



**Rotunda, Building 3**

**Zoom Link for those who cannot attend in person:**

<https://cptc-edu.zoom.us/j/89773547195>

**Wednesday, October 4, 2023**

Study Session: 3:00-4:00

Regular Meeting: 4:00-6:00 p.m.

**Study Session Agenda**

- 3:00 Call to Order, Introductions** .....Tong Zhu
- 3:05 4<sup>th</sup> Quarter 2022-23 Financial Report**... Amelia Grayson, Dr. Brian Lee, Lisa Beach **Tab 1**
- 3:30 Human Resource Plan Update**..... Dr. Joyce Loveday **Tab 2**
- 3:55 Adjournment** .....Tong Zhu

**Regular Meeting Agenda**

- 4:00 Call to Order, Flag Salute, Land and Labor Acknowledgement, Introductions** ..... Tong Zhu
- Adoption of Agenda** .....Tong Zhu  
*Action*
- Approval of the Meeting Minutes of August 9, 2023** .....Tong Zhu **Tab 3**  
*Action*
- 4:05 Public Comments** .....Tong Zhu
- 4:15 President’s Report** ..... Joyce Loveday
  - College Updates
  - Miscellaneous
- 4:30 College Reports or Highlights**
  - ASG Report..... Jessica Wallack **Tab 4**
  - Marketing Update ..... Jenn Adrien **Tab 5**
  - Instruction Update -- Welding ..... Dr. Tom Broxson and Amelia Riojas **Tab 6**

Fiscal Year 2023-2024 Operating Budget ..... Amelia Grayson **Tab 7**

**5:10 Chair’s Report**.....Tong Zhu

**5:15 Board Reports and/or Remarks** ..... All

**5:25 New Business** .....Tong Zhu

Approval of FY 2023-2024 Operating Budget ..... **Tab 7**  
*Action*

**5:30 Executive Session** .....Tong Zhu

The Board may hold an executive session for purposes allowed under the Open Public Meetings Act. Legal purposes include, to consider acquisition or sale of real estate; to review negotiations of publicly bid contracts; to receive and evaluate complaints or charges brought against a public officer or employee; to evaluate the qualifications of an applicant for public employment; to review the performance of a public employee; and to discuss with legal counsel matters relating to agency enforcement actions, litigation, or potential litigation. Before convening in executive session, the Board Chair will publicly announce the purpose for executive session and the time when the executive session is expected to conclude.

**6:00 Adjournment** .....Tong Zhu



**FY 2022-23**

**Preliminary  
Financial  
Report**

**Year Ending  
June 30, 2023**

**Prepared by:  
Finance Department**

**Clover Park Technical College**  
**Statement of Revenue and Expenditure by Fund Source - PRELIMINARY**  
**FY2022-23 Period Ending June 30, 2023**  
**Cumulative Beginning July 1, 2022**

Fund	Description	REVENUES	EXPENSES	Net to Date
001	State Allocations	22,528,105	22,603,341	(75,236)
060	Capital Debt	2,512,750	2,512,750	-
08A	Education Legacy Trust	2,202,384	2,282,741	(80,357)
489	Pension Funding	-	-	-
24J	Workforce Acct	3,312,170	3,456,185	(144,014)
149	Operating Fees/Tuition	7,163,670	7,912,454	(748,784)
	<i>Operating Subtotal</i>	<i>37,719,079</i>	<i>38,767,470</i>	<i>(1,048,391)</i>
145	Grants and Contracts	14,242,033	5,322,476	8,919,558
146	Local Contracts	900,720	175,630	725,090
147	Plant	-	670,679	(670,679)
148	Local Dedicated	2,608,271	3,474,037	(865,766)
522	Associated Students	695,813	614,894	80,920
524	Bookstore	694,180	744,154	(49,974)
528	Parking	14,266	314,231	(299,965)
561	Innovation Fund	167,327	232,351	(65,024)
570	Hayes Child Development Ctr	641,364	699,631	(58,267)
570	Event Services	325,697	366,930	(41,233)
570	Bookstore Commissions	66,949	20,000	46,949
570	Other	96,433	99,959	(3,526)
846	Grants in Aid	3,510,894	6,549,921	(3,039,027)
849	Student Loan	2,476,468	1,070,522	1,405,946
850	Work Study	490	11,779	(11,289)
860	CPTC Financial Aid	235,997	189,107	46,890
	<i>Other Subtotal</i>	<i>26,676,903</i>	<i>20,556,301</i>	<i>6,120,603</i>
057	State Capital Projects	3,417,403	3,482,612	(65,208)
060	Capital Projects	1,137,939	1,382,712	(244,773)
	<i>Capital Subtotal</i>	<i>4,555,342</i>	<i>4,865,324</i>	<i>(309,981)</i>
	<b>Total</b>	<b>68,951,325</b>	<b>64,189,095</b>	<b>4,762,230</b>

