concept</li> </ul>			academic building continues, although state funding has been delayed.
2	<p>Concept and design of North Gateway @ 4<sup>th</sup> Plain/FV Way</p> <ul style="list-style-type: none"> <li>a) Complete road vacation</li> <li>b) Obtain concept designs</li> <li>c) Evaluate funding options</li> <li>d) Land swap for hillside</li> </ul>	✓	In Process	Consideration of development on Fourth Plain/FVW continues as alleyway vacation details are secured. Land swap contemplated to trade 10 acres in Ridgefield for additional land adjacent to Fourth Plain/FVW corner. Issue to be discussed at a joint meeting of college and foundation. Currently awaiting requested information from college.
3	Establish administrative guidance to obtain long-term operational sustainability.	✓	In Process	To be considered at the board retreat in September 2019.

f:/foundation/board/strategic initiatives/FY2020/strategic alignment/matrix.1

FY 2020 Strategic Initiative # 3  
 Fiduciary Responsibility  
 Revised September 5, 2019

✓	Complete
✓	In Process
✓	Challenged

**A. Address financial sustainability and long-term funding structure of foundation.**

			Current Status	Comments
1	Clear reporting to board to make financial decisions. a. Enhanced budget process to provide increased opportunities for board members to evaluate, question and provide feedback on the budget. b. Monthly financial close completed by the 20 <sup>th</sup> of the following month.	✓	In Process	Budgeting process to begin in March 2020.  June 2019 in process of being closed. Year-end adjustments require June's final close to extend longer than other months.
2	Establish long-term budget projections (5 years) to review with finance committee and board.	✓	In Process	Draft long-term budgets reviewed during August 2019 finance committee meeting. Further discussions to take place at committee and board level.

**B. Oversight of key financial processes and compliance with governing documents.**

			Current Status	Comments
1	Oversee investment management and provide education to board on strategy, allocation and returns. (Investment Committee)	✓	In Process	Investment committee meeting held August 20, 2019 and upcoming board education session to be determined and scheduled.
2	Bi-annual review of articles of incorporation, board policy manual and bylaws (completed FY 2019). (Executive Committee)		n/a	Process to review articles of incorporation not yet underway.
3	Review and revise operating agreement between foundation and college.		n/a	Process to review operating agreement not yet underway.
4	Provide oversight of email domain transition.	✓	In Process	Contract signed with vendor to assist migration. Estimated date of completion is September 15, 2019.

**C. Transparency to college regarding support and assets available.**

			<b>Current Status</b>	<b>Comments</b>
1	Bi-monthly reporting of support to college (Dashboard).	✓	In Process	Provided in each board of trustee report packet.

**D. Compliance Standards**

		<b>Completed</b>	<b>Date Required</b>	<b>Comments</b>
1	Legal standing requirements	✓	July 2019	Completed.
2	Charitable gift annuity filings		August 2019	
3	Annual unqualified audit		December 2019 Board Meeting	
4	Operating agreement compliance letter to college		January 2020	
5	990 & 990T filing		May 15, 2020	

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PROPOSED - FY 2020 Strategic Initiative #4

**Board Relations**

Revised September 5, 2019

✓	Complete
✓	In Process
✓	Challenged

**A. Identify, recruit and nominate new board members to assure leadership succession**

			Current Status	Next Steps
1	<p>Broaden the pipeline for recruitment and nomination of board members</p> <ul style="list-style-type: none"> <li>Update board member criteria by exploring all aspects of diversity (current areas assessed: geographical, cultural, experiential, age, gender, etc.)</li> <li>Enhance opportunities for non-board members to work towards board involvement</li> </ul>	✓	In Process	Committee reviewed recently drafted diversity and inclusion operational plan at meeting held on July 18, 2019. Plan will assist in purposeful board recruitment efforts. Committee also agreed to utilize committee assignments for non-board members in preparing candidate for an active board role.
2	<p>Recruit and place "net" three new board members</p> <ul style="list-style-type: none"> <li>Maintain a pipeline of 4 - 6 prospective leaders in que at all times for possible placement</li> <li>Structure pipeline for specific actions within a determined timeline. Failure to progress will result in elimination for a determined timeframe.</li> <li>All board members to enhance pipeline and build leadership succession through personal recommendations</li> </ul>	✓	In Process	Prospective board member pipeline requires additional attention. New names are being sought for review. Pipeline management process needs refinement. Committee to address at September 12, 2019 meeting.

**B. Enhance board member experience through meaningful engagement**

			Current Status	Next Steps
1	Managed partner visits to include a segment to obtain input on board engagement satisfaction	✓	In Process	Added to tasks under the Managed Partners system. Further discussion needed with staff.

2	Implement and perform an exit interview process for gaining insight for improvement			Committee to consider exit interview process and questions for reflection.
3	Structure committee meetings and interactions to ensure meaningful participation and decision-making.			Each committee to address effectiveness of the group's task. Chair to evaluate and pursue meaningful engagement around decisions made.
4	Enhance mentor and engagement process; implement regular check-ins with new directors.			No updates at this time.
5	Create a co-chair position to help improve and manage processes.			No updates at this time.

### C. Solidify unity for transition period at institution

			<b>Current Status</b>	<b>Next Steps</b>
1	CEO to CEO regular meetings to insure continuity of projects and relationship statue of college.	✓	In Process	CEO has complied with all current requests of interim president and has begun scheduling visits with key community leaders and constituents. President Fowler-Hill has already participated in Six-to-Sunset concerts, Conversations and other community related activities to gain insight in positioning the college.

## Reports from Board Members

*No documents for this item*

## Presidential Search Update

*No documents for this item*

## President's Report

*No documents for this item*

## Student Affairs Presentation

*No documents for this item*

## Faculty Presentation--AI/Robotics

*No documents for this item*

**MISSION: Clark College, in service to the community, guides individuals to achieve their educational and professional goals.**

<b>Academic Excellence</b>	<b>Completion</b>				<b>Student Learning</b>	
	Three-Year Completion Rate: 31% 	Course Success Rate: 82% (1 yr avg) 	First-to-Second Quarter Retention: 82% (1 yr avg) 	First-Year Math Completion: 23% (1 yr avg) 	Outcomes Assessment: Not Available* 	Institution-Wide Learning Outcomes: Not Available* 
<b>Strategic Priorities:</b> Student Engagement and Outcomes; Accreditation; Boschma Farms						

