Clark College

Board of Trustees Work Session Packet

Wednesday, October 15, 2025, at 3:30 p.m.

Location: Penguin Union Building, Room 258-C

Virtual Option:

Zoom Link

Meeting ID: 835 5861 8811

Passcode: 432808

Dial in: (253) 215-8782

Board of Trustees Work Session Packet, October 15, 2025, at 3:30 pm

I.   Call to Order/Agenda Review – Chair Scarbrough

II.   Public Comment – Chair Scarbrough
      Public comments will be limited to two minutes each.

III. Fall Student Profile and Community Impact
      Presented Dr. Cecelia Martin, Associate Vice President of Planning and Effectiveness
      and Dr. Mark Wahlers, Interim Vice President of Student Affairs

IV.   College Reorganization
      Presented by Dr. Karin Edwards, President; Dr. Darcy Rourk, Interim Vice President of
      Human Resources; and Vanessa Neal, Vice President of Diversity, Equity, and Inclusion

V.   Adjournment – Chair Scarbrough

Fall 2025 Enrollment Update

Presentation to the Clark College Board of Trustees
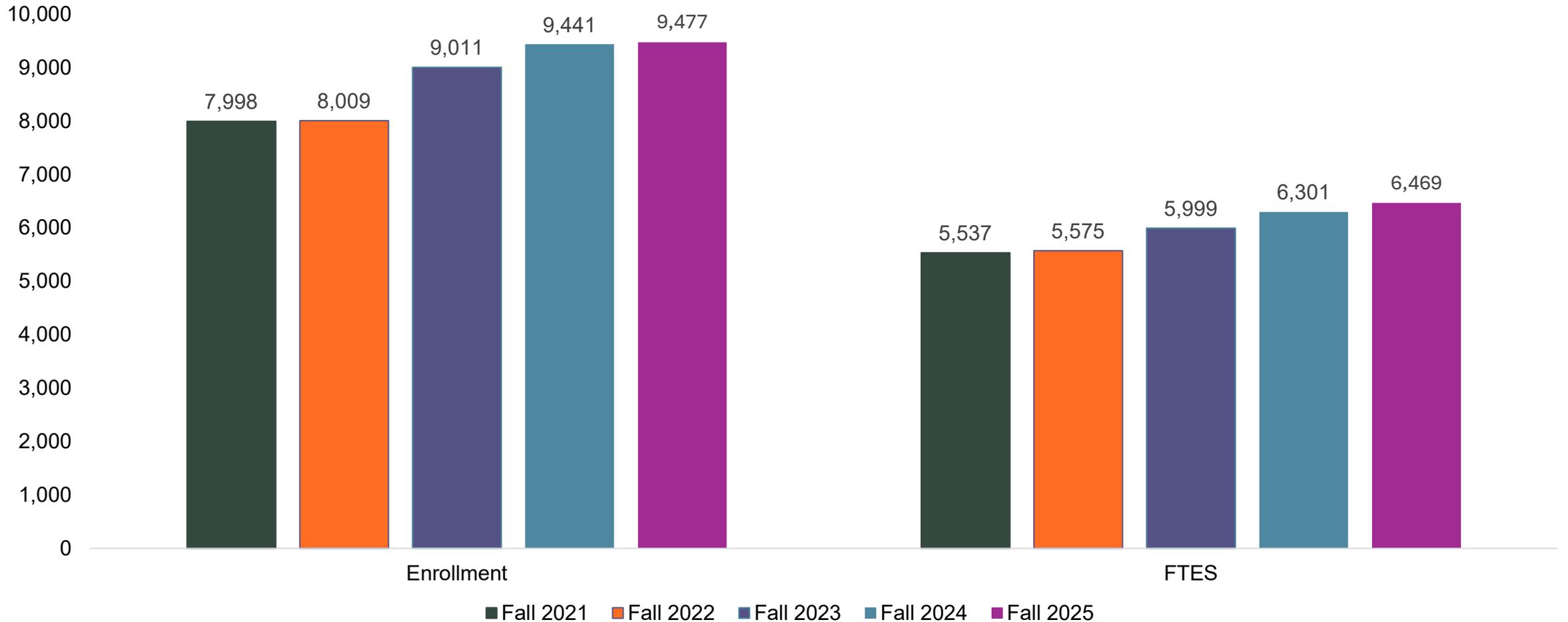
Dr. Cecelia Martin and Dr. Mark Wahlers

Agenda

- Fall quarter enrollments
- Demographic characteristics of Clark students
- Student Affairs Updates
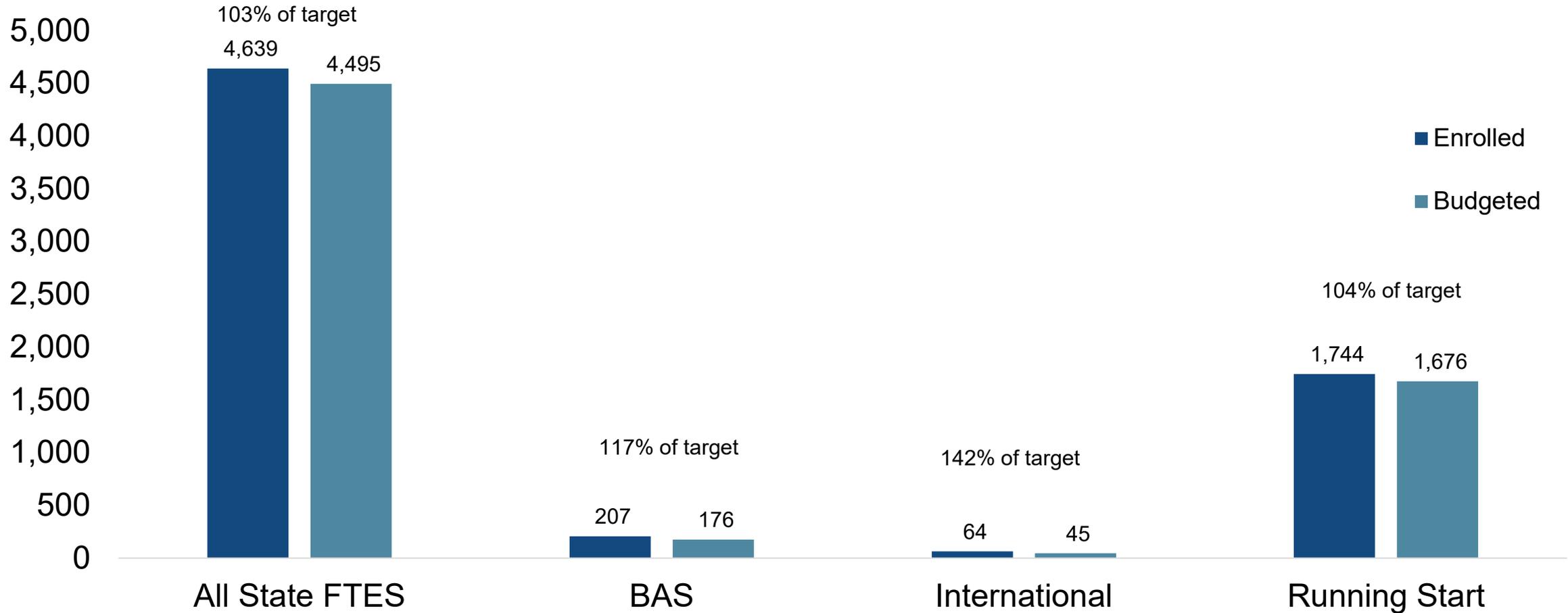- Clark College and SW Washington and the future

Enrollment

Fall 2025

Fall Quarter Enrollment and FTES, 2021-2025

Source: : Enrollment Factcard

Enrollment Report Fall 2025*

All State FTES — 103% of target: Enrolled 4,639, Budgeted 4,495
BAS — 117% of target: Enrolled 207, Budgeted 176
International — 142% of target: Enrolled 64, Budgeted 45
Running Start — 104% of target: Enrolled 1,744, Budgeted 1,676

Legend: Enrolled, Budgeted
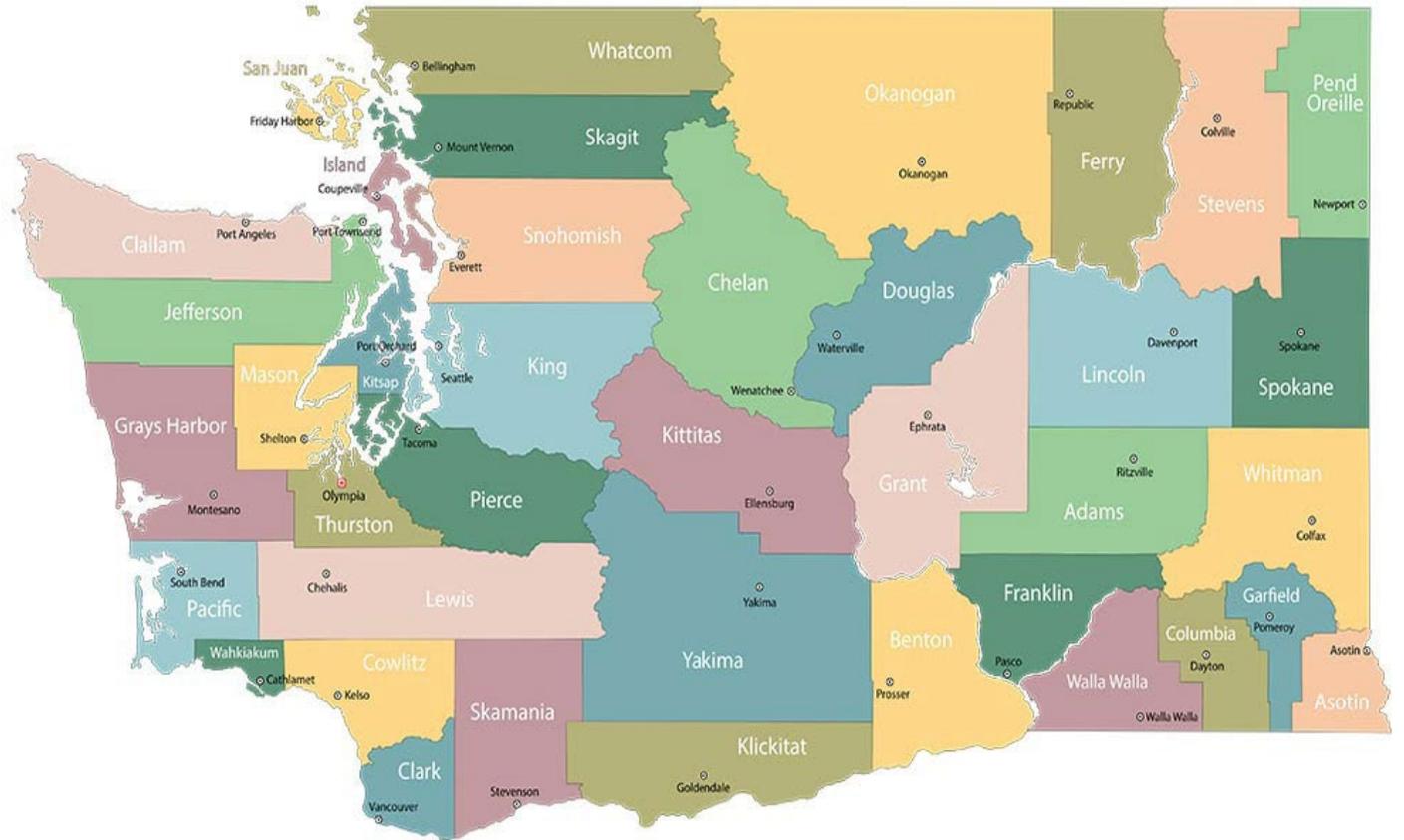
*College established targets both BAS and International
Data collected through 10/3/2025;
Source: https://tableau.sbctc.edu/t/ClarkCollege/views/EnrollmentandBudgetsFTES/EnrollmentSummaryestRedirectFromVizportal=y&:embed=y;

Who are our students?