**Clover Park Technical College**  
**Statement of Expenditures -PRELIMINARY**  
**FY2022-23 Period Ending June 30, 2023**  
**Cumulative beginning July 1, 2022**

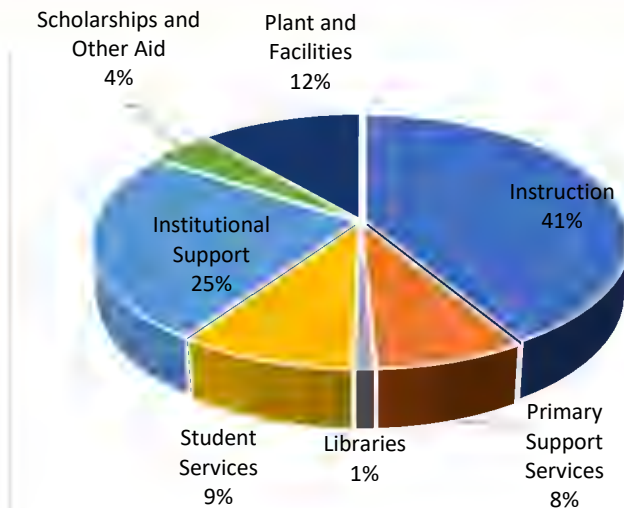
**By Program**

Program Index		YTD	% of YTD
010	Instruction	16,592,776	41%
040	Primary Support Services	3,197,278	8%
050	Libraries	417,850	1%
060	Student Services	3,723,865	9%
080	Institutional Support	9,913,068	25%
271	Scholarships and Other Aid	1,735,872	4%
090	Plant and Facilities	4,569,474	11%
<b>Total</b>		<b>40,150,182</b>	<b>100%</b>

**By Type**

Expense Type		YTD	% of YTD
A	Salaries and Wages	22,080,689	55%
B	Employee Benefits	7,225,379	18%
C	Purchased Services	4,758,254	12%
D	Goods and Services	804,488	2%
E	Utilities	1,173,483	3%
F	Travel	186,542	0%
G	Capital Outlay	76,534	0%
H	Grants to Students	1,332,064	3%
I	Debt Service	2,512,750	6%
<b>Total</b>		<b>40,150,182</b>	<b>100%</b>

**By Program**



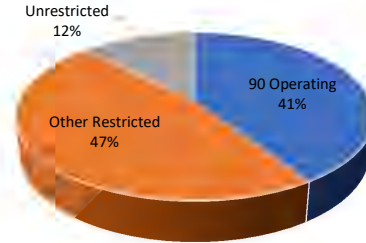
**Clover Park Technical College**  
**Statement of Reserves and Proportionate Operational Revenues**  
**FY2022-23 Period Ending June 30, 2023**  
**Cumulative beginning July 1, 2022**

Fund	Description	FY24 Proposed	FY23 Approved	Increase (Decrease)
149	90 Operating	11,155,680	9,497,988	1,657,692
149	Unrestricted	3,400,915	4,965,544	(1,564,629)
148	Debt Service (Student Union COP)	2,985,500	3,586,307	(600,807)
148	Litigation	887,639	887,639	-
148	Local Capital	850,000	1,282,200	(432,200)
149	Operating Budget Shortfall	3,665,128	3,428,714	236,414
149	Program Recovery	500,000	500,000	-
149	Tuition Installment Program	89,571	66,796	22,775
148	FY24 Hayes Center Support	125,000	46,435	78,565
149	Aircraft	700,000	-	700,000
149	Robert Half/Protiviti	1,000,000	-	1,000,000
149	Systems Audit	2,000,000	-	2,000,000
<b>Reserves Total</b>		<b>27,359,433</b>	<b>24,261,623</b>	<b>3,097,810</b>