<b>Social Equity</b>	<b>Eliminate racial disparities</b>			<b>Intercultural and Multicultural Competencies</b>		
	HU* Student Completion Rate: 25.2% 	Course materials and college technology is accessible: 67% 	HU* Student First-to-Second Quarter Retention: 76.3% (1 yr avg) 	Percent Employees Of Color Equal to Students of Color: 16% vs 31% 	Student Indicator: In-Development	Employee Indicator: In-Development
<b>Strategic Priorities:</b> Professional Development; Hiring and Retention; Student Engagement and Outcomes; College Climate						
*Historically Underrepresented						

<b>Economic Vitality</b>	<b>Align Programs</b>	<b>Cost of Education</b>			<b>Employment</b>
	Programs Defined as High-Demand: 65% 	Reduced Cost of Education: Not Available* 	Cost of Books, Materials & Fees: \$709 	Average Student Loans: \$1,550(D) / \$2,194(I) 	Graduates with living-wage employment: 64% (Prof-Tech Only) 
<b>Strategic Priorities:</b> External Partnerships; Boschma Farms; Student Engagement and Outcomes; Long-term Budget					

<b>Environmental Integrity</b>	<b>Physical, Virtual and Social Environments</b>		
	Sustainability of Facilities: 2.4 	Student Climate: 4.07 	Employee Climate: 5.01 
<b>Strategic Priorities:</b> College Climate; ctcLink; Accreditation; Boschma Farms; President.			

**LEGEND**

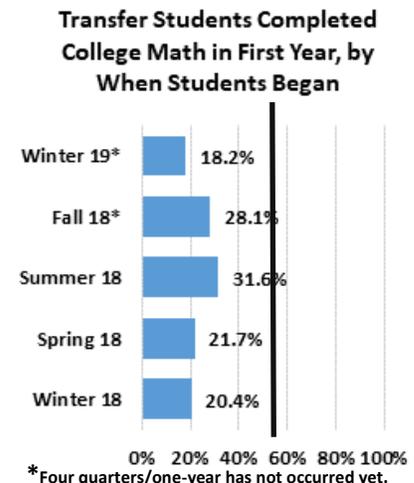
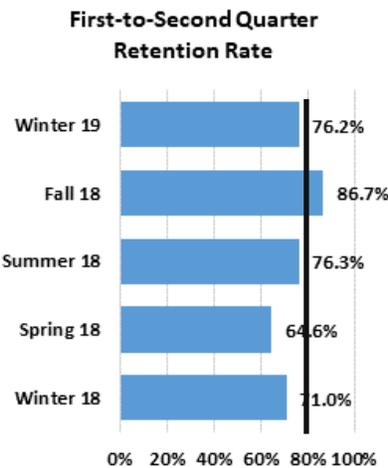
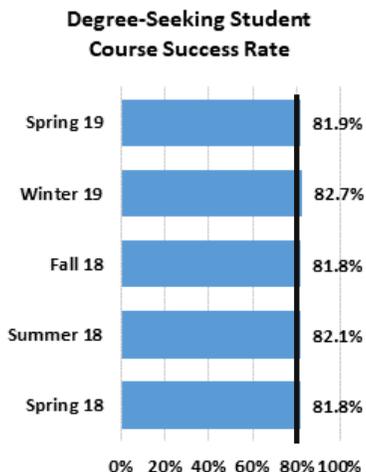
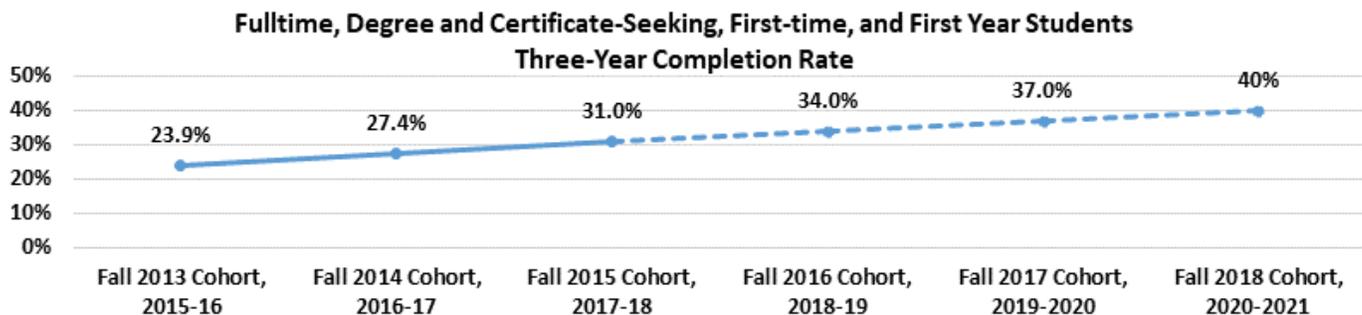
- Meets or exceeds desired outcome; continuous effort needed to maintain or improve even further.
- Does not meet desired outcome; action is needed to meet goal.
- Does not meet, well below desired outcome and immediate action is needed.
- Something changed. Rate or percentage updated.

# COMPLETION



SEPTEMBER 2019

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



## Monthly Highlights

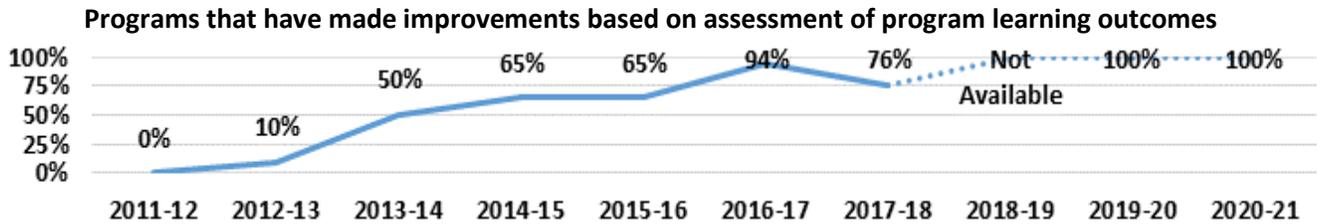
- ◇ Deans have been working with advisors in order to complete internal program maps. Currently, maps include courses, quarters, credits, and distribution areas. We are also working on definitions/glossary (instruction and advising) so that words mean the same thing to all people as there seems to still be some confusion.
- ◇ Advising Services provided support for approximately 2,600 new students who attended Student Orientation (through end of August). Advisors review enrollment/registration information and help guide students toward creating a first-term plan based on their program of study. In addition to the support at Orientation, Advising Services is currently hosting Group Advising sessions in a newly outfitted computer lab in Gaiser Hall where support for fall-term enrollment/registration will be available. These efforts support engagement with new students and provides a meaningful connection to appropriate advising for each area of study.
- ◇ Disability Support Services staff collaborated with Math 107 faculty to implement an equivalent access plan for a student and even more impactful, devised a plan to replace a math homework tool with an alternate tool, that provides accessibility improvement for future students in future quarters.
- ◇ Disability Support Services served 618 students with approved accommodations last academic year. We continue to serve the highest number of students with vision disabilities in the state community college system at an average of 30 students/year, the last three years. Disability Support Services provides optimal service to our students above and beyond what many colleges provide: assistive technology training, advice on free assistive technology, and loaning assistive technology devices to students with vision disabilities. The assistive technology devices are available due to funding from the Smith Scholarship, a generous donation to the Clark College Foundation.