Where do our students come from? Fall 2025

Clark College Students by Clark County Cities and Other Geographical Areas, Fall 2025

	#	%
Amboy	32	0.3%
Battle Ground	567	6.0%
Brush Prairie	180	1.9%
Camas	664	7.0%
La Center	144	1.5%
Ridgefield	452	4.8%
Vancouver	6,287	66.3%
Washougal	363	3.8%
Yacolt	48	0.5%
Other	740	7.8%
Total	9,477	100.00%

Source: ctcLink. As 10.3.2025

Average Age and Credits, Fall 2025

	N	Mean	Standard Deviation
Age	9,477	27.39	13.986
Credits	9,477	10.16	4.858

Average Age and Credits, Fall 2025

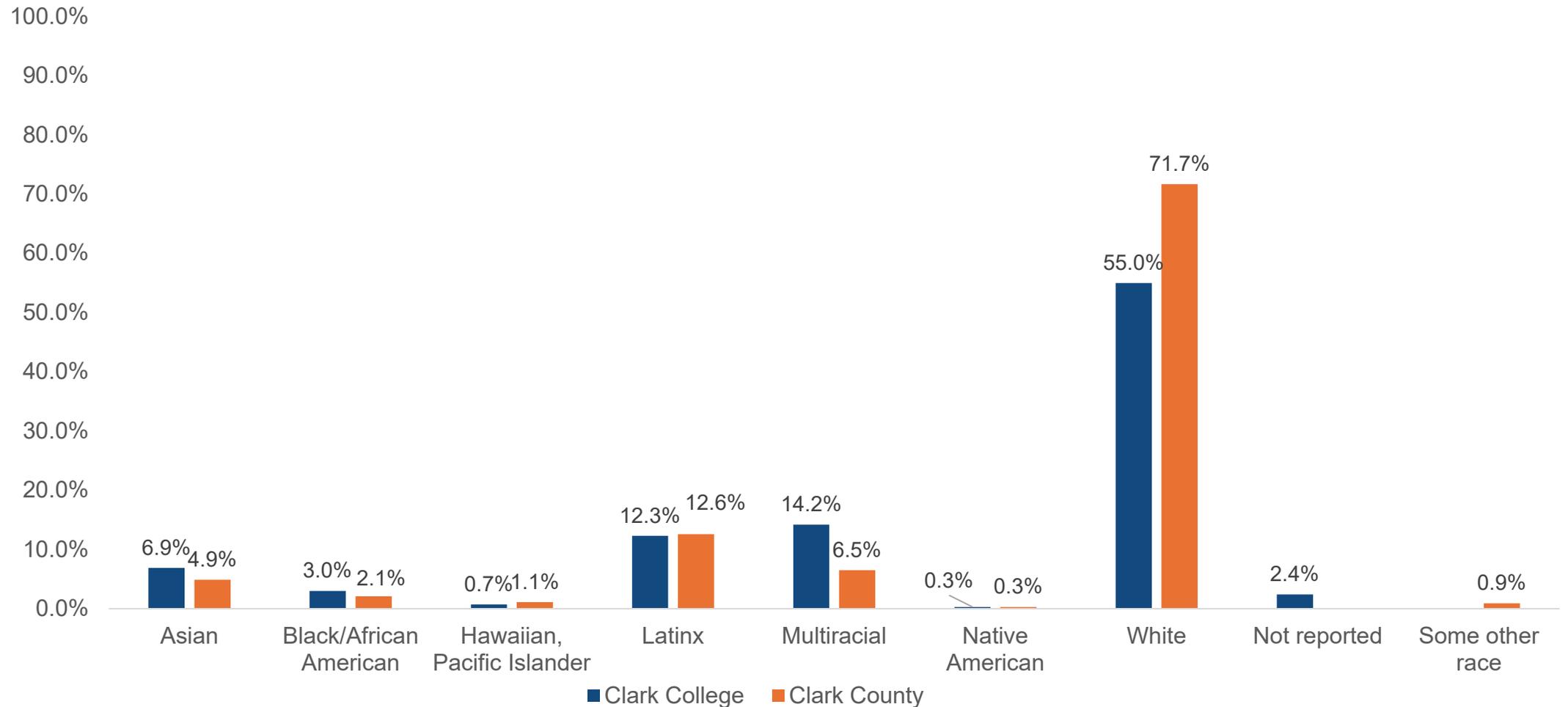|	N	Mean	Standard Deviation
Age	9,477	27.39	13.986
Credits	9,477	10.16	4.858

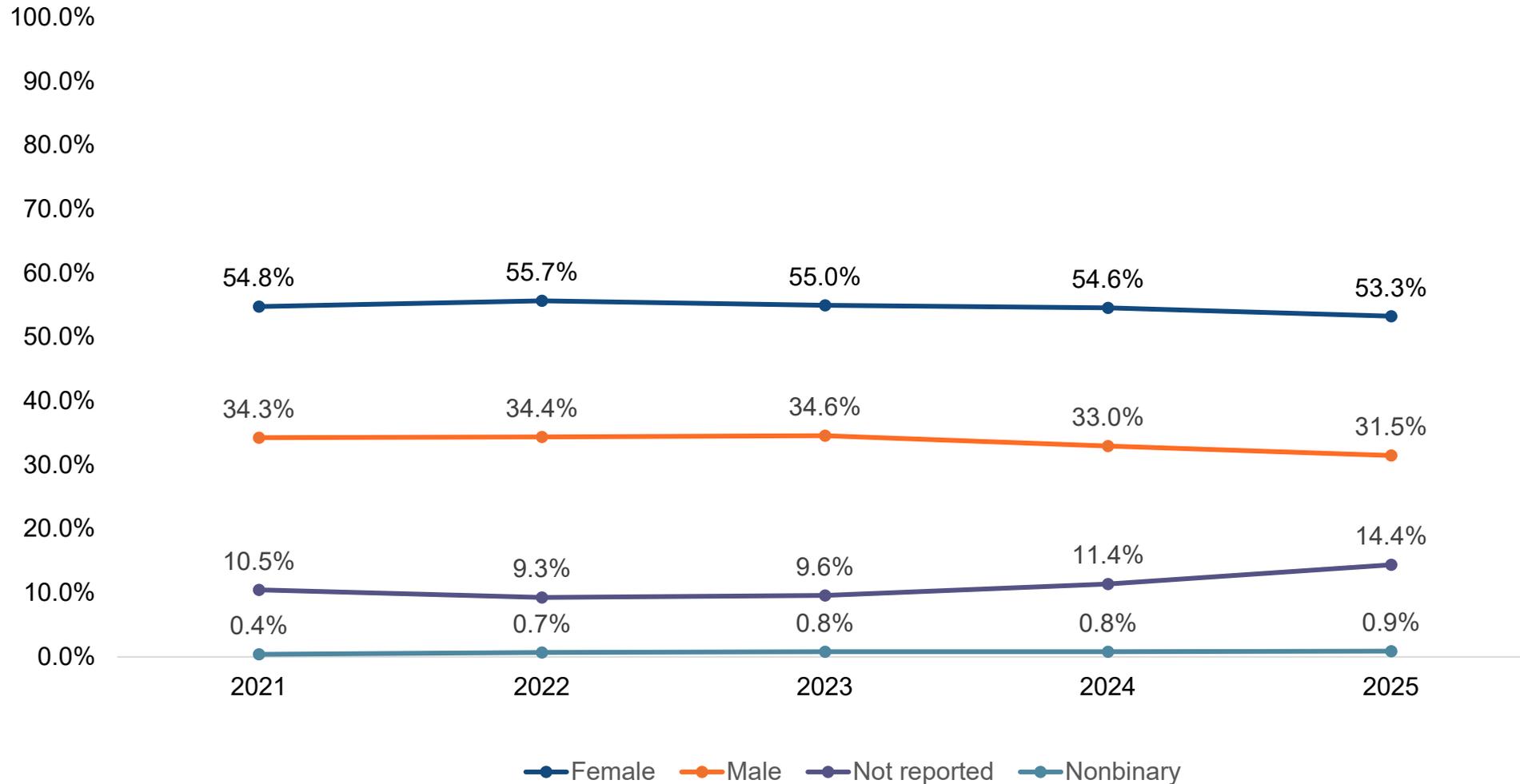# Enrollment Trends of Students of Color as Compared to White Students, Fall 2021-2025
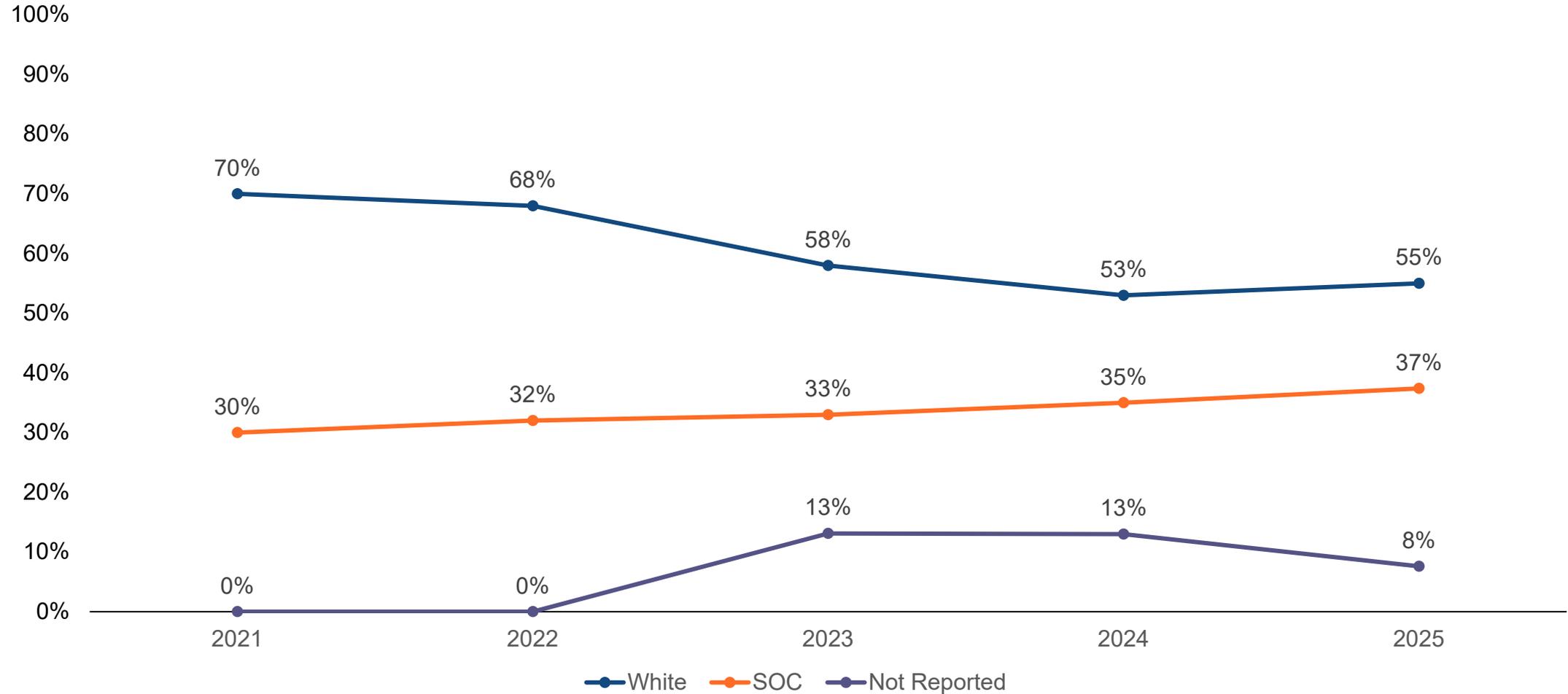
Source: Enrollment Factcard; ctcLink. As 10.3.2025

Race/Ethnicity of Clark Students Compared to Clark County, Fall 2025

Asian: Clark College 6.9%, Clark County 4.9%
Black/African American: Clark College 3.0%, Clark County 2.1%
Hawaiian, Pacific Islander: Clark College 0.7%, Clark County 1.1%
Latinx: Clark College 12.3%, Clark County 12.6%
Multiracial: Clark College 14.2%, Clark County 6.5%
Native American: Clark College 0.3%, Clark County 0.3%
White: Clark College 55.0%, Clark County 71.7%
Not reported: Clark College 2.4%
Some other race: Clark County 0.9%

■ Clark College   ■ Clark County

Sex of Clark Students, Fall 2021-2025

	2021	2022	2023	2024	2025
Female	54.8%	55.7%	55.0%	54.6%	53.3%
Male	34.3%	34.4%	34.6%	33.0%	31.5%
Not reported	10.5%	9.3%	9.6%	11.4%	14.4%
Nonbinary	0.4%	0.7%	0.8%	0.8%	0.9%