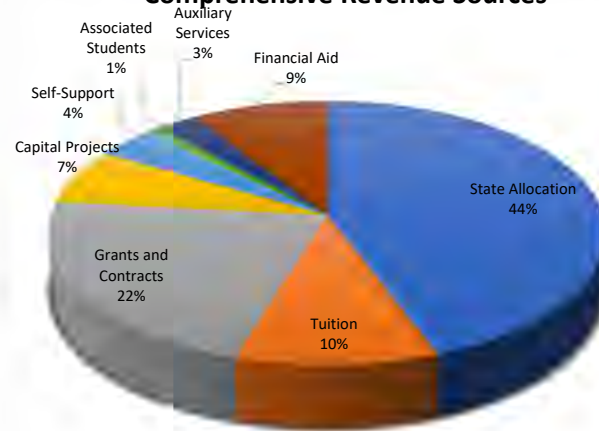
College Comprehensive Funding Sources - FY23		
Source	Total	% of Total
State Allocation	30,555,409	44%
Tuition	7,163,670	10%
Grants and Contracts	15,142,753	22%
Capital Projects	4,722,669	7%
Self-Support	2,608,271	4%
Associated Students	695,813	1%
Auxiliary Services	1,838,888	3%
Financial Aid	6,223,849	9%
<b>Total Funding Sources</b>	<b>68,951,325</b>	<b>100%</b>

Calculation of 90 Day Operating Reserve - FY24	
State Allocation	33,370,386
Tuition	6,087,206
Dedicated Local Support	1,500,000
Fund Balance Support	3,665,128
	<hr/>
	44,622,720
	x .25
<b>90 day operating reserve</b>	<b>11,155,680</b>

**Reserves Proposed FY24**



**Comprehensive Revenue Sources**



## Human Resources Action Plan

September 2023

### Immediate Timeframe

- **Communication and employee experience**
  - Responsive communication and providing a supportive employee experience will be the priority of the department in all work and interactions.
  - Responsibility for communication around compensation and benefits challenges will be the responsibility of the Assistant HR Director and the AVP of Institutional Effectiveness. They will serve as the point of contact on all matters of concern and on matters beyond basic transactions.
  
- **Problem Resolution**
  - Resolution of compensation and benefits challenges that have adversely impacted our employees is of highest priority for HR and Payroll. Problems impacting employee retirement plans or health coverage are being resolved as quickly as possible, and individuals experiencing challenge will receive bi-weekly updates regarding progress toward resolution.
  - To exercise accountability, HR will maintain a list of existing challenges, prioritization order, steps toward resolution, and when the problem has been resolved.
  - The college takes seriously all employer obligations as required by DRS and the State of Washington and will implement checks and balances to ensure that all retirement plans and health benefits are administered accurately and in a timely manner.
  
- **Create department service expectations**
  - To consistently provide quality communication and service, the HR department will set department communication and service standards that exemplify responsiveness and care for CPTC employees. Professionalism, kind treatment, and timeliness will be central to the standards.
  - Standard operating procedures (service expectations) will be created for responding to HR/Payroll tickets. Expected response times and the appropriate mechanism for response (electronically or verbally) will be identified for both short-term and long-range matters.
  - Help tickets will only be closed if an employee agrees their issue has been resolved (similar to the SBCTC ticketing system around CTC Link).
  - An accountability mechanism will be implemented to regularly provide updates in areas such as the following: Hiring data, metrics for the resolution of tickets and any outstanding tickets, labor updates (MOUs, grievances), priority projects and their statuses, and workforce demographics.

- **Department practices and decision making**
  - Until a new leader for the human resources department is hired, decisions related to compensation (ie. stipends, PDUs, reclassifications, FLSA, etc.); interpretation of CBAs, MOUs, and policies; and changes or implementation of payroll or HR programs, processes, or procedures that affect employees will be made by the president after receiving recommendation from the Assistant HR Director and consultation with the AVP of Institutional Effectiveness.
  - The department will engage in verification and dialog with stakeholders before impactful decisions are made or processes are created.
  