# STUDENT LEARNING



**SEPTEMBER 2019**

*Clark College's degrees and certificates awarded are the result of a culmination of learning. The college aligns its curriculum with learning outcomes and applies evidence to continually advance student learning.*



Percent of Students/  
Graduates who Learned  
Institution-wide student  
learning outcomes  
\*Not Currently Available

Percent of Students/  
Graduates who Learned  
program student  
learning outcomes  
\*Not Currently Available

Percent of Students/  
Graduates who Learned  
course student  
learning outcomes  
\*Not Currently Available

## Monthly Highlights

- ◇ After two years of restructuring the medical assisting program, the outcomes are positive. The first annual pinning ceremony for this program took place on August 28th in the GHL student center. At that time, 15 of the 29 students had already been offered a job at the end of their clinical internship (prior to even passing their board exam). Furthermore, one of the student speakers is visually impaired and spoke highly of the program's equity centered inclusive work that has enabled her to achieve a lifetime goal. This is due to pathways.
- ◇ Significant progress has been made in the development of a new model for program review, outcomes assessment, and program viability that will be shared through our shared governance processes for feedback.

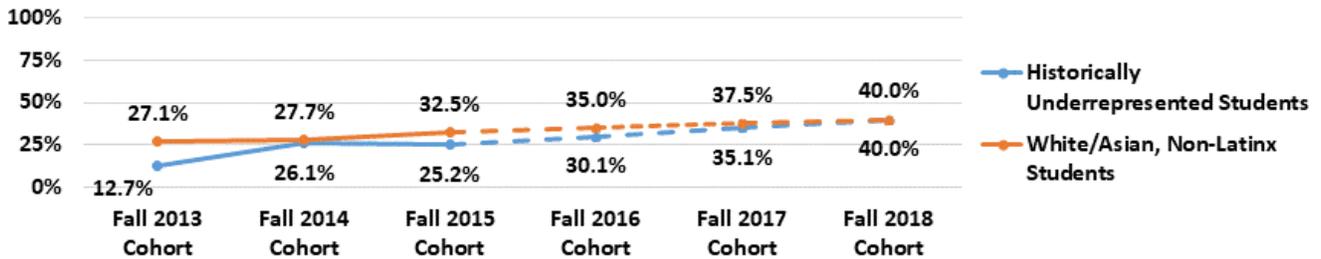
# SOCIAL EQUITY



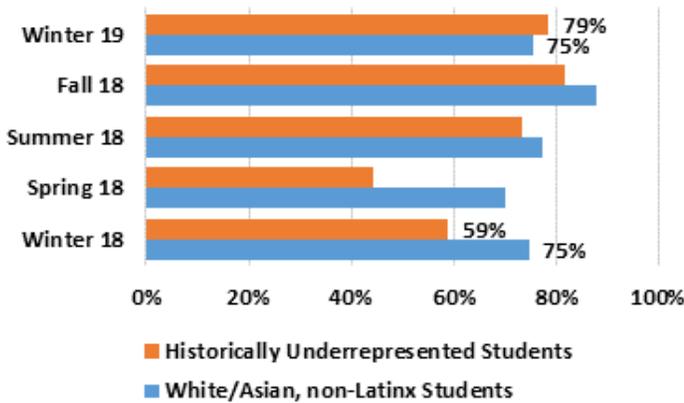
SEPTEMBER 2019

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

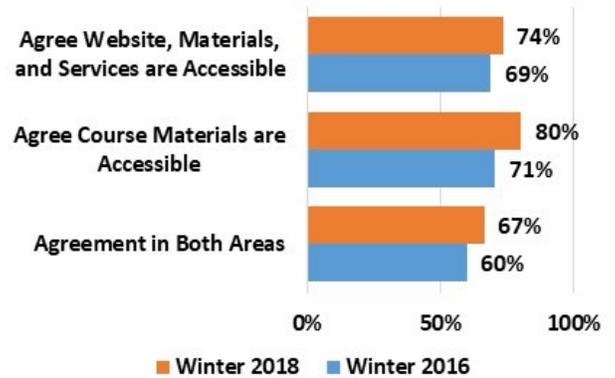
## Eliminate Disparities in Three-Year Completion Rate for Historically Underrepresented Students



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



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



## Monthly Highlights

◇ No new updates for September.

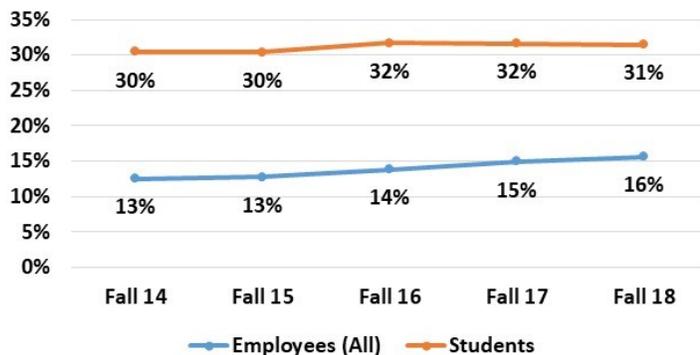
# INTERCULTURAL AND MULTICULTURAL COMPETENCIES



SEPTEMBER 2019

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

**Employees Reflect Student of Color Population:  
Comparing Percent of Employees of Color to  
Percent Students of Color**