Source: Enrollment Factcard; ctcLink. As 10.3.2025

Clark Students Classified as Economically Disadvantaged, Fall 2020-2024

Source: Enrollment Factcard; ctcLink. As 10.3.2025
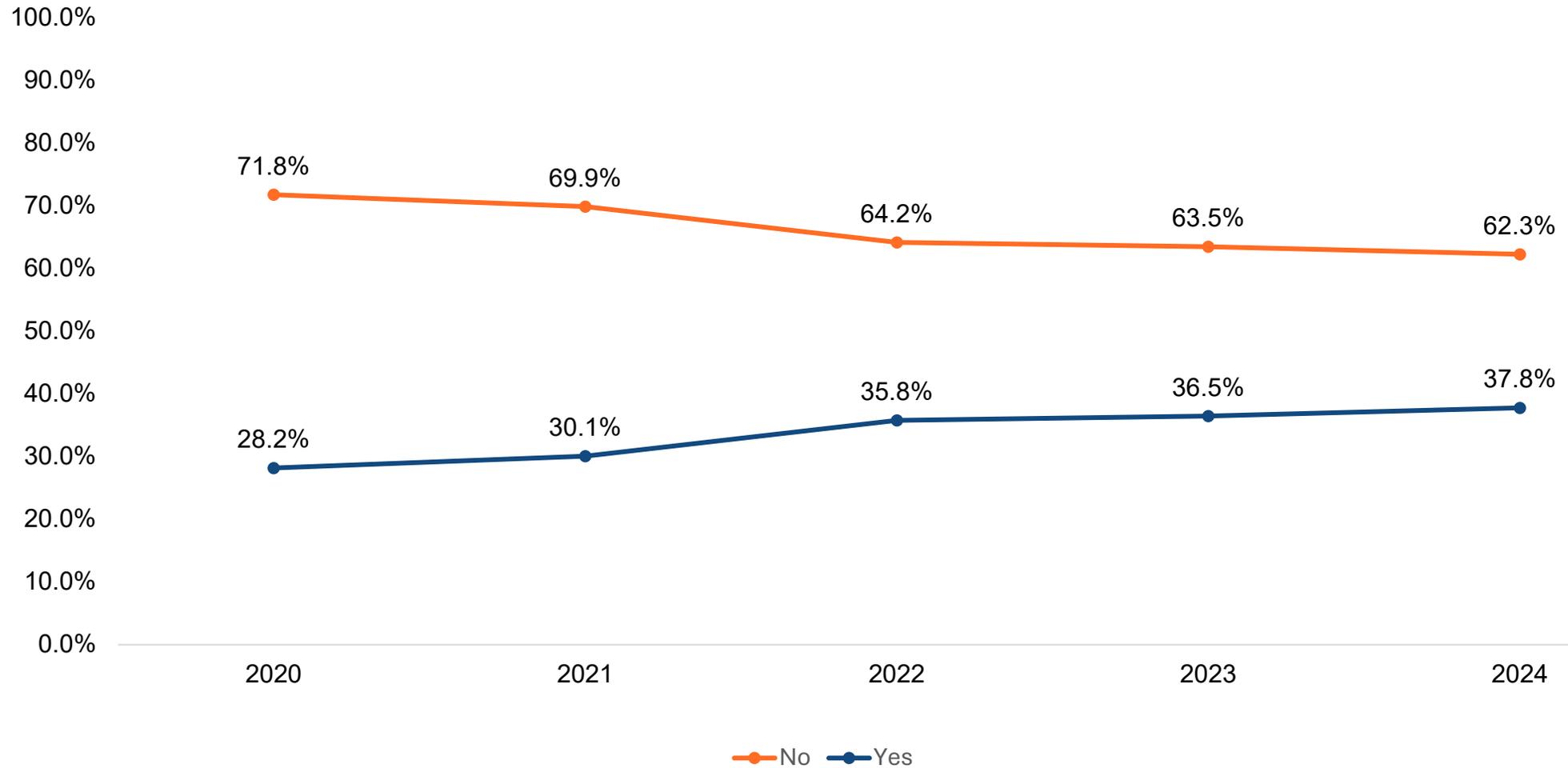
Age Group of Clark Students, Fall 2021-2025
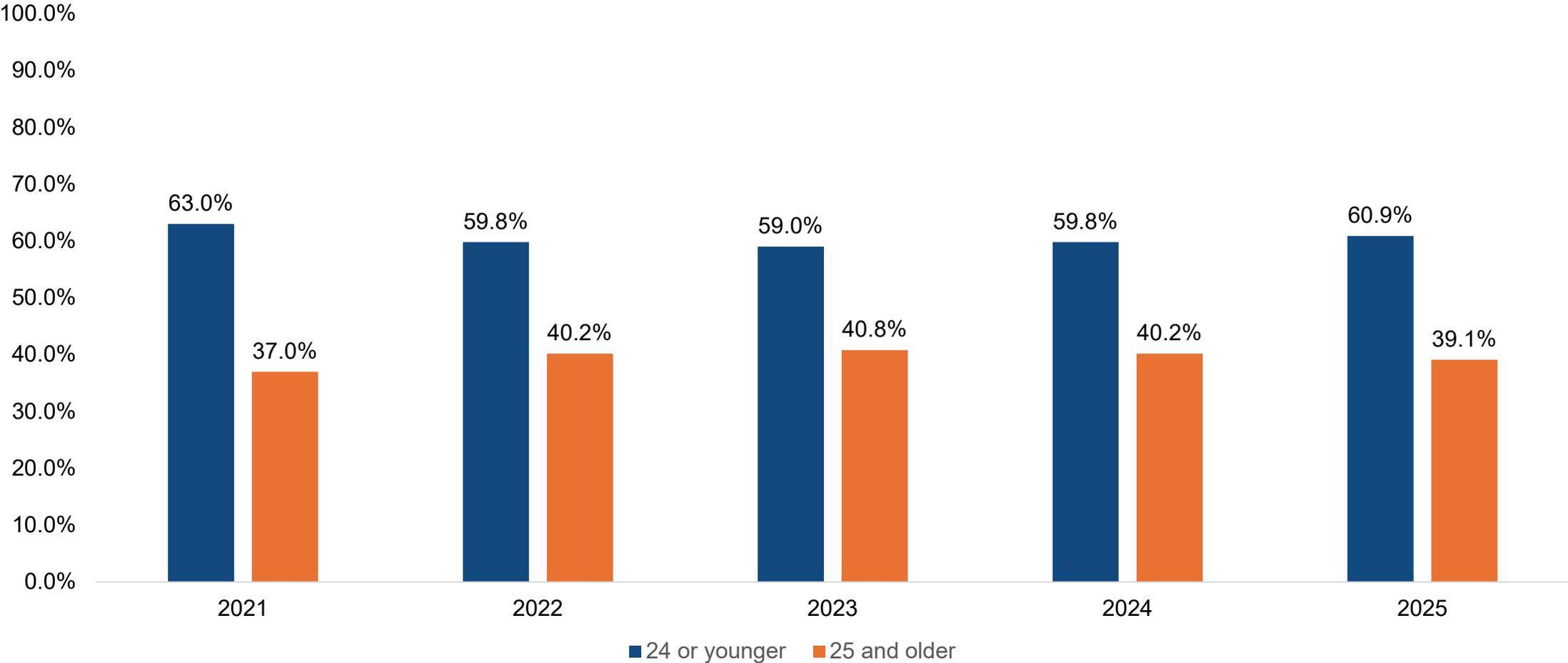
First Generation Status of Clark Students, Fall 2021-2025

	2021	2022	2023	2024	2025
No	61.3%	56.7%	54.0%	52.8%	52.3%
Yes	38.7%	43.3%	46.0%	47.2%	47.7%

No ● Yes
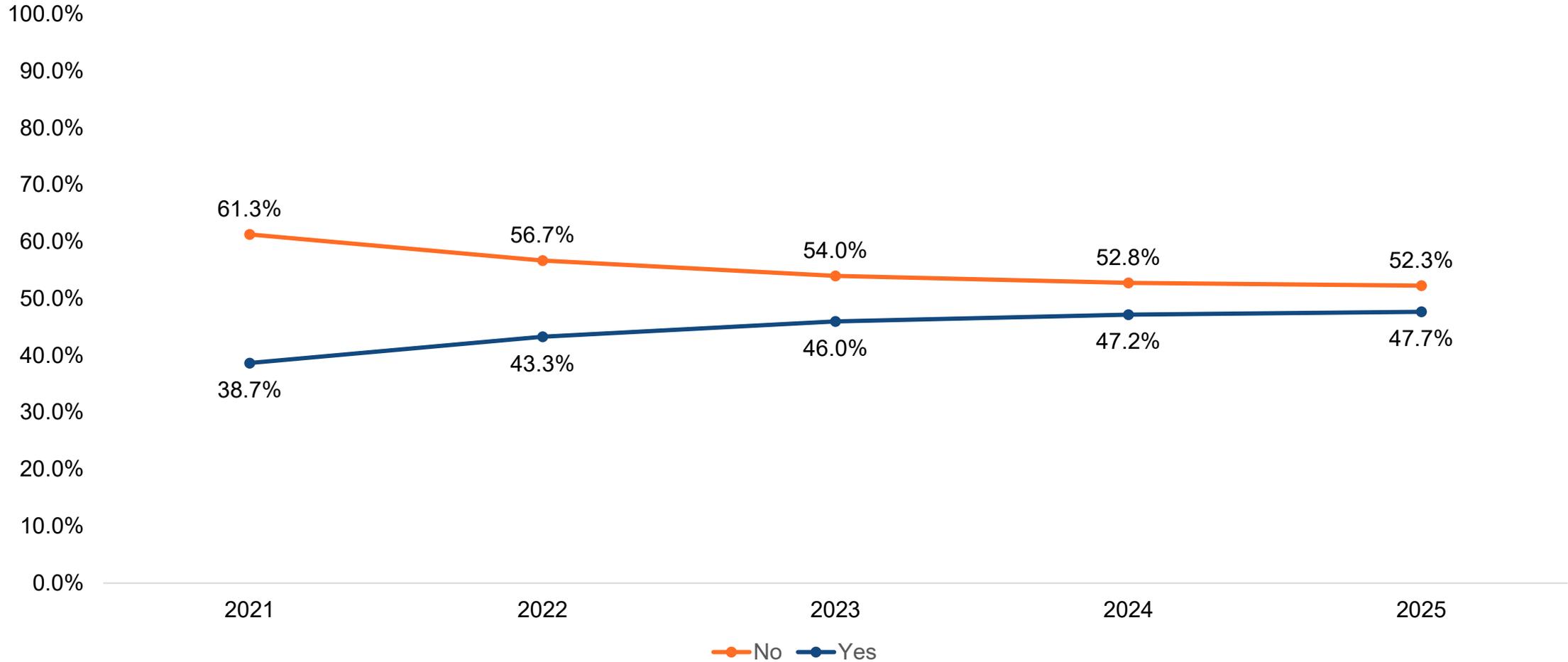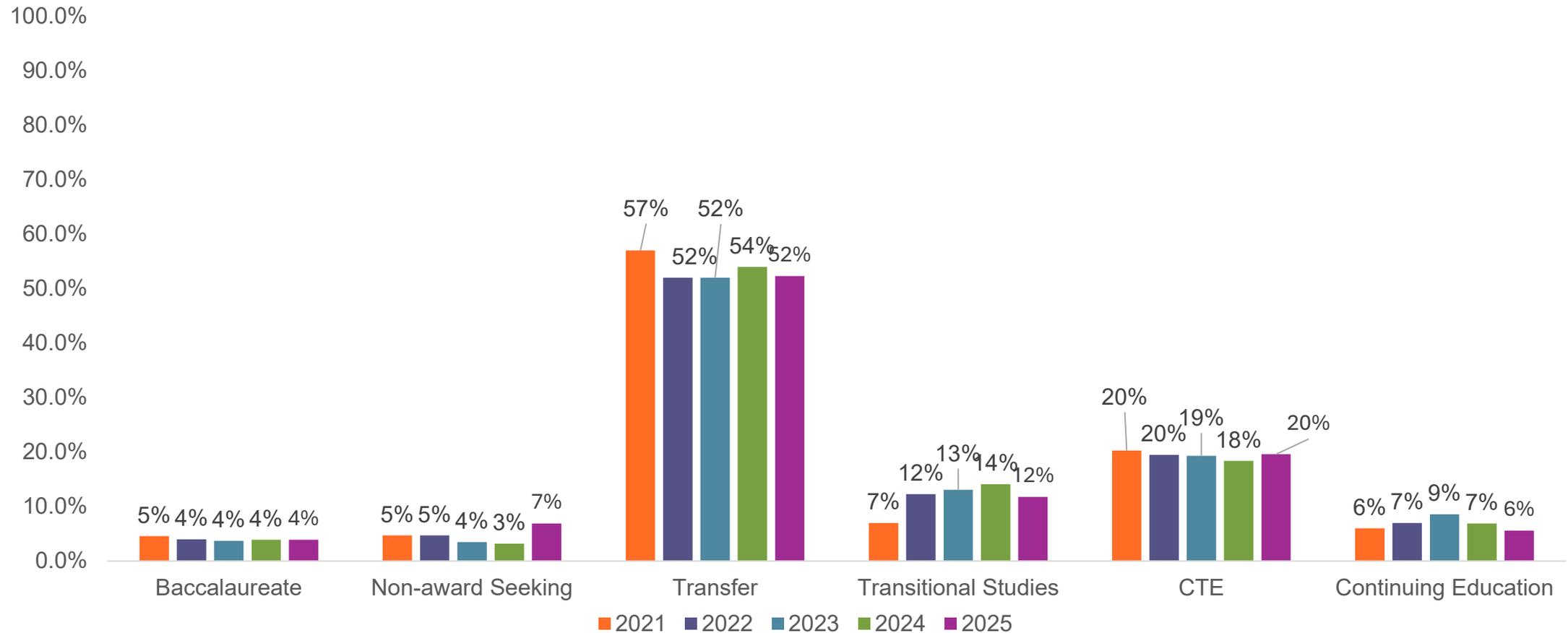
Source: Enrollment Factcard; ctcLink as 10.3.2025