- **Temporary organization of the human resources department**
  - To focus attention on increased communication, customer service, and problem resolution, the following reporting structure will be implemented until the next leader of the HR department is in place:
    - Payroll will report to the Assistant Director of HR, who will be the primary communicator for responding to compensation and benefits challenges.
    - The primary focus of the Payroll and Benefits Manager will be administering payroll and benefits processes, resolving challenges, records review, and strengthening processes.
    - Payroll and benefits staff will continue to report to the Payroll and Benefits Manager.
    - The Talent Acquisition Specialists will report to the Assistant Director of HR.
    - The Assistant Director of HR will report to AVP Samantha Dana, who will continue to provide HR support at the executive team level.
    - The departmental organization chart will be updated to reflect this temporary structure.
  
- **Role of the next human resources leader**
  - The incoming leader of the HR department will report directly to the President and serve on the Executive Team. The decision to elevate the role to Associate VP of Human Resources and Culture (AVP-HRC) is to increase the level of HR expertise desired for the position and to expand expectations for creating a culture characterized by exceptional employee support, customer service, credibility, and effective practices.
  - In addition to extensive HR experience and knowledge, the AVP-HRC will be accountable for implementing quality assurance practices, supporting employee professional development, contributing to a culture of care, and integrating effective EDI practices within college recruitment, hiring, and assessment practices.



## Short-term Timeframe

- **Hiring process for the AVP-HRC**
  - An external recruitment firm will conduct the AVP-HRC recruitment process.
  - A search committee comprised of CPTC representatives will provide first review of the curated pool of candidates and identify those to forward for college consideration.
  - Finalists will be brought to campus for community forums and group interviews.
  - The AVP-HRC job description focuses on key competencies intended to close the gaps identified in the observation and feedback provided by Christina Roberts.
- **HR employee support**
  - To support continued growth and expertise among current HR staff, the College will invest in relevant training and certifications for HR staff who choose to participate. This includes training in the core areas of benefits, customer service, talent management, and payroll.

## Within the Year

- **EDI best practices in recruitment, hiring, and assessment**
  - The offices of EDI and HR will work together to perform a review and develop HR practices and procedures that seek to accomplish equity, fairness, consistent application, a qualified and diverse workforce, and guiding principles that support the College's mission. The review will include identification of possible systemic and biased practices that may unintentionally exclude or adversely impact BIPOC individuals from marginalized communities.
- **Process documentation and internal controls**
  - HR will work with the VPFA to document the process for how HR transactions move between HR and Finance to create proper internal controls.
- **Department structure**
  - When the new AVP of Human Resources and Culture (AVP-HRC) is in place, consideration will be given to the recommendation of moving the payroll function to the finance department. Deliberation will include review of how responsibilities function within the Human Capital Management pillar of ctLink and the benefits/consequences of potential structural models. Conversation and planning will occur between the AVP-HRC and VPFA prior to any organizational changes, and plans will be developed to assure appropriate transition of information, responsibilities, and controls. Whatever decision is made, a system of checks and balances will be maintained for smooth operations.

- **Employee survey**
  - Within the coming year, CPTC will implement a college-wide employee survey to assess CPTC's organizational climate and health. The survey will establish a baseline for the future, and it will be administered a minimum of every two years.
  
- **Civility and Personal Conduct Expectations**
  - CPTC is committed to creating a culture of respect and civility that is free of harassment, intimidation, and disrespect. A policy will be initiated and developed through a collaborative process to define our collective aspiration with respect to how we treat one another. A mechanism will also be provided for addressing conduct that violates college policy on harassment, discrimination, and related behaviors.
  
- **Other recommendations to be implemented in the coming months**
  - Conduct a comprehensive audit of internal controls within both the human resources and finance offices.
  - Update and finalize HR job descriptions to reflect minimum qualifications required to adequately perform the essential functions of the job.
  - Maintain open, competitive and transparent hiring within HR and all departments to provide equitable opportunity and qualified hires.
  - Review and revise the nepotism policy to clearly address when the hiring of a family member would place relatives in a situation of a potential conflict of interest between the College's interest and their own.