**Student Intercultural and  
Multicultural Competencies Indicator:**

**In-Development**

**Employee Intercultural and  
Multicultural Competencies Indicator:**

**In-Development**

## Monthly Highlights

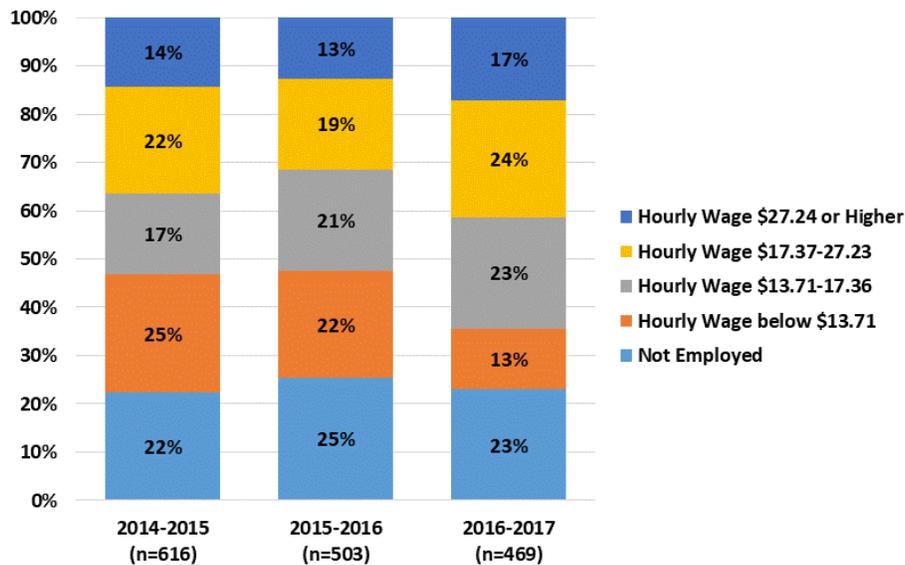
- ◇ Five Clark faculty are participating in the statewide Faculty of Color Cross-Institutional Mentorship Program in 2019-20: Travis Kibota (Biology), Sophie Lin (Physics), Mika Maruyama (Psychology), Adnan Hamideh (Business), and Christina Smith (English).
- ◇ Two tenured faculty members, Erin Staples and Liz Donley, attended the 2019 Appreciative Advising Institute at Florida Atlantic University. This provided an opportunity for faculty advisors to collaborate with employees in student affairs around best practices in advising.
- ◇ Newly hired tenure track probationer, Olga Lyubar, attended the 30th Anniversary of Assembly on Education Building Pathways through Education presented by the American Health Information Management Association (AHiMA). As promised in community forums, Olga is developing the Clark College HIM program with the resources and new proposed curriculum competencies by the Commission on Accreditation for Health Informatics and Information Management Education. (FYI: 17 students originally accepted Clark College's offer to pay for tuition, books, and fees to complete the HIM program at PCC. At this time, 11 students have graduated, 3 changed majors, and 3 will be complete at the end of this year).
- ◇ The Teaching and Learning Center is in the process of creating a website designed to support adjunct instructors, including resources on equitable course design, as well as personal and professional development.
- ◇ Disability Support Services staff presented at T&L Days on Presenting Accessibly. The content and resources provided an inclusive framework for both presentation materials and approach. The outcome was improved competencies of how to support those with various disabilities in order to foster inclusion of Clark employees and mitigate ableism.
- ◇ Unfortunately, Dr. Ellen Harju, the Director of Math, Engineering, Science Achievement (MESA) recently left the College. We are in the process of posting and recruiting for the position of the Director of MESA. MESA is a program designed to increase the number of historically underrepresented (African American, Native American, Latino/Hispanic, and Pacific Islander/Hawaiian) community college students who transfer to universities and earn STEM bachelor's degrees.
- ◇ HR is continuing to work with the assigned Board members on developing the process for appointing Search Advisory Committee members and providing required unconscious bias and equity in hiring training.

# EMPLOYMENT

SEPTEMBER 2019

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

**Employment Outcomes for Professional Technical Program Graduates, Nine Months After Completion**



## Monthly Highlights

◇ No new updates for September.

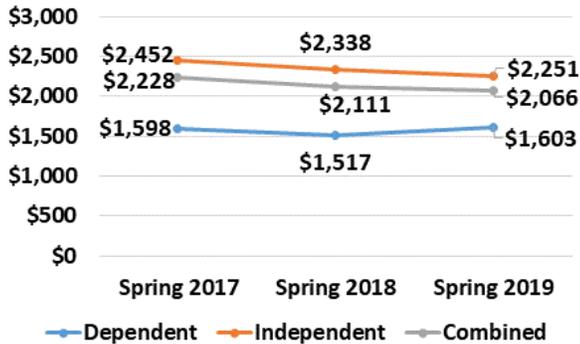
# COST OF EDUCATION



SEPTEMBER 2019

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

**Average Student Loans Awarded During Quarter, by Student Dependent Status**



**Percent of Students Receiving Opportunities to Reduce Cost of Education:**

**Not Available\***

**Average Cost of Student Books, Materials & Fees:**

**\$709 (Fall 2018)**

## Monthly Highlights

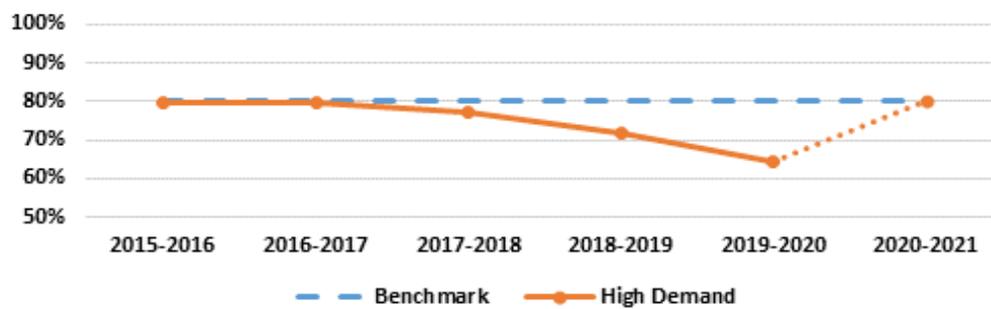
- ◇ No new updates for September.

# ALIGN PROGRAMS

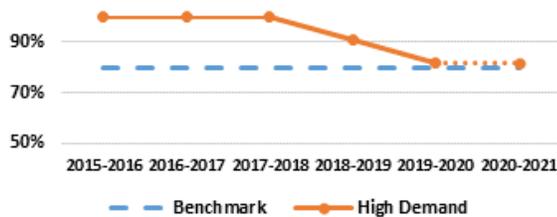
SEPTEMBER 2019

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

**All Program Groups that Contain High Demand Occupations**



**Percent of Transfer Program Groups that Contain High Demand Occupations**



**Percent of Prof Tech Program Groups that Contain High Demand Occupations**



## Monthly Highlights

- ◇ NTEC 103 IP Subnetting course is now nationally recognized as a Quality Matters certified Course. This effort was led by Professor Dwight Hughes.
- ◇ Automotive Professors' Tonia Haney and Mike Godson have been recognized for their active participation in the joint effort with industry and faculty partners in the development of the T-TEN hybrid vehicle technical training.
- ◇ The Washington Department of Health has identified the Clark Baccalaureate of Applied Science in Human Services program as one of five baccalaureate programs in the state that integrates education in mental health and substance abuse treatment and prepares graduates for careers in behavioral health.