Clark College Student Status (Headcount), Fall 2021-2025
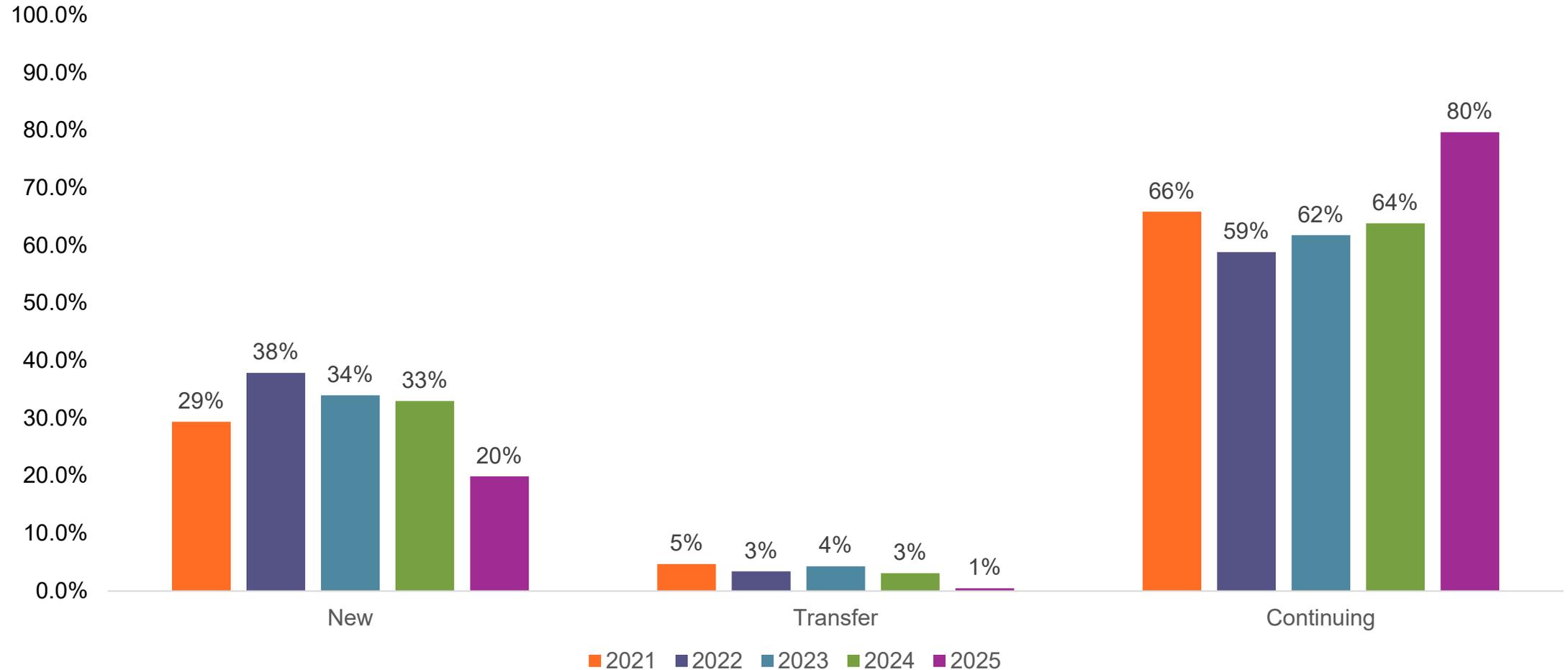
Source: : Enrollment Factcard; ctcLink as 10.3.2025

Program Type of Clark Students, Fall 2021-2025

Top 5 Programs by Enrollment

Program	#	%
Academic Transfer DTA	1995	21.1
English as a Second Language	859	9.1
Pre-Nursing DTA/MRP	805	8.5
Academic - Undecided	702	7.4
Non-degree - Other	631	6.7

Top 5 Transfer Programs by Enrollment

Program	#	%
Academic Transfer DTA	1995	21.1
Pre-Nursing DTA/MRP	805	8.5
Academic - Undecided	702	7.4
Business DTA/MRP	383	7.7
Biology DTA/MRP	280	5.6

Top 5 CTE Programs by Enrollment

Program	#	%
Nursing DTA/MRP	358	19.3
Business Administration AAS	98	5.3
Early Childhood Education AAS	95	5.1
Digital Media Arts AAT	70	3.8
Medical Assisting AAT	70	3.8

Top 5 CTE Programs by Enrollment

Program	#	%
Nursing DTA/MRP	358	19.3
Business Administration AAS	98	5.3
Early Childhood Education AAS	95	5.1
Digital Media Arts AAT	70	3.8
Medical Assisting AAT	70	3.8

Baccalaureate Programs by Enrollment

Program	#	%
Applied Management BAS	70	18.7
Computer Science BS	26	7.0
Cybersecurity BAS	86	23.0
Dental Hygiene BAS	92	24.6
Human Services BAS	57	15.2
Teacher Education BAS	43	11.5

First Generation Status by Race/Ethnicity, Fall 2025

First Generation	Student of Color		White	
	#	%	#	%
Yes	2,117	59.7	2,344	45.0
No	1,429	40.3	2,864	55.0
Total	3,546	100.0	5,208	100.0

Source: ctcLink as 10.3.2025

Enrollment by Modality*, Fall 2025**
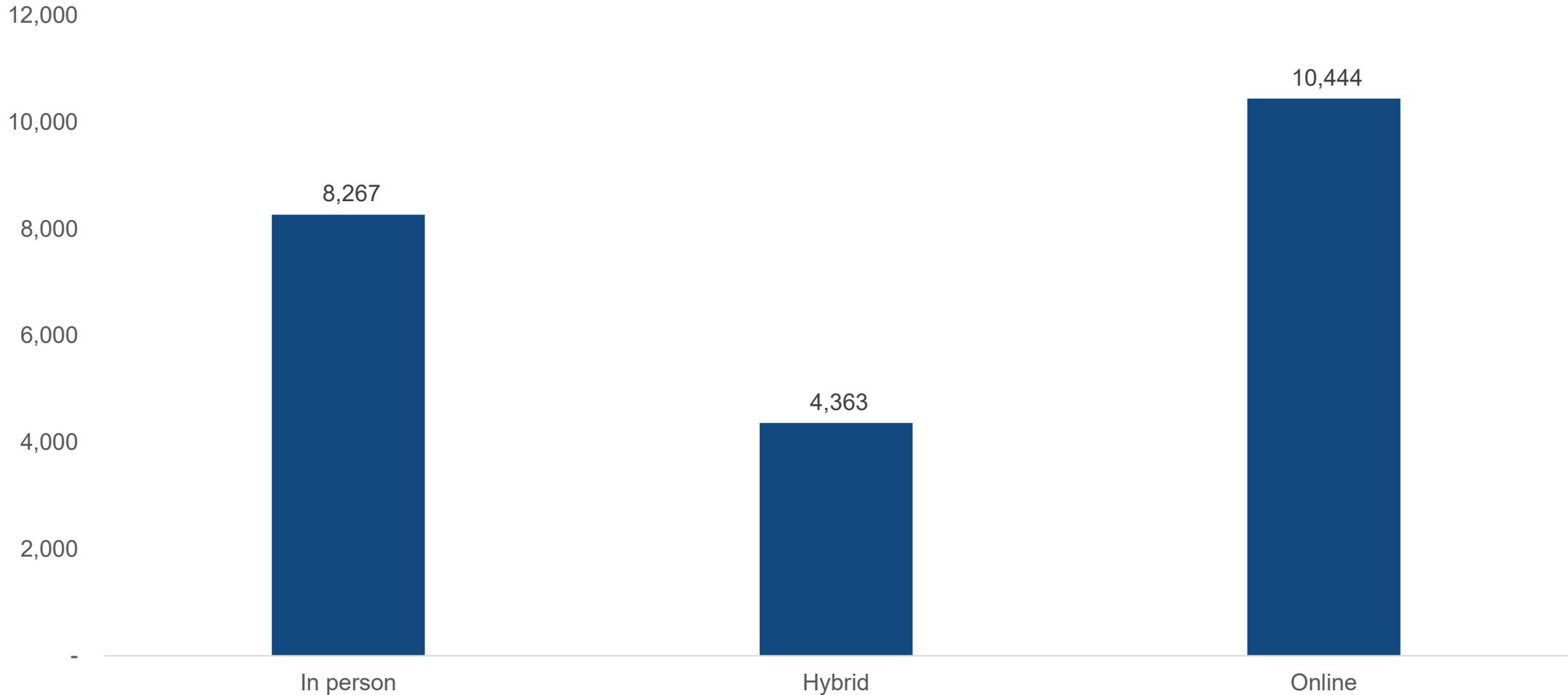
*Duplicated Headcount
**Source: Enrollment Management for Scheduling, as of 10.3.2025

Enrollment* by Location, Fall 2025**

Location	#
Clar, Boschma Farms	164
Clark, Columbia Tech	590
Clark, WSU Vancouver	940
Clark, Main	11,257
Offsite	240
Online	10,444

*Duplicated Headcount
**Source: Enrollment Management for Scheduling, as of 10.3.2025

Student Affairs Updates

Fall 2025

Running Start Enrollment
Top Districts, Fall 2023, Fall 2024, Fall 2025

| DISTRICT	Fall 2023		Fall 2024		Fall 2025	
	#	%	#	%	#	%
Vancouver	511	25.7	504	23.0	557	23.6
Evergreen	447	22.5	533	24.4	605	25.7
Battle Ground	373	18.8	442	20.2	428	18.2
Camas	220	11.1	224	10.2	232	9.8
Washougal	106	5.3	124	5.7		
Ridgefield					136	5.8

*Data collected on 10/8/2024;
Source: PeopleSoft query

Disability Access Center (DAC)