**Board of Trustees Meeting  
Building 3, Rotunda and via Zoom**

Wednesday, August 9, 2023

Study Session: 3:00-4:00 p.m.  
Regular Meeting: 4:00-6:00 p.m.

**Study Session Minutes**

**Call to Order:** Chair Zhu called the Board of Trustees Study Session for Clover Park Technical College (CPTC) to order on August 9, 2023 at 3:00

**Board of Trustees Present:**

Tong Zhu, Chair  
Jesus Villegas Rivera, Vice Chair  
Eli Taylor  
Carol Mitchell – on line

**College President:** Dr. Joyce Loveday

**Assistant Attorney General (AAG):** Justin Kjolseth

**Excused Absences:**

Alice Phillips

**Executive Team:**

Dean Kelly, VP for Student Success  
Samantha Dana, Associate VP for Institutional Effectiveness  
Dr. Tom Broxson, VP for Instruction  
Amelia Grayson, VP for Finance and Administration  
Iesha Valencia, Associate VP for Equity, Diversity, and Inclusion  
Lisa Beach, Chief Operating Officer

**Airplane Acquisition**

Dr. Tom Broxson, Claire Korschinowski, Marshal Collins, Chief Pilot, and Shannon Feist, Assistant Chief Pilot provided a presentation about the aging aircraft fleet and fuel storage needs. The PowerPoint accompanying this presentation is attached to these minutes. The college flight training program has the ability to train from zero experience through commercial flight school training. A description of our program was provided, as well as an outline about why owning our fleet is important instead of leasing aircraft.

There are 49 students in this quarter who have completed the application process but the program will not be able to take all of them due to a lack of resources. The maximum the program can accommodate when fleet is intact is 60 commercial pilot students plus additional students not in

the commercial pilot program. A recent accident has reduced the fleet and so limited the number of students the program can accept. (There were no injuries during the accident, but damage to craft has taken it out of use.) It is doubtful that the college would be able to service more than the 60 students due to physical constraints of the current site. Instead of adding more students to expand the program, efforts are focused on moving students through to completion. Currently it takes about two years to fully train a commercial pilot if the student has no prior experience.

The college works closely with multiple airlines recruiting for future pilots. None of these airlines are currently international, but there is no barrier for students who would want to interview with those companies. More and more companies are coming to the college to develop programs that incentivize students. Usually this takes the shape of a payment to the student for completing the program in exchange for staying with the company for a period of time (e.g., two years). In essence, these programs provide a scholarship for the students.

The current flight hour requirement for pilots of large aircraft is 1500 hours. We train 1200 hours which will allow students to qualify to fly small commercial aircraft. Students pay for the hours they train, at a rate that covering our fuel and maintenance costs and a little extra for reserves. The flight costs amount to \$60,000 for a full year which is in addition to the tuition.

Our fleet is aging and we are nearing the airworthiness limit of some of our aircraft. Buying a new aircraft requires a long wait time (e.g., 3 years). The program needs to acquire six new aircraft at a cost of approximately \$3,578,140. The proposed aircraft are good value to the college as they can be used for multiple purposes and can last a long time. Some of the cost can be recouped by selling the old craft. In addition, we can use the Washington state lease/purchase program to reduce the cost and the interest rate.

Trustee Mitchell asked how many years and how many students are required to fully realize return on investment. This will require coming back to trustees. Trustee Zhu seconded the desire for this information and expressed interest in finding a way to make this program a profit generator. Trustee Mitchell noted that industry should be contributing to the program as they are in need of pilots. Trustee Taylor noted that our college should be careful about using a ROI as a basis for college decisions as the College is a service organization, not a for-profit business.

### **ctcLink Progress (Tab 1)**

Dr. Brian Lee discussed the ctcLink project from its initiation in 2008 through the current status. We have now gone through 5 terms. The project has now closed, and we are now only paying for ongoing support for the software. The software will continue to grow and change over time. The enhancement process is backed up by a system-wide governance process. One of the positive results of the project here at CPTC is that we were able to retain all of the chief project managers in new permanent roles at the college. This allows us to retain the knowledge that they developed during the project.