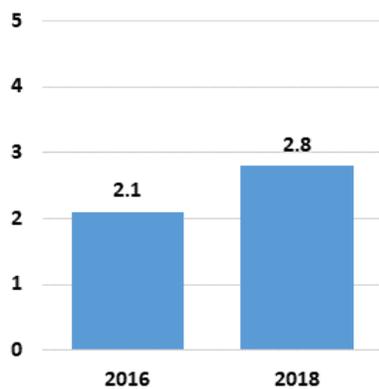
# PHYSICAL, VIRTUAL, AND SOCIAL ENVIRONMENTS



SEPTEMBER 2019

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Sustainability of Facilities, based on Clark County Green Survey



### Employee Climate:

Mutual respect, collaboration, clear communication, and inclusivity

**Winter 2017: 5.01**  
(Meets threshold of 5.0)

Items Rated less than 5.0 threshold:

- Areas and departments throughout the college work cooperatively (4.73)
- When other areas and departments across the college make decisions that impact my work, I am able to offer input before the decision is made (3.62)
- Criteria by which decisions are made are clearly communicated (4.39)

### Student Climate:

Mutual respect, collaboration, clear communication, and inclusivity

**Winter 2018: 4.07**  
**Winter 2017: 4.02**  
(Meets threshold of 4.0)

Items Rated less than 4.0 threshold:

- How much has Clark College contributed to your knowledge, skills and personal growth in each of the following areas: Working effectively with others (3.88)
- During my first quarter at Clark, I received the information and services I needed to be a successful student (3.81)

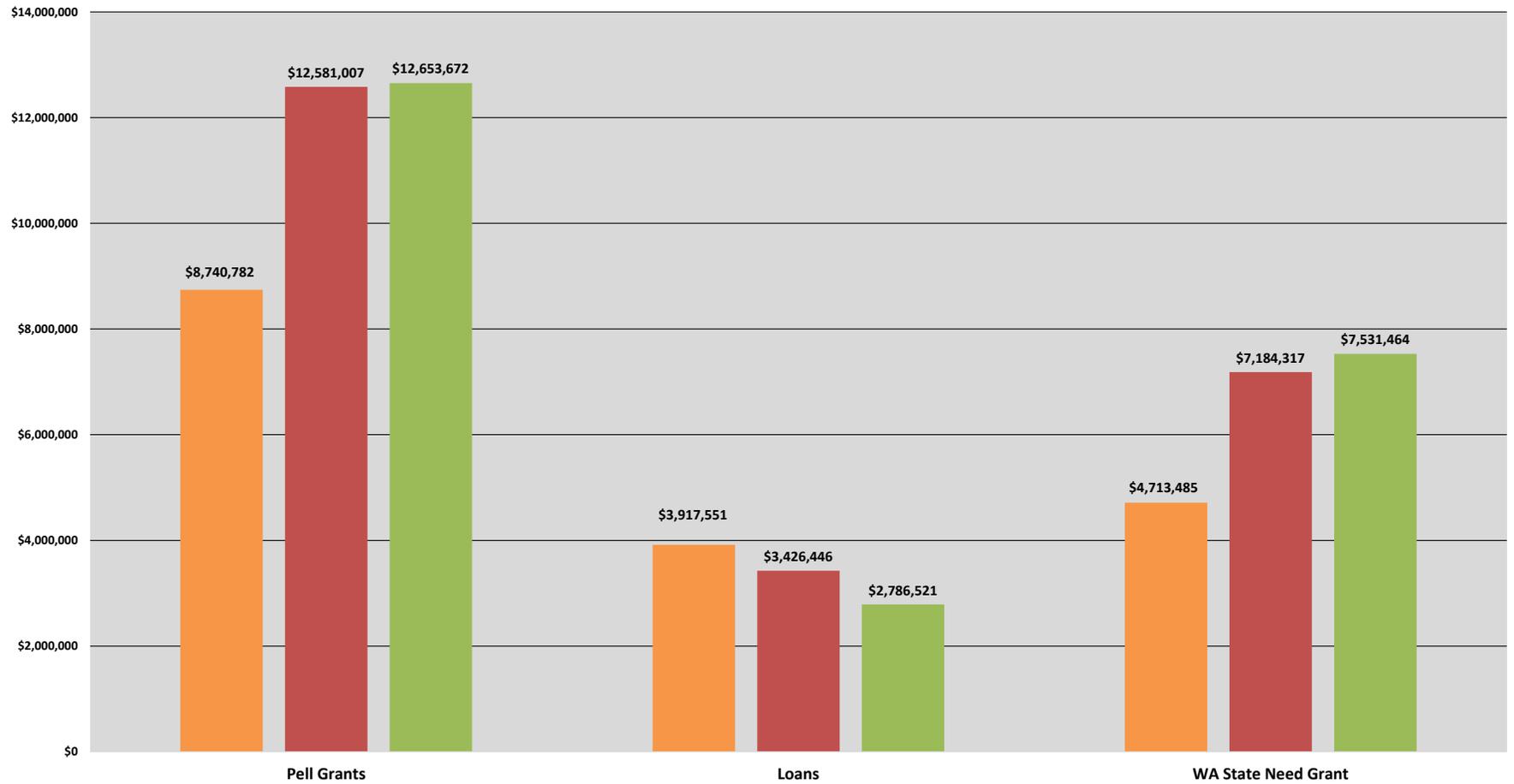
### Monthly Highlights

- ◇ Taking steps to decrease the vacancy-to-hire time for open positions and increase transparency in the applicant experience. This will also increase employee morale by reducing the amount of time they have to cover vacancies in their areas (in addition to their own work).
- ◇ The TLC & Employee Development partnered to facilitate a highly successful “Teaching & Learning Days” for staff in August. This included guest speakers with topics on Increasing Happiness, Stress Relief, Self Care, and Community Building. The Annual Ice Cream Social was also held where administrators served ice cream to classified staff. This event is always well attended and provides a boost in morale for all.
- ◇ HR and ODEI partnered to create "Why Diversity Recruitment" is not enough, to begin training supervisors on steps to take and situations to consider in order to build retention of systemically non-dominant employees in their units. For individual contributors, provided recommendations for supporting systemically non-dominant employees retention in their department and building their own intercultural competency.