- 504 students with disabilities
  - have approved accommodation plans and
  - are registered for at least one class this term.
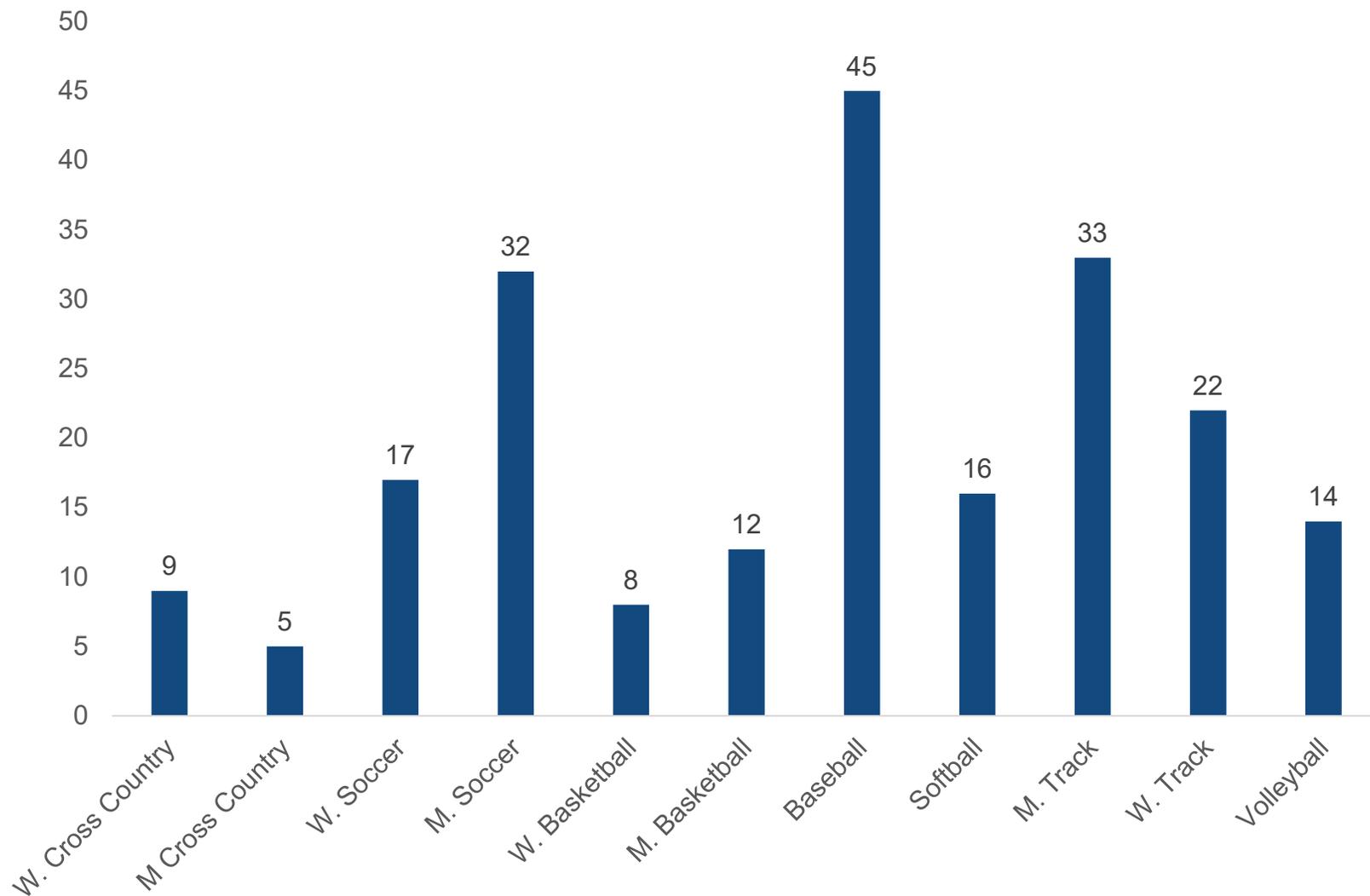
Number of Students Receiving VA Benefits

Data collected through 10.6.2025
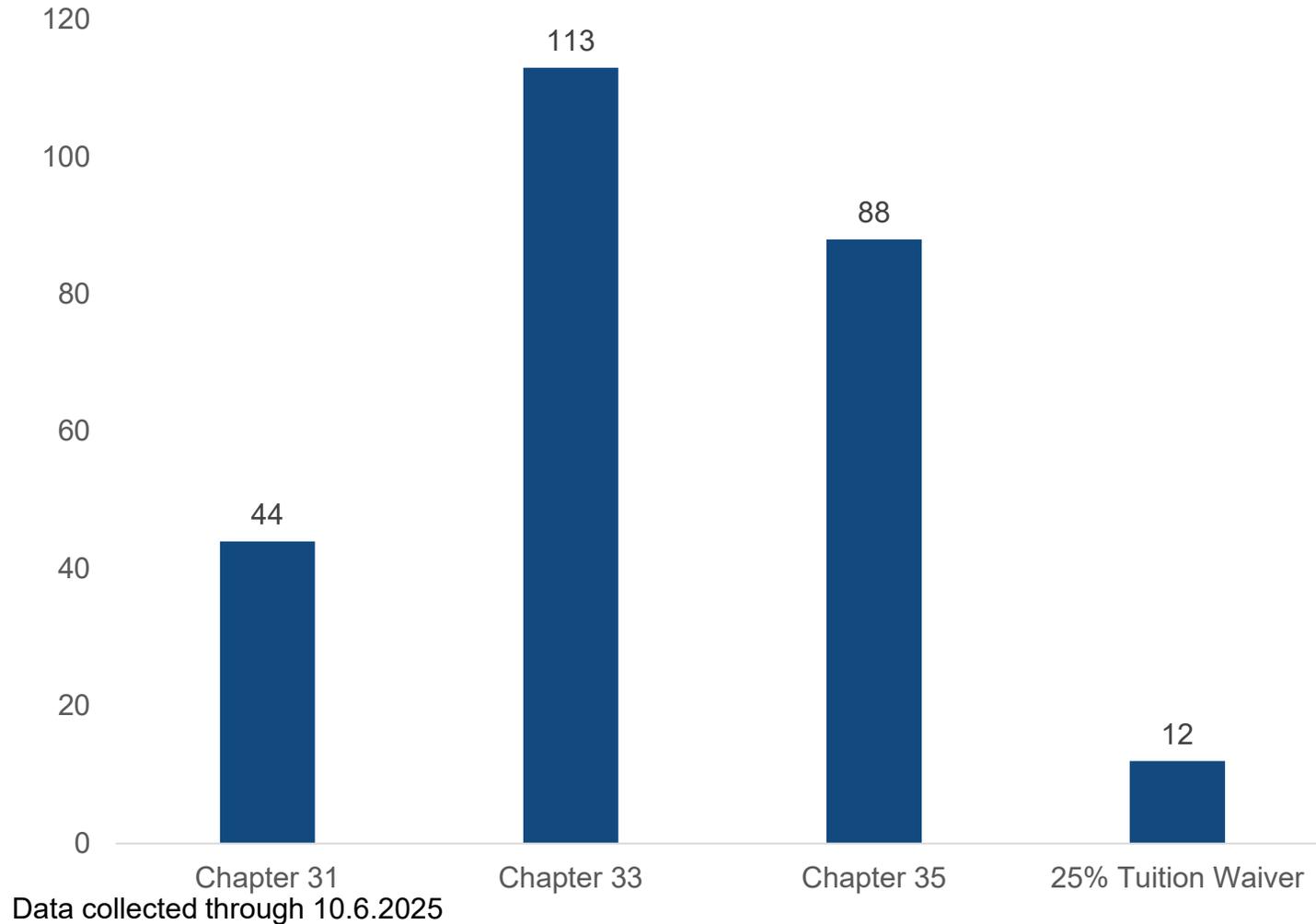
Chapter 31: Vocational Rehab and Employment
Chapter 33: Post 9/11 GI Bill
Chapter 35: Dependent Education Act/100% tuition waiver
25% Veteran Tuition Waiver: Honorably Discharged Veterans with no other benefits

Financial Aid Disbursed, Fall 2025

Bar chart showing financial aid disbursed by category:
- Federal Grants: $3,775,454
- State Grants: $2,785,428
- Loans (Federal/Private): $1,814,861
- Scholarships: $686,158
- External Scholarships: $350,519
- WES: $140,243
- Institutional Grants/Scholarships: $94,332
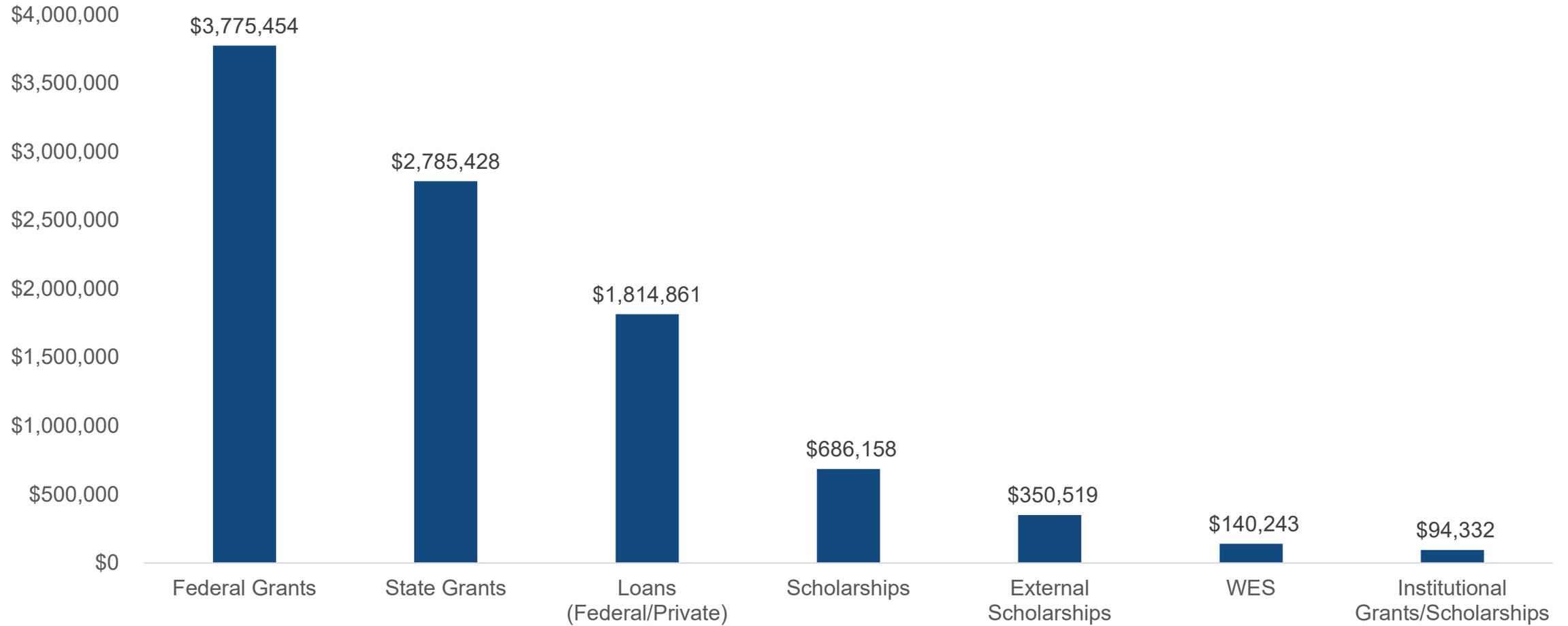
Data estimated through 10.3.2025

Clark College and Southwest Washington – Moving Forward Together

Priorities Identified by CREDC, City of Vancouver, Workforce SW WA, and Lightcast Economic Overview

Advanced Manufacturing

Computer and Electronics, Software

Clean Tech

Health Care/Life Sciences

Business-Related Skills

Construction

Trades

Childcare

Clark College: Aligned with SW Washington's Future

Priority: Advanced Manufacturing

- Clark programs supporting this priority:
  - Integrated Technician
  - Intro to Manufacturing
  - Manufacturing Operator

Priority: Computer & Electronics & Software

- Clark programs supporting this priority:
    - Cisco/Microsoft Technician
    - Computer Science
    - Computer Support
    - Cybersecurity
    - Digital Media
    - Information Technology Skills
    - Network Technologies
    - Web Development

Computer & Electronics & Software: Fall 2024 Enrollment Overall and in the Cybersecurity and Network Technology Programs by Race/Ethnicity