At the end of the project, a campus-wide survey was conducted to find what we could learn from the process that the college went through. Positive impacts included the addition of a new ticketing system which is capable of supporting students as well as staff. Negative experiences included inconsistent and poorly designed training. We also found that local business practices needed to be developed and are continuing to be developed to allow necessary processes and get required data out of ctcLink.

Ongoing pain points include the following:

- Financial Aid takes longer.
- Lack of understanding of how the various aspects impact other areas. – may take another year to feel comfortable and normalized.
- Learning how to extract data from the system.

Recommendations for the future include the following:

- Advocate for enhancements through the governance process
- More training and getting comfortable with ctcLink
- More development of local practices
- Developing the web-based applications to access legacy data.

Dr. Lee expressed thanks to all those who worked on the transition to ctcLink.

Trustee Mitchell asked what would employees and students would say about ctcLink. Dr. Lee noted that the survey included all employees, but did not include students. The utilization of the ticketing system by students was initially high, but has declined markedly, indicating that students have gotten accustomed to ctcLink. Anecdotally Dr. Lee has heard that students appreciate student records being unified by ctcLink between colleges.

### **Adjournment**

Motion to adjourn the study session was made at 3:59 p.m. by Trustee Villegas Rivera and seconded by Trustee Zhu. The motion was approved unanimously.

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## **Regular Meeting Minutes**

**Call to Order:** Chair Zhu called the Board of Trustees Study Session for Clover Park Technical College (CPTC) to order on August 9, 2023 at 4:04, followed by the flag salute, a land acknowledgement, and a labor acknowledgement

### **Board of Trustees Present:**

Tong Zhu, Chair  
Jesus Villegas Rivera, Vice Chair  
Eli Taylor  
Carol Mitchell – on line

**College President:** Dr. Joyce Loveday

**Assistant Attorney General (AAG):** Justin Kjolseth

### **Excused Absences:**

Alice Phillips

**Executive Team:**

Dean Kelly, VP for Student Success  
Samantha Dana, Associate VP for Institutional Effectiveness  
Dr. Tom Broxson, VP for Instruction  
Amelia Grayson, VP for Finance and Administration  
Iesha Valencia, Associate VP for Equity, Diversity, and Inclusion  
Lisa Beach, Chief Operating Officer

**Adoption of the Agenda****MOTION:**

Motion to adopt the agenda, as presented, was made by Trustee Villegas Rivera and seconded by Trustee Taylor. The motion was approved unanimously.

**Approval of Minutes (Tab 2)****MOTION:**

Motion to approve the minutes of the Regular Board meeting held on June 14, 2023, as presented, was made by Trustee Villegas Rivera and seconded by Trustee Taylor. The motion was approved unanimously.

**Public Comments**

There were no public Comments

**President's Report**Board Meeting Format Changes

Dr. Loveday noted changes to the format of Board meetings:

- Acknowledgement of land and labor has been added at the request of the Board during the last retreat.
- Public Comments have been moved up to the beginning of the regular meetings so that those who want to provide a comment are not required to sit to end of meeting.

Introductions

- Amelia Grayson, CPTC's new Vice President for Finance and Administration. Ms. Grayson expressed excitement to start her work at CPTC as she sees it as an opportunity to make a larger impact on education in Pierce County.
- Christina Roberts who has been serving as Interim Chief Officer of Human Resources, getting the college prepared to hire a permanent Chief Officer of Human Resources.
- Cathy Purcella the new CPTC Foundation Executive Director.
- Don Sosnowski as Executive Director of CPTC's Corporate Education division (formerly Invista Performance Solutions).

Budget Progress

It is anticipated that a budget will be brought to the Board in October. There have been many challenges in the past year including the advent of ctcLink and many staffing changes. Dr. Loveday acknowledged that the business office, finance team, and others who have done well to bring the college to this point.

The college worked with Robert Half Solutions' temporary staff to successfully close out fiscal year 2022-2023. The year ends with June, but closing activities continue through August. CPTC just finished closing today, and we can now start putting together a clear picture of the budget for

fiscal year 2023-2024. We are starting the new year with budget accounts in ctcLink. Although we don't know the details yet, we do expect a deficit due to low enrollment. Last year was the last of Higher Education Emergency Relief Funding, and we will soon know how much is left for this year's recovery and resizing.