**3 Year Comparison of Awards by Category**  
**August YTD**

2017-2018  
2018-2019  
2019-2020

Dollars (millions)

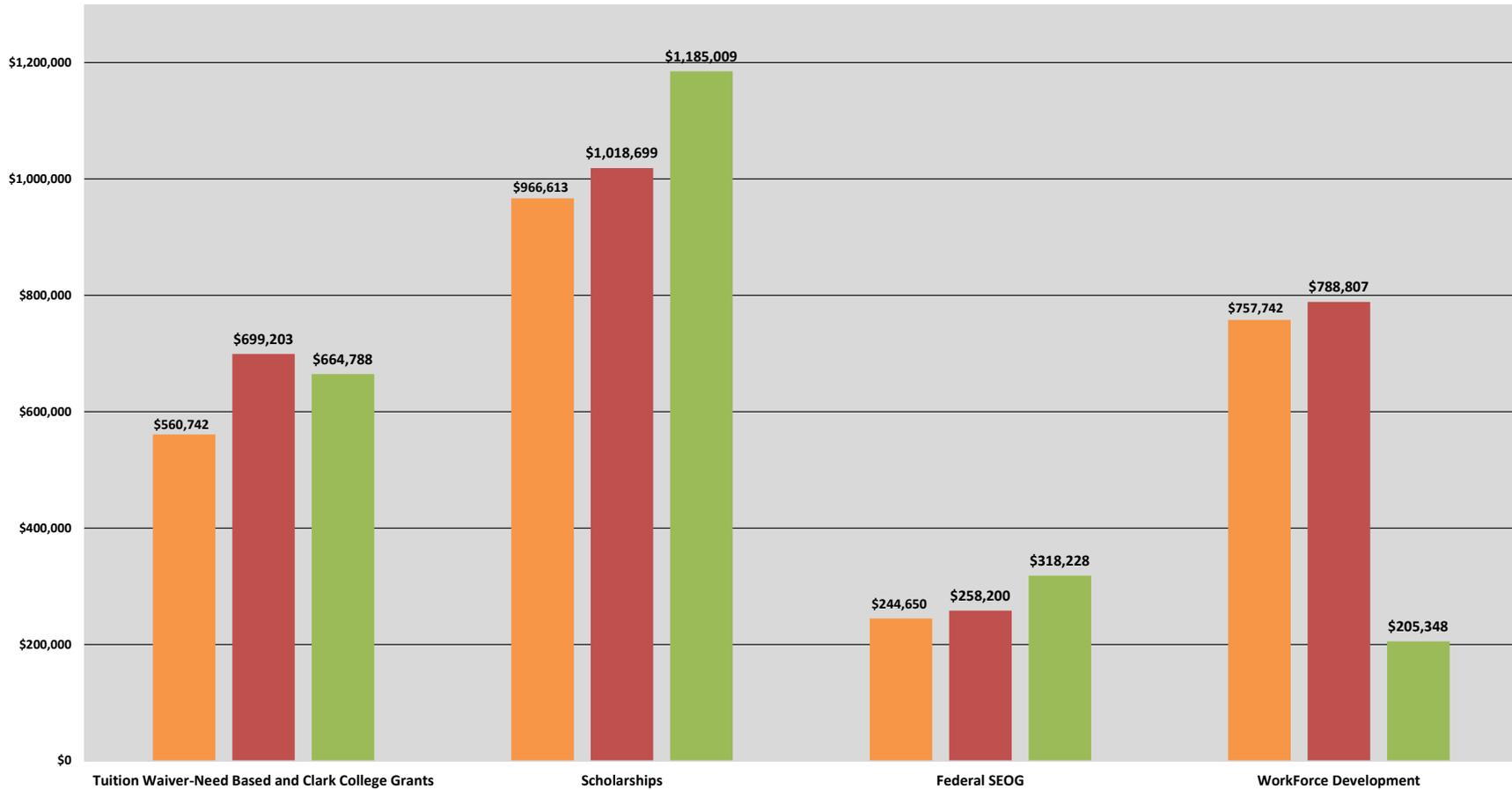


Note: WA State Need Grant includes College Bound Scholarships

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

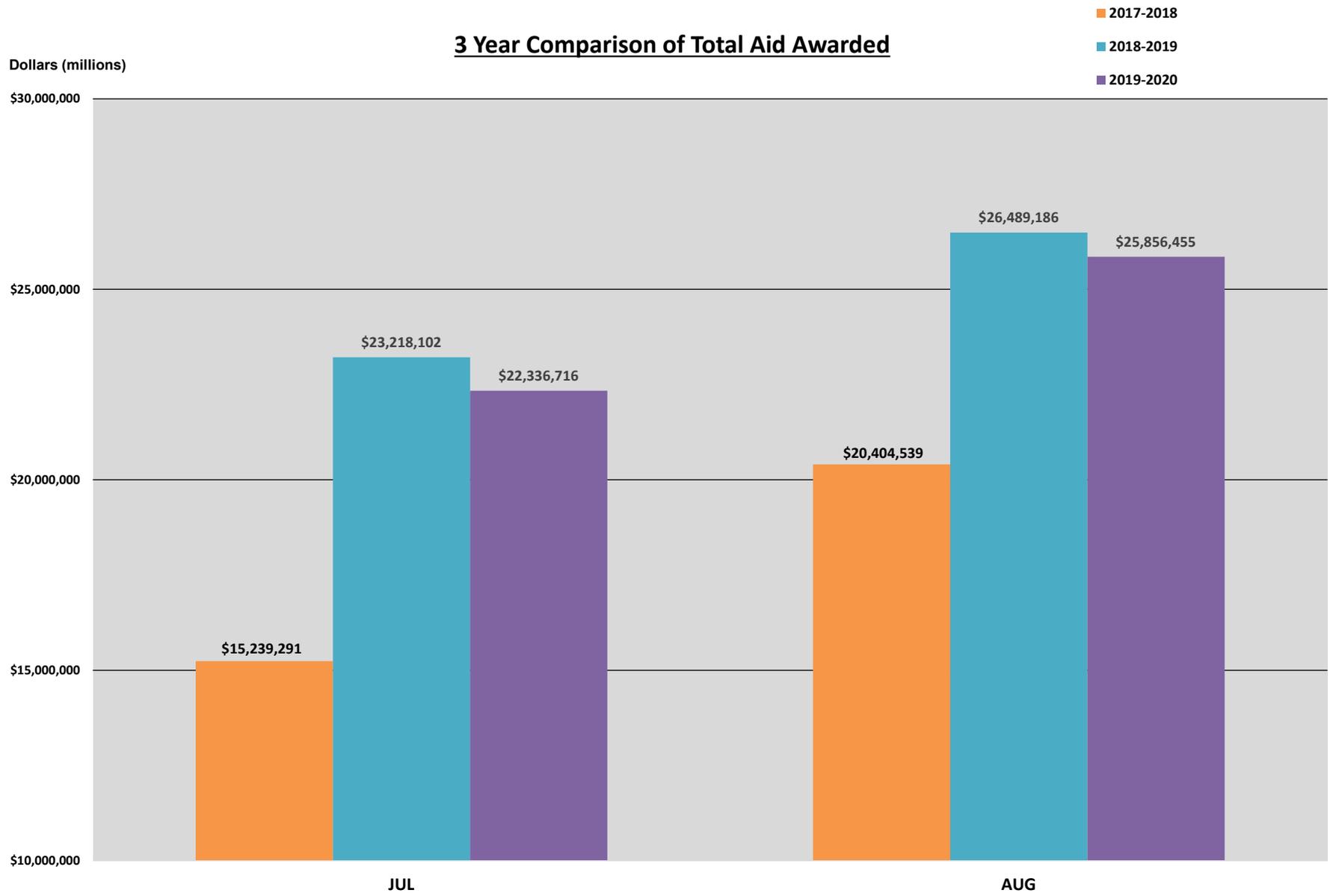
■ 2017-2018  
■ 2018-2019  
■ 2019-2020

Dollars (millions)

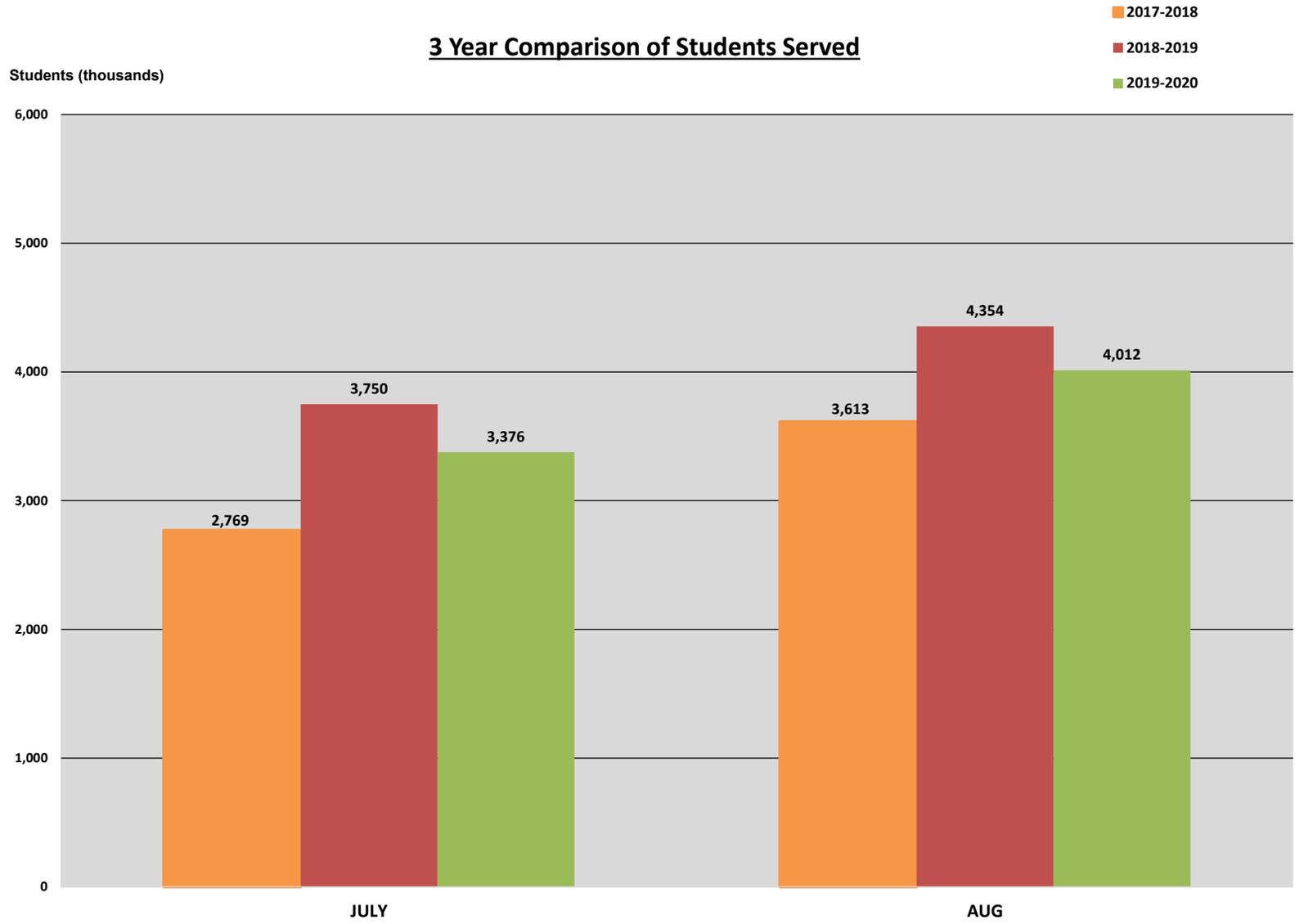


Note: WorkForce Development includes WorkFirst, Worker Retraining, BFET, Opportunity Grants, and Sponsored Programs

### 3 Year Comparison of Total Aid Awarded



### 3 Year Comparison of Students Served



## Clark College - Budget Status Report August 31, 2019

Sources of Funds (Revenues)	2019-20 Budget	Revenues to Date	Difference	% Budget Received
<b>Operating Accounts</b>				
State Allocation	36,154,368	5,446,992	(30,707,376)	15.1%
Tuition & ABE	17,051,335	4,495,354	(12,555,981)	26.4%