Legend: Clark College, Cybersecurity, Network Technology

Race/Ethnicity	Clark College	Cybersecurity	Network Technology
Asian	7%	8%	5%
Black/African American	3%	1%	3%
Hawaiian, Pacific Islander	1%	0%	1%
Latinx	11%	0%	9%
Multiracial	14%	22%	18%
Native American	0%	0%	0%
White	57%	58%	50%
Not reported	7%	9%	14%
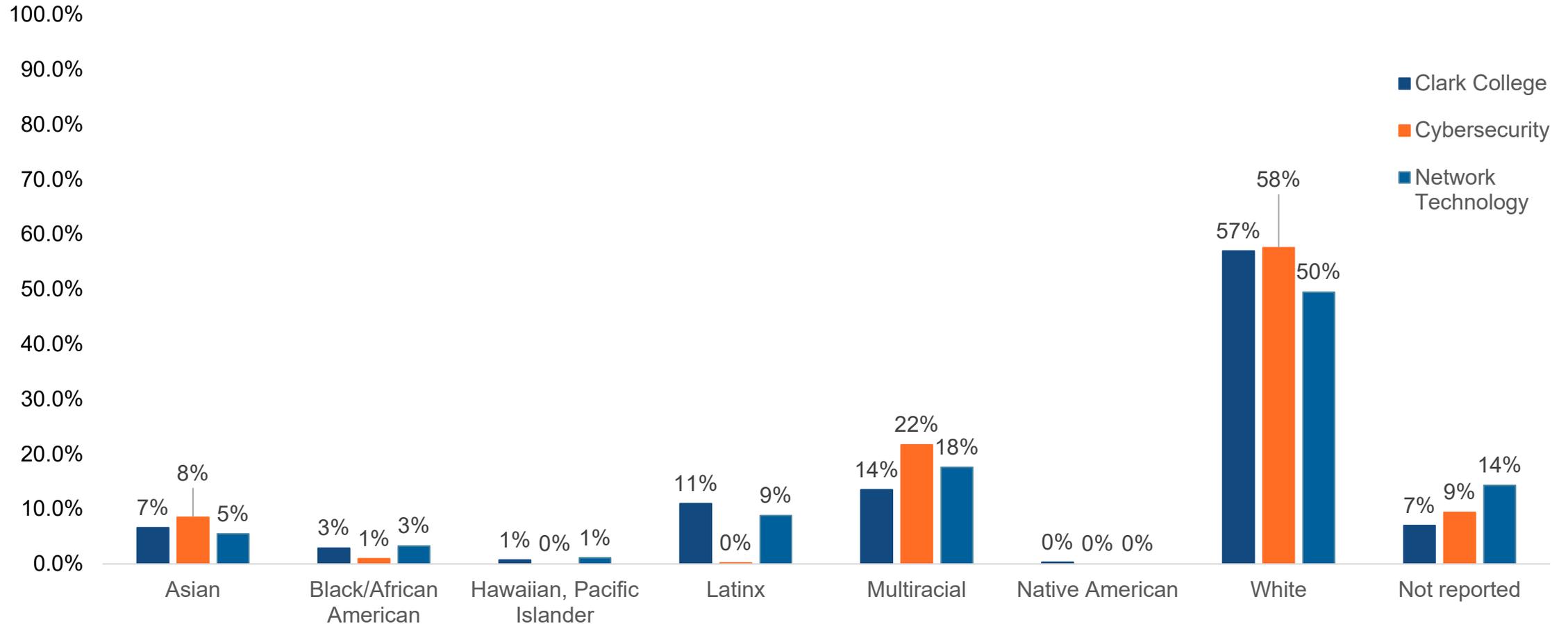
Source: Program Enrollments and Completions

Priority: Foundational to Clean Tech

- Clark programs supporting this priority:
  - Biological, Environ/Resource, Chemistry, Geology and Earth Sciences
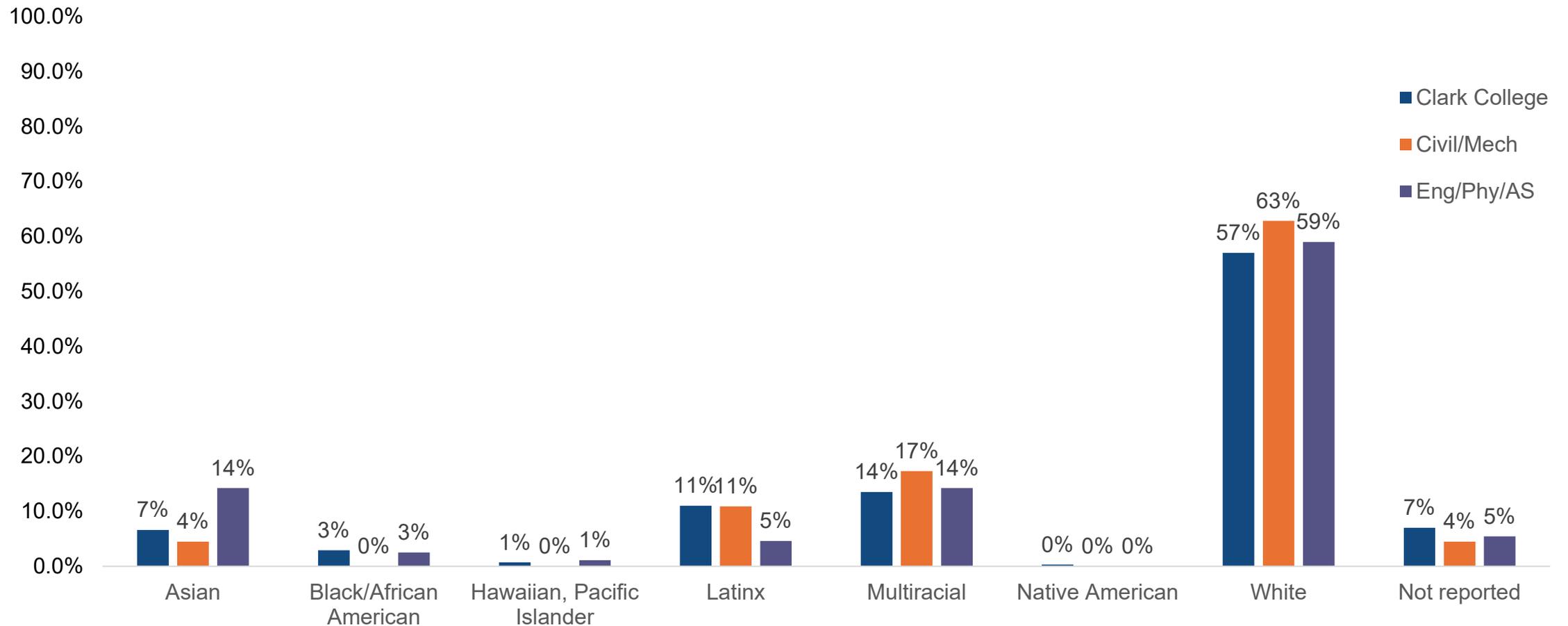 - Civil and Mechanical Engineering
  - Engineering, Physics, and Atmospheric Sciences
  - Environmental Science
  - Forthcoming: Clean Energy

Clean Tech: Fall 2024 Enrollment Overall and in the Civil and Mechanical Engineering and Engineering, Physics, and Atmospheric Sciences Programs by Race/Ethnicity

Legend: ■ Clark College ■ Civil/Mech ■ Eng/Phy/AS

Race/Ethnicity	Clark College	Civil/Mech	Eng/Phy/AS
Asian	7%	4%	14%
Black/African American	3%	0%	3%
Hawaiian, Pacific Islander	1%	0%	1%
Latinx	11%	11%	5%
Multiracial	14%	17%	14%
Native American	0%	0%	0%
White	57%	63%	59%
Not reported	7%	4%	5%

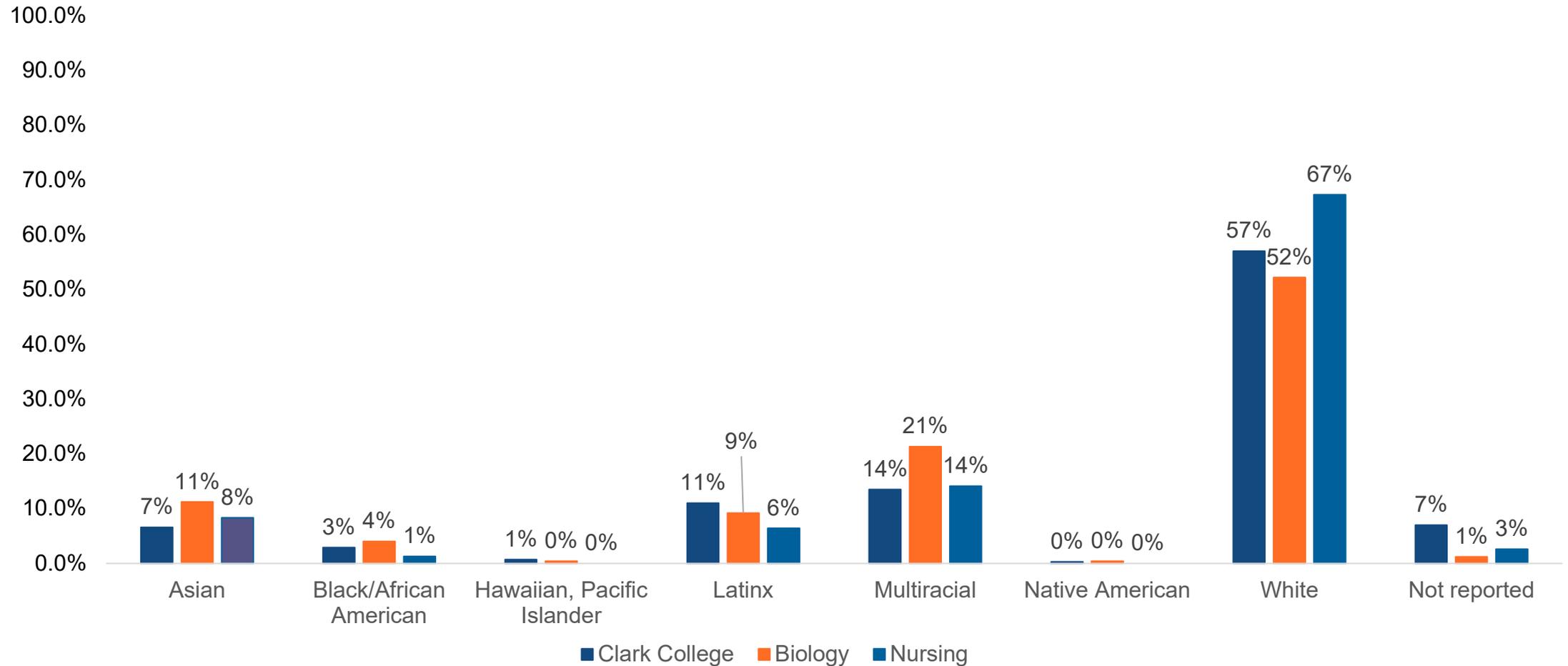Source Program Enrollments and Completions

Priority: Health Care/Life Sciences

- Clark programs supporting this priority:

  - Addiction Counselor Education
  - Biology
  - Dental Hygiene
  - Emergency Medical Technician
  - Nursing
  - Health Information Management
  - Medical Billing/Coding Specialist
  - Medical Assisting
  - Medical Assistant
  - Pharmacy Technician
  - Surgical Technology
  - Phlebotomy

Health Care/Life Sciences: Fall 2024 Enrollment Overall and in the Nursing and Biology Programs by Race/Ethnicity

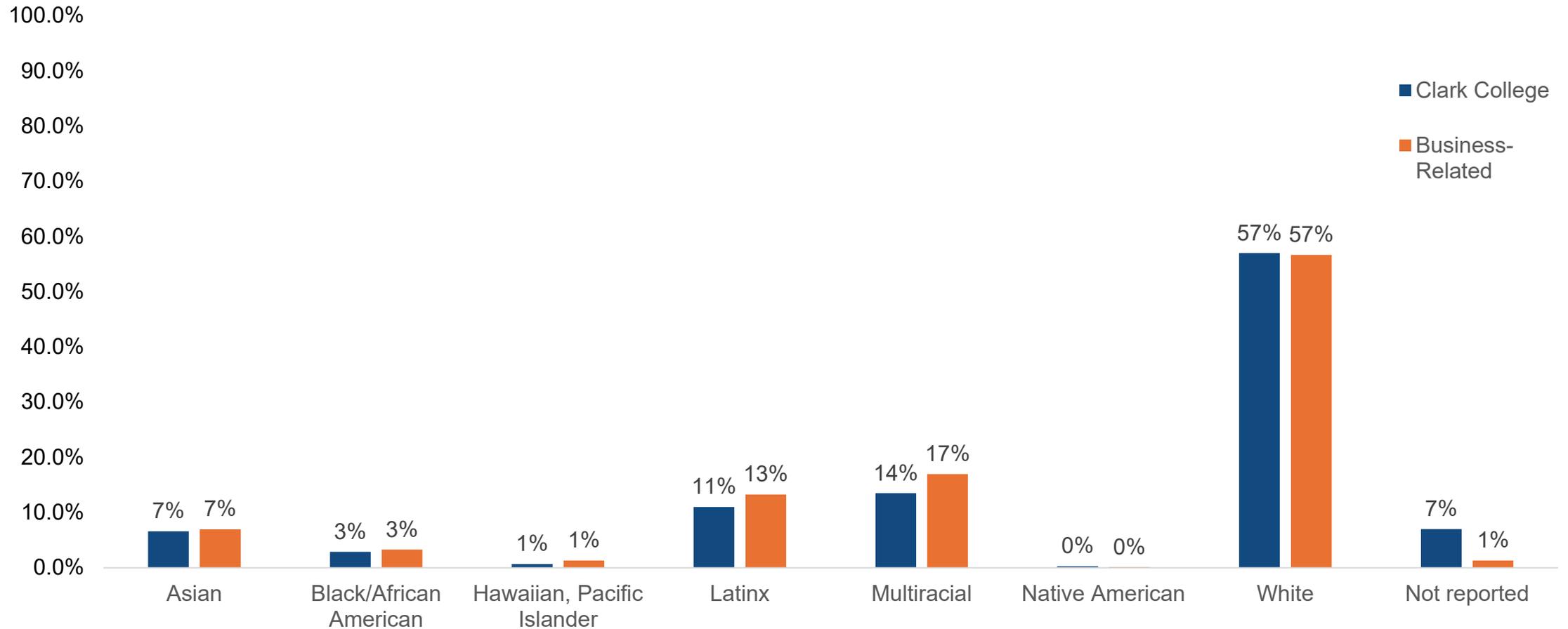|	Asian	Black/African American	Hawaiian, Pacific Islander	Latinx	Multiracial	Native American	White	Not reported
Clark College	7%	3%	1%	11%	14%	0%	57%	7%
Biology	11%	4%	0%	9%	21%	0%	52%	1%
Nursing	8%	1%	0%	6%	14%	0%	67%	3%