### Board Self-Evaluation

The Board Self-Evaluation is a third-party tool that has not been used by CPTC since 2019. It will be useful to use it again now to help with conversations about how the Board can work together best. The tool will be distributed by Thomas Oliver in September and we will identify a time later to discuss the results.

### Miscellaneous

*Imagine, Build, Immerse* will be held shortly at CPTC. For one day, 38 students from local high schools will be on campus to receive hands-on experience in four high-demand fields.

There will be no September Board meeting.

Opening Day is held Sept 22. Invitations will be sent to Board members.

PCCC may be cancelled for this coming meeting

The next regular meeting of the Board of Trustees was moved earlier in the month (Oct. 4) due to a conflict with a national conference on the usual second Wednesday.

### **College Reports or Highlights**

#### Student Success Report – Enrollment Update (Tab 3)

Dean Kelly and Dr. Broxson presented the enrollment update. Changes in FTE overall we are up three percent compared to four percent system-wide. CPTC is doing well in finding funding for students. Running start increasing dramatically and ABE is also growing well. Transitional education is growing and we believe we will be seeing more growth. Transitional education is a big part of the three percent rise overall.

Prof tech programs are down overall. Notably nursing is down, but this is largely due to a transition of programming. We are expecting recovery in the fall.

Fall enrollment efforts focused on increasing existing programs and adding new programs. 300 to 350 new students are anticipated in the Fall.

CPTC's RELA efforts are focusing on services for black male students. This group was chosen as it has one of the largest equity gaps at CPTC. The pilot program includes 20-25 students for one year. It includes new programming and a dedicated space in the Learning Resource Center. If this is successful, we want to expand the initiative to other groups with high equity gaps.

Our Achieving the Dream efforts are focusing on areas of the county we are not serving well and working to change that.

Trustee Taylor asked about the timeline for RELA. It was explained that although the pilot program is for only one year, the college is committed to continue successful work after the pilot

year. Other target groups that are being considered in the future include single parents, and Latinex students.

Reviewing the presentation, Trustee Tong asked about the 46 percent decline in Ibest programs. Dr. Broxson responded that the decline is due to retooling of Ibest at CPTC. We are reassigning resources to programs such as nursing and biology that would best benefit from the resources.

#### Instruction Report (Dental Bus) (Tab 4)

Hannah Precour was introduced by Dr. Broxson. She helps run CPTC's dental bus program. The program is a great opportunity to partner with community organizations to offer dental care to those in the community who cannot afford it. Services have been offered without questions on a first-come-first-served basis since the Fall of 2021.

The CPTC program is run through Medical Teams International (MTI), who rents the bus for \$1700 per day, some days have been funded by outside sources such as the Pierce County Department of Health. The last event provided \$8000 in services to community members. The community served is diverse. This is good for both those served and the students providing services. Both benefit from seeing individuals who look like them.

The cost in terms of supplies is low. The limiting factor is getting doctors of dentistry to serve at events. The population served benefits greatly for the small effort.

Looking forward, the program would like to move toward providing services independent of MTI. In order to do so the program would need to upgrade its accreditation and find a deeper pool of dentists willing to provide services. They will also need a secure server for patient records, and some equipment and supplies. Until these hurdles can be overcome, the program will continue to work with MTI.

Trustees noted that this is very important work. They wondered how the program is advertised and whether there are connections to the K-12 system and JBLM. Ms. Precour replied that advertisement is largely done through social media, and that they do have connections with K-12 and JBLM. Frequently there are more patients that they can handle in a day. If this is the case, patients are referred to other organizations that provide similar services. Trustees committed to helping find more volunteer dentists and helping promote the service. Trustee Zhu suggested finding a way to publicly honor volunteer dentists as a recruitment incentive.

#### Union Report

Lisa Fortson, Susan Hoppe, and Diane Follett provided reports from three of the CPTC unions. Diane Follett, representing the faculty union reported first. Her script is attached to these minutes as an addendum. She noted numerous changes in the leadership of the union. She also noted that faculty union dues are being restructured to be more equitable.