Running Start	14,736,244	(0)	(14,736,244)	0.0%
Excess enrollment		-	-	0.0%
Planned use of prior fund balance	696,251	-	(696,251)	0.0%
Dedicated, matriculation, tech, cont ed	5,464,570	1,186,236	(4,278,335)	21.7%
<b>Total Operating Accounts</b>	<b>74,102,768</b>	<b>11,128,582</b>	<b>(62,974,186)</b>	<b>15.0%</b>
<b>Other Accounts</b>				
Grants & Contracts less Running Start	3,856,020	201,078	(3,654,942)	5.2%
Internal Support & Agency Funds	1,184,016	494,641	(689,375)	41.8%
ASCC	2,165,621	485,878	(1,679,743)	22.4%
Bookstore	4,181,339	315,088	(3,866,251)	7.5%
Parking	511,758	96,224	(415,534)	18.8%
Campus Food Service	-	33,464	33,464	0.0%
Auxilliary Services	2,224,138	707,565	(1,516,573)	31.8%
Financial Aid	24,914,791	3,351,681	(21,563,110)	13.5%
<b>Total Other Accounts</b>	<b>39,037,683</b>	<b>5,685,619</b>	<b>(33,352,064)</b>	<b>14.6%</b>
<b>Total Sources of Funds</b>	<b>113,140,451</b>	<b>16,814,201</b>	<b>(96,326,250)</b>	<b>14.9%</b>