■ Clark College ■ Biology ■ Nursing

Source: Program Enrollments and Completions

Priority: Business-Related Skills

- Clark programs supporting this priority:
  - Business
  - Accounting
  - Small Business Management
  - Supervisory Management
  - Marketing

Entrepreneurship: Fall 2024 Enrollment Overall and in the Business-Related Programs by Race/Ethnicity

Legend: Clark College (blue), Business-Related (orange)

Race/Ethnicity	Clark College	Business-Related
Asian	7%	7%
Black/African American	3%	3%
Hawaiian, Pacific Islander	1%	1%
Latinx	11%	13%
Multiracial	14%	17%
Native American	0%	0%
White	57%	57%
Not reported	7%	1%

Source: Program Enrollments and Completions

Priority: Construction

- Forthcoming Programs Supporting this Priority
  - Construction Management
  - Civil Engineering Technology
  - Construction Engineering Management
  - Construction Engineering

Priority: Trades

- Clark programs supporting this priority:
  - Automotive Technology
  - Welding
  - Surveying
  - Mechatronics
  - Culinary
  - Professional Baking and Pastry Arts

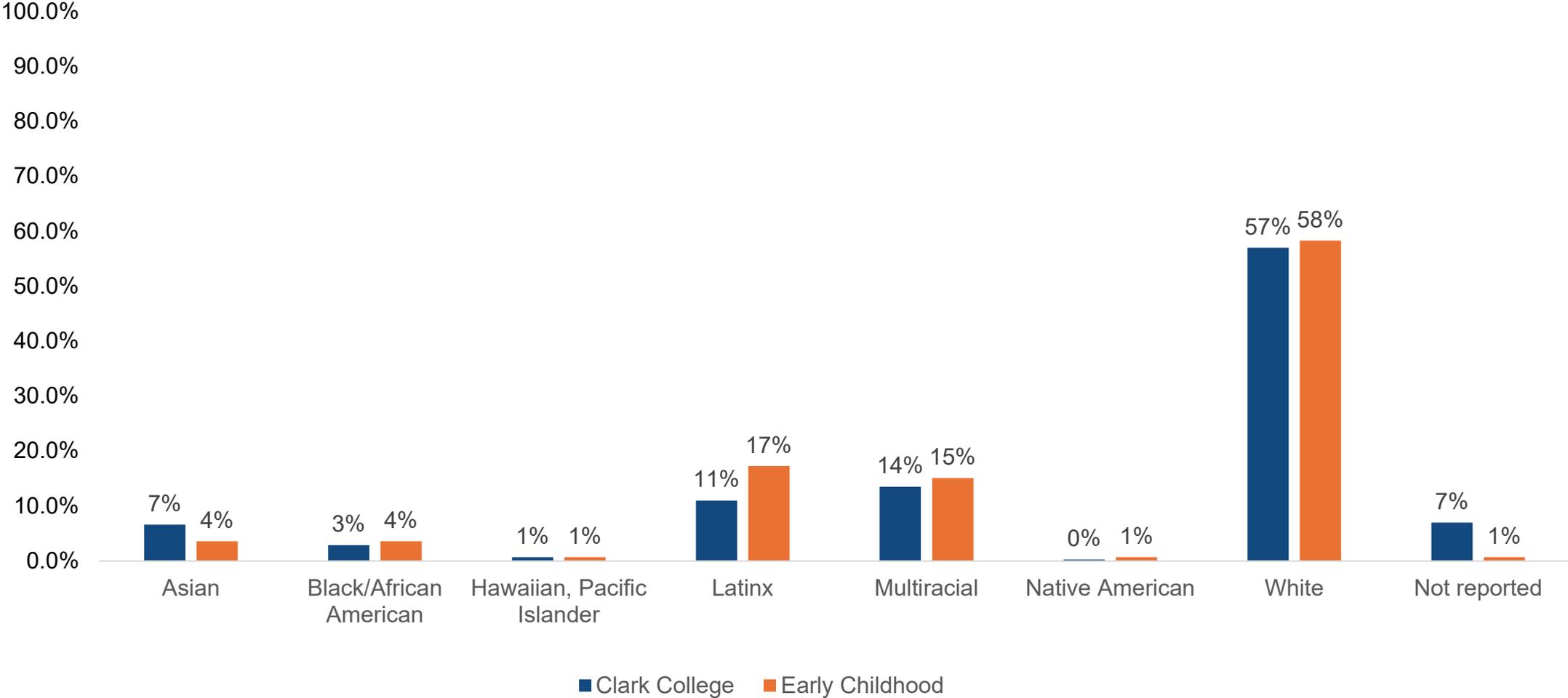# Trades: Fall 2024 Enrollment Overall and in the Welding and Automotive Programs by Race/Ethnicity
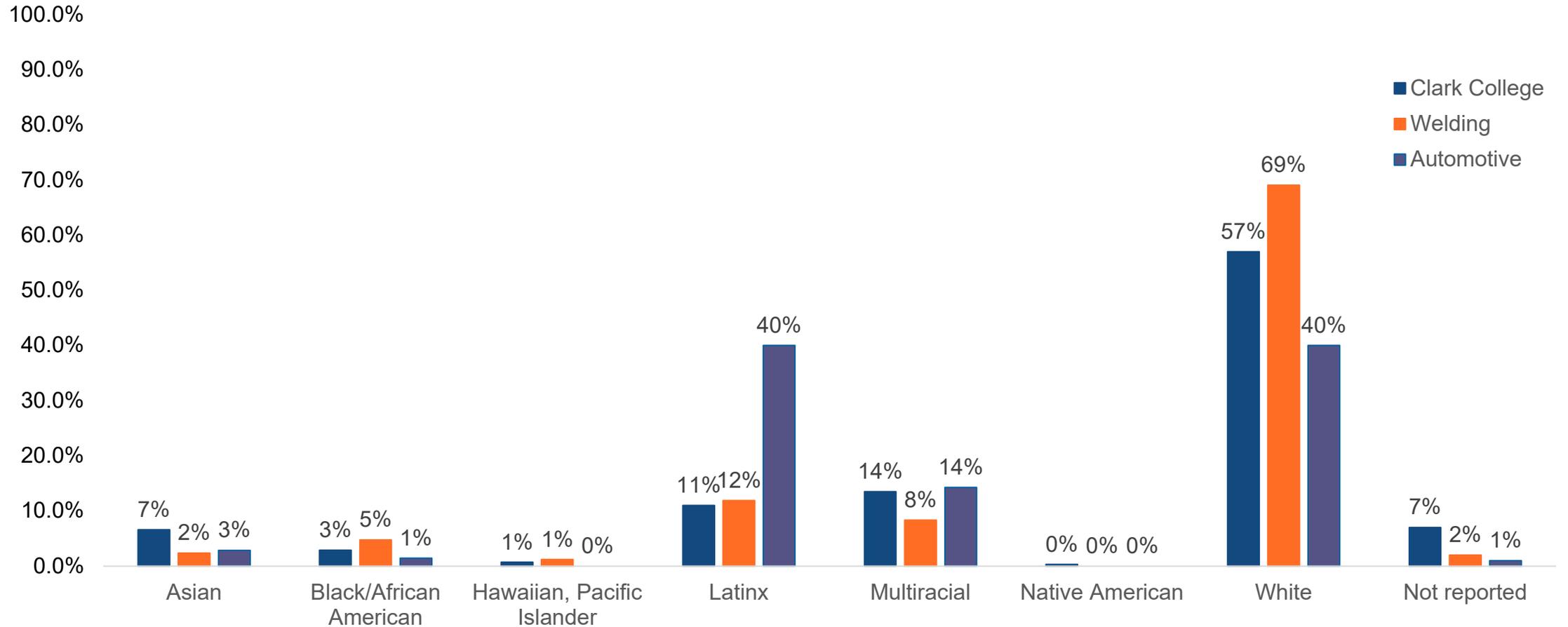
Source: Program Enrollments and Completions

Priority: Childcare

- Clark programs supporting this priority:
  - Early Childhood Education
  - State Initial Early Childhood Education Certificate
  - State Short Early Childhood Education Certificate of Specialization Administration
  - State Short Early Childhood Education Certificate of Specialization Family Child Care
  - State Short Early Childhood Education Certificate of Specialization General
  - State Short Early Childhood Education Certificate of Specialization Infants and Toddlers
  - State Short Early Childhood Education Certificate of Specialization School Age Care
  - State Early Childhood Education Certificate

Early Childhood: Fall 2024 Enrollment Overall and in the Early Childhood Programs by Race/Ethnicity

Legend: Clark College, Early Childhood

Race/Ethnicity	Clark College	Early Childhood
Asian	7%	4%
Black/African American	3%	4%
Hawaiian, Pacific Islander	1%	1%
Latinx	11%	17%
Multiracial	14%	15%
Native American	0%	1%
White	57%	58%
Not reported	7%	1%

Career Development Initiatives

- All CTE programs have a culminating experience

- Career-Connected Liaison active in the community

- Career Hub

- 42 Program Groups
  - 31 meet the MIT living wage for Clark County, Washington ($26.71)
  - 33 meet the criterion of higher-than-average growth (8%)

Clark College Fall Quarter 2025, 10 Day Census Student Profile

Race/Ethnicity of Clark College Students, Fall 2025

	#	%
Asian	653	6.9
Black/African American	289	3.0
Hawaiian, Pacific Islander	67	.7
Latinx	1,162	12.3
Multiracial or Other Race	1,347	14.2
Native American (American Indian or Alaskan Native)	32	.3
Not Reported	719	7.6
White	5,208	55.0
Total	9,477	100.0

Sex of Clark College Students, Fall 2025

	#	%
Female	5,055	53.3
Male	2,981	31.5
Non-binary	81	.9
Not Reported	1,360	14.4
Total	9,477	100.0

Age Group of Clark College Students, Fall 2025

	#	%
24 and younger	5,776	60.9
25 and older	3,701	39.1
Total	9,477	100.0

Sex by Race/Ethnicity of Clark College Students, Fall 2025

	#	%
Female	5,055	53.3%
Asian	336	3.5%
Black/African American	144	1.5%
Hawaiian, Pacific Islander	40	0.4%
Latinx	609	6.4%
Multiracial or Other Race	750	7.9%
Native American (American Indian or Alaskan Native)	16	0.2%
Not Reported	318	3.4%
White	2,842	30.0%
Male	2,981	31.5%
Asian	196	2.1%
Black/African American	111	1.2%
Hawaiian, Pacific Islander	18	0.2%
Latinx	334	3.5%
Multiracial or Other Race	463	4.9%
Native American (American Indian or Alaskan Native)	11	0.1%
Not Reported	122	1.3%
White	1,726	18.2%
Non-binary	81	0.9%
Asian	2	0.02%
Black/African American	0	0.0%
Hawaiian, Pacific Islander	0	0.0%
Latinx	7	0.1%
Multiracial or Other Race	13	0.1%
Native American (American Indian or Alaskan Native)	1	0.01%
Not Reported	3	0.03%
White	55	0.6%
Not Reported	1,360	14.4%
Asian	119	1.3%
Black/African American	34	0.4%
Hawaiian, Pacific Islander	9	0.1%
Latinx	212	2.2%
Multiracial or Other Race	121	1.3%
Native American (American Indian or Alaskan Native)	4	0.04%
Not Reported	276	2.9%
White	585	6.2%
Total	9,477	100.0

Age Group by Race/Ethnicity of Clark College Students, Fall 2025

	#	%
24 and younger	5,776	60.9%
Asian	417	4.4%
Black/African American	148	1.6%
Hawaiian, Pacific Islander	44	0.5%
Latinx	691	7.3%
Multiracial or Other Race	950	10.0%
Native American (American Indian or Alaskan Native)	19	0.2%
Not Reported	135	1.4%
White	3,372	35.6%
25 and older	3,701	39.1%
Asian	236	2.5%
Black/African American	141	1.5%
Hawaiian, Pacific Islander	23	0.2%
Latinx	471	5.0%
Multiracial or Other Race	397	4.2%
Native American (American Indian or Alaskan Native)	13	0.1%
Not reported	584	6.2%
White	1,836	19.4%
Total	9,477	100.0%

Age Group by Sex of Clark College Students, Fall 2025

	#	%
24 and younger	5,776	60.9%
Female	2,931	30.9%
Male	2,032	21.4%
Non-binary	71	0.7%
Not Reported	742	7.8%
25 and older	3,701	39.1%
Female	2,124	22.4%
Male	949	10.0%
Non-binary	10	0.1%
Not Reported	618	6.5%
Total	9,477	100.0%

Clark College Student Types, Fall 2025

	#	%
Continuing	7,142	80.9%
New	1,641	18.6%
Transfer	43	0.5%
International	73	0.8%
Full-time	4,660	49.2%
Part-time	4,817	50.8%
Running Start	2,241	25.4%
First Generation	4,502	51.0%

Program Types of Clark College Students, Fall 2025

	#	%
Academic	4,958	52.3%
Baccalaureate	374	3.9%
Non-Award Seeking	650	6.9%
Professional Technical	1,853	19.6%
Transitional Studies	1,115	11.8%
Continuing Education	527	5.6%
Total	9,477	100.0%

Office of People and Culture

Proposed Restructure of the Office of Diversity, Equity, and Inclusion and Human Resources Department:

As part of our commitment to shared governance and our equity-centered strategic plan, Executive Cabinet seeks your input on the potential restructure of the Human Resources and Diversity, Equity, and Inclusion offices. This proposal centers on the creation of an Office of People and Culture as an approach to center collaboration, operational coherence, and a deepen commitment to cultivating an inclusive and engaged college community. Overall, the proposed restructure means that the Human Resources Department and the Office of Diversity, Equity and Inclusion will form one office and operate under the name, "Office of People and Culture." This proposed structural alignment is not merely a response to political shifts, it is a proactive step toward uplifting the mission, vision and values of the college. Your perspective is crucial to this process. Please take a moment to complete this anonymous survey; your feedback will be used to help us make the most informed decision.

Proposal:

Executive Cabinet is proposing the creation of an Office of People and Culture to transform the way we fulfill our mission. In this proposal, the purpose is to combine the Human Resources Department and the Office of Diversity, Equity and Inclusion into one department (the Office of People and Culture).

Why is this being proposed?

As we envision the future of Clark College, it is imperative that our organizational structure reflects both our institutional values and our strategic priorities. The proposed integration of the Vice President of Human Resources and Vice President of Diversity, Equity, and Inclusion roles represents a bold and likely necessary evolution.

In a rapidly shifting national landscape, we are called to lead with intentionality and foresight. This structural alignment is not merely a response to change; it is a proactive step toward embedding equity throughout our institutional operations. Now is the time to reimagine how we lead, how we serve, and how we sustain our mission. By doing things differently, we position Clark College to thrive - anchored in our values, responsive to our community, and prepared for the future.

Overview of People and Culture:

Offices of People and Culture can be found at many organizations, inclusive of higher education. Within this structure, there is a more holistic approach to engage and empower people to do and be their best. Services typically focus on hiring, onboarding, the overall employee experience, diversity, equity and inclusion, organizational culture and engagement (Clark College currently refers to this our institutional climate), employee and leadership development, employee and labor relations, compensation and benefits, Title IX response, Bias-based response, cultural celebrations, well-being, and more.

Both areas currently do people work; and it's important to understand this proposal aims to create a deeper sense of community and connection within our college community.

Goals of the Proposed Restructure:

- **Advance the work** to fulfill our mission and following tenets:
  - Equitable Student Experience
  - Employee Engagement, Empowerment and Excellence
  - Community Partners Engagement

- Institutional Effectiveness and Equity

- **Unified for Impact to:**
  - Expand the way we approach diversity, equity and inclusion across the college community
  - Enhance the employee experience
  - Advance employee growth and development
  - Foster an inclusive and diverse college environment for all to thrive

- **Sustained Community Engagement**
  - Focus on building culture as well as enhancing practices around onboarding, professional development, and leadership growth
  - Deepen community engagement

Proposed Timeline:

Should this proposal move forward, we will promptly begin the restructure process by November 2025.

Share your Input via the Survey Link:

We encourage everyone to actively participate in this process. Your feedback is a vital part of the proposed restructure and will inform next steps. Having said that, we ask for constructive feedback. In the past, some have shared their opinion or made comments about race, gender, appearance, personal preferences, etc. Please know this is not helpful or needed, so feel free to refrain from including it.

Please utilize this link to access the survey. Office of People and Culture Survey (https://clark.qualtrics.com/jfe/form/SV_38jdOidWQfpCfZ4)

Resources

- Office of People and Culture Proposed Org Chart (https://clarknet.clark.edu/oopc/documents/office-of-people-and-culture-proposed-org-chart.docx)

- VP of People and Culture (https://clarknet.clark.edu/oopc/documents/vp-of-people-and-culture.docx)

- Process Document for Proposed Restructure (https://clarknet.clark.edu/oopc/documents/process-document-for-proposed-restructure-office-of-people-and-culture.docx)

Process Document for Proposed Restructure

July 22, 2025: Preliminary discussion at the EC retreat to discuss various topics, to include the structure of both ODEI and the structure of Human Resources.

August 13, 2025: EC topic discussion: reimagining HR and ODEI - EC discussed various innovative structures to strengthen the HR and the ODEI departments. The next steps include sharing this with them for input and feedback

August 19, 2025: EC topic discussion: reimagining HR and ODEI - EC discussed various innovative structures to strengthen the HR and the ODEI departments. EC agreed the next steps include sharing this with them for input and feedback

August 25, 2025: VPODEI and VPHR met with Directors of both units (separately) to discuss the proposal to restructure ODEI/HR into one unit.

August 26, 2025: ODEI team meeting to discuss proposed structure and collect input/feedback and questions.
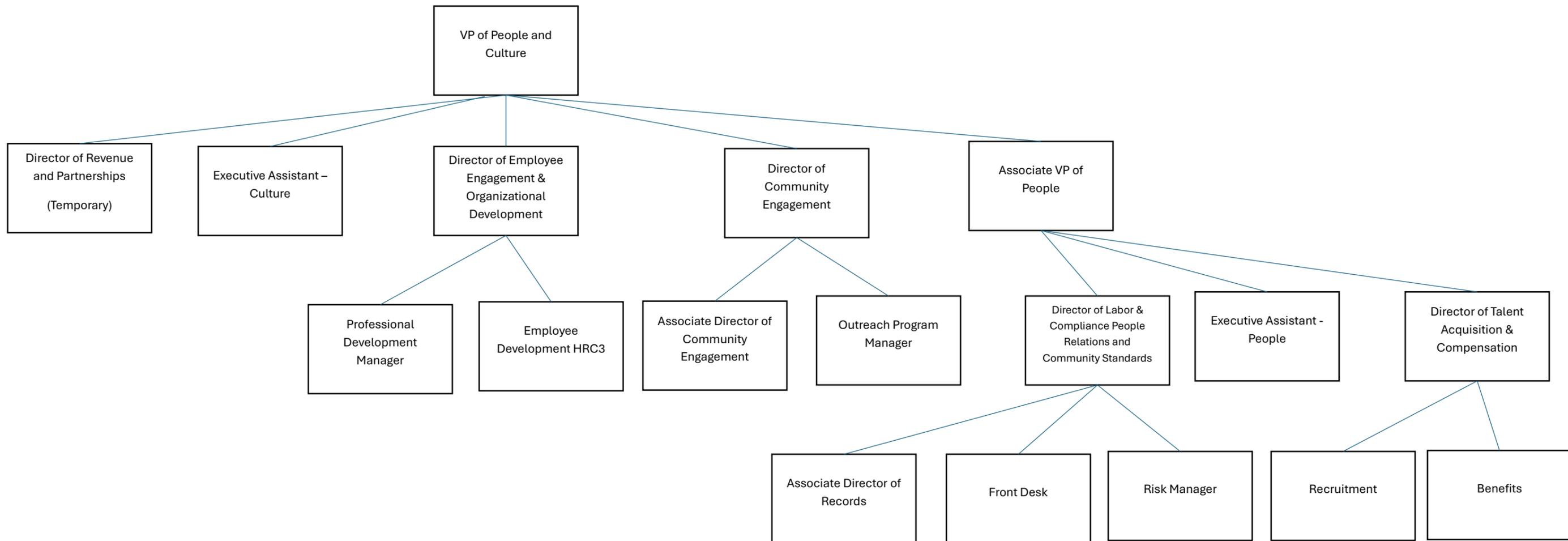
August 26, 2025: HR team meeting to discuss proposed structure and collect input/feedback and questions.

September 2, 2025: EC topic discussion - EC discussed various innovative structures to strengthen the HR and the ODEI departments. The next steps include sharing this with them for input and feedback

September 15, 2025: HR/ODEI joint meeting held

September 23, 2025: EC topic discussion: gathering broader input from the college community. Survey will be made available September 29 – October 8. EC will review and discuss data collected.

9/29/2025 - 10/8/2025: Collect feedback from the college community.

Last updated: 9/26/2025

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                              │ VP of People and │
                              │     Culture      │
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- **VP of People and Culture**
  - Director of Revenue and Partnerships (Temporary)
  - Executive Assistant – Culture
  - Director of Employee Engagement & Organizational Development
    - Professional Development Manager
    - Employee Development HRC3
  - Director of Community Engagement
    - Associate Director of Community Engagement
    - Outreach Program Manager
  - Associate VP of People
    - Director of Labor & Compliance People Relations and Community Standards
      - Associate Director of Records
      - Front Desk
      - Risk Manager
    - Executive Assistant - People
    - Director of Talent Acquisition & Compensation
      - Recruitment
      - Benefits

Text Outline – People & Culture Org Chart

- **VP of People and Culture**

  o **Executive Assistant – Culture**

  o **Director of Revenue and Partnerships**

  o **Associate VP of People**

    ▪ **Executive Assistant – People**

    ▪ **Director of Labor & Compliance, People Relations, and Community Standards**

      ▪ Associate Director of Records

      ▪ Front Desk

      ▪ Risk Manager

    ▪ **Director of Talent Acquisition & Compensation**

      ▪ Recruitment

      ▪ Benefits

    ▪ **Director of Employee Engagement & Organizational Development**

      ▪ Professional Development Manager

      ▪ Employee Development HRC3

    ▪ **Director of Community Engagement**

      ▪ Associate Director of Community Engagement

      ▪ Outreach Program Manager

VP of People and Culture	Examples of Overlap between HR and ODEI:

Drive Institutional Culture
Serve on Executive Cabinet
Strategic Leadership for People & Culture (Human Resources, Diversity, Equity, and Inclusion)
 	
Associate VP of People (Human Resources)
Legal/Federal/State Affairs
Eval of President
Union Relationships
Oversee People (HR) operations and HRIS
	• Recruitment
	• Onboarding
	• Retention
	• Training
	   o LEAD, BUILD, Supervisory
	   o All employees
	   o PPI and EDM
	• Community Outreach
	• Climate Assessment

Director of DEI Revenue and Partnerships

(NWREC)

Executive Assistant – People (AVP) / **Executive Assistant – Culture (VP)**

Labor & Compliance People Relations and Community Standards	Talent Acquisition & Compensation	Employee Engagement & Organizational Development	Community Engagement
• Reports to AVP	• Reports to AVP	• Reports to VP	• Reports to VP
• Employee Relations • Policy • Complaints, grievances, investigations • Reallocations – staff • Union Contract Negotiations • Title IX • Ethics	• Talent Acquisition, • Recruitment, Onboarding, retention • Reallocations – Admin • Oversee Benefits, Compensation and contracts • Faculty diversity recruitment and retention planning • Strategic forecasting	• Center for Learning and Development • DEI Trainings • Support recruitment processes • LEAD, BUILD, supervisory training • Climate assessment • Talent Development	• Bridge Community centered connections • Community Outreach • Host cultural events • Oversee THT Center • Climate Survey including listening sessions • Bias based incidents • Student diversity, equity and inclusion programming for students

Staff/Reports			
Director - Labor & Compliance People Relations and Community Standards • Associate Director of Records • Risk Manager • Front Desk	**Director – Talent Acquisition & Compensation** • Recruitment (3 FTE) • Benefits (3 FTE)	**Director – Employee Engagement & Organizational Development** • Professional Development Manager • Employee Development HRC3	**Director – Community Engagement** • Associate Director of Community Engagement • Outreach Program Manager