Ms. Follett noted that an MOU regarding faculty high demand funding has been completed. Another is still in process for Prof Tech union members. She also noted that the union would like to start working on a new contract in October to ensure that it can be ratified before the existing contract expires June of 2024. One of their goals will be to have grant-funded faculty get the same benefits as non-grant faculty.



In terms of administration, a general complaint is that the distribution of financial aid is very slow and this adversely impacts students, enrollments, and retention.

Administration of Human Resources continues to be a problem in terms of health benefits, and retirement funding as stated when the Union reported to the Board in March. It was noted that all three presenting union representatives were subjects of ethics violation charges immediately after the March meeting. Although the addition of Sam Dana, Alix Nunke, and Christina Roberts to Human Resources has helped build trust, the union perceives the problems as a liability for the college. They want to hear back from the board regarding their concerns and have a series of specific actions that they want to see put into effect (see attached script).

Lisa Fortson – representative of the AFT prof union reflected Ms. Fortson’s comments while noting some small progress with negotiations. She also noted that understaffing is causing a strain on staff morale and ability to serve students.

Susan Hoppe – classified union representative echoed the others.

Trustees thanked the representatives for their courageous and candid comments. They pledged a response.

Dr. Loveday noted that Christina Roberts was brought in specifically to investigate and make recommendations to improve HR functions. She is still working on her final report.

### **Chair’s Report**

Trustee Zhu had no report.

### **Board Reports and/or Remarks**

Trustee Mitchell announced that the Progress House Association recently held a “rising strong” event focusing on individuals reentering society from incarceration. There is a generation of adults in this position looking for opportunities. She wondered if CPTC might provide a resource through the RELA program.

### **New Business**

There was no new business.

### **Executive Session**

At 5:25 Chair Zhu stated that in accordance with RCW 42.30.110, the Board would recess to go into Executive Session for the purpose of reviewing potential litigation, which is exempt from the Open Public Meetings Act.

Chair Zhu reconvened the Regular Meeting at 6:17 p.m. and stated that there were no action items as a result of Executive Session.

**Next Meeting**

Wednesday, October 4, 2023, details to follow.

**Adjournment**

Motion to adjourn the meeting at 6:18 was made by Trustee Taylor, and seconded by Trustee Villegas Rivera. The motion was approved unanimously.

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**Dr. Joyce Loveday**  
**President**  
**College District Twenty-Nine**

---

**Tong Zhu**  
**Chair, Board of Trustees**  
**College District Twenty-Nine**

## **Appendix A**

**BOT Statement by Diane Follett  
Faculty Union Representative**

BOT Statement  
August 9th, 2023

Good afternoon BOT members. Thank you for having us here and listening to our labor relations updates. My name is Diane Follett and I am the faculty union president. There have been many changes:

- Changes in Union Leadership- Irada Dadashova is our new treasurer and Hana Greer is our new Welcome Committee Chair. Kathy Smith continues as Vice Pres., Poppy Bushnell as our secretary, and Michele Jones as our Equity Officer and Reinvest in Our Colleges Representative.
- Shout out to Michele for her equity lens in our Union Management Group meetings regarding professional development credits.
- A HUGE thanks to our just retired long-time treasurer, Lucy Dorum. Please join me in expressing our gratitude. We greatly appreciate everything she has not only done for the college, but all of her work at the union as our treasurer. She kept our books, but in addition she often helped payroll and HR with calculations and formulas for different pay issues and special contracts like our high demand folks. She will be missed. Please don't forget about her retirement party tomorrow in Building 19 Room 107 at 2pm.
- Progressive Dues Restructuring - more equitable changes (classified union too). Moving from a regressive flat fee structure which by percentage the most highly paid are contributing the least to a percentage rate so those at the top are contributing the same percent as those at the bottom.
- Negotiations -- High demand funding for nurses and for prof/tech, CBA
  - Nurses: We have reached an agreement to distribute the high demand funds in a way that fairly compensates faculty and is competitive and aids in recruiting and retention.
  - Prof/Tech: We are working at revising the spreadsheet to make it a bit simpler moving forward and creating an MOU similar to what the nurses have.
  - CBA: We are gathering information currently on our member needs and the financial state of the college. We will begin bargaining in October.
- 
- Working on Utilizing our Specially Funded Continuous Faculty Contracts and honoring the