Uses of Funds (Expenses)	2019-20 Budget	Encumbrances Expenditures to Date	Difference	% Budget Spent
<b>Operating Accounts</b>				
President	1,085,168	182,603	902,565	16.8%
Associate Vice President of Planning & Effectiveness	1,172,692	142,537	1,030,155	12.2%
Associate Vice President for Diversity & Equity	628,358	119,711	508,647	19.1%
Vice President of Instruction	43,505,989	4,330,291	39,175,698	10.0%
Vice President of Administrative Services	9,148,571	2,552,530	6,596,041	27.9%
Vice President of Student Affairs	9,456,283	1,529,950	7,926,333	16.2%
Vice President of Economic & Community Development	1,361,099	241,961	1,119,138	17.8%
Chief Information Officer	5,740,703	826,792	4,913,911	14.4%
Chief Communication Officer	784,054	186,015	598,039	23.7%
Vice President of Human Resources	1,219,851	257,615	962,236	21.1%
Bank/CC Fees	-	14,513	(14,513)	0.0%
<b>Total Operating Accounts</b>	<b>74,102,768</b>	<b>10,384,518</b>	<b>63,718,250</b>	<b>14.0%</b>
<b>Other Accounts</b>				
Grants & Contracts less Running Start	3,856,020	965,951	2,890,069	25.1%
Internal Support & Agency Funds	1,184,016	654,453	529,563	55.3%
ASCC	2,165,621	262,018	1,903,603	12.1%
Bookstore	4,181,339	869,989	3,311,350	20.8%
Parking	511,758	52,435	459,323	10.2%
Campus Food Service	-	453,355	(453,355)	0.0%
Auxilliary Services	2,224,138	389,905	1,834,233	17.5%
Financial Aid	24,914,791	5,343,632	19,571,159	21.4%
<b>Total Other Accounts</b>	<b>39,037,683</b>	<b>8,991,739</b>	<b>30,045,944</b>	<b>23.0%</b>
<b>Total Uses of Funds</b>	<b>113,140,451</b>	<b>19,376,257</b>	<b>93,764,194</b>	<b>17.1%</b>
<b>Difference - Excess (Deficiency)</b>	<b>-</b>	<b>(2,562,056)</b>		
Capital Projects- Foundation and Grant Contributions	354	354	-	0.0%
Capital Projects- Expenditures	9,773,596	896,279	8,877,318	9.2%

**CLARK COLLEGE**  
**Cash Balances**  
as of July 1, 2019

	Cash Balance  6/30/19	Cash Balance (minus dedicated cash & liabilities) 6/30/19	Required Reserves	Prior Commitments (prior to 7/1/19)	New Commitments (2019/20)	Total Available Cash
145/146 Grants and Contracts	5,030,427	3,782,048		585,634	1,111,427	<b>2,084,988</b>
147 Local Capital	73,268	-				-
148 Dedicated Local	4,363,624	(78,203)		-		<b>(78,203)</b>
149 Operating Fee	447,926	137,507				<b>137,507</b>
448 Print/Copy Machine	160,714	154,270				<b>154,270</b>
460 Motor Pool	127,696	127,167				<b>127,167</b>
522 ASCC	1,250,760	-				-
524 Bookstore	4,678,853	4,509,857		-		<b>4,509,857</b>
528 Parking	486,149	475,589				<b>475,589</b>
569 Food Service	(77,063)	(99,122)				<b>(99,122)</b>
570 Other Auxiliary Enterprise	1,038,762	560,155		36,315		<b>523,840</b>
790 Payroll (clearing)	243,910					-
840 Tuition/VPA*	1,944,523					-
846 Grants - Fin Aid	(1,148,663)					-
849 Student Loans	17,528					-
850 Workstudy (off-campus)	(33,857)					-
860 Institutional Financial Aid Fur Reserves*	868,273		7,340,652		-	<b>(7,340,652)</b>
<b>Totals</b>	<b>19,472,830</b>	<b>9,569,268</b>	<b>7,340,652</b>	<b>621,949</b>	<b>1,111,427</b>	<b>495,241</b>

\*Fund 840 includes the year end receivable from the State Treasurer of \$7,648,881

### Fund Balance Less Commitments

<b>Available Fund Balance Before Commitments</b>	<b>9,569,268</b>
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#### Prior Year Commitments

Date	as of July, 2018	Fund	Amount	Total
4/9/2018	HIIM Obligation	145	73,201	Remaining estimate after subtracting 18/19 expense T550
7/2/2019	2018/19 Faculty Increments	145	249,416	If pay is retro active to Sept 2018
7/2/2019	2018/19 Faculty 1%	145	263,017	If pay is retro active to Sept 2018
				<b>585,634</b>
				-
		524		ok
				-
7/1/2011	Basic Events	570	18,535	ok
7/1/2011	Government Events	570	10,000	ok
11/27/2013	Basic Events	570	1,780	ok
3/13/2018	Basic Events-add TLC Days	570	6,000	
				<b>36,315</b>
<b>Total Prior Commitments</b>				<b>621,949</b>

#### New Commitments July 1, 2019 to present

Date		Fund	Amount	Fund Total
7/1/2019	CTC Link Costs	145	425,000	148.081.ZL01-budgeted
	ODE Peer Mentor	145	26,000	148.062.kb30.am-budgeted
	CTCLink Additional Skim	145	185,000	
	Consulting Services	145	14,250	LA04-budgeted
	President Search	145	230,176	
	Settlement	145	44,678	101.083.NC02-budgeted
	AVP ODE PY and President VSL pay	145	86,323	LA00/NA00/LF00-budgeted
	CyberSecurity-BAS	145	100,000	101.012.A132-budgeted
		145		
				<b>1,111,427</b>
				-
<b>Total New Commitments</b>				<b>1,111,427</b>

1,733,376

#### Required Reserves

10% of \$73,406,515	7,340,652	7,340,652
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<b>Fund Balance After Commitments and Required Reserves</b>	<b>495,241</b>
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## Next Meeting

*No documents for this item*

## Executive Session

*No documents for this item*

## Adjournment

*No documents for this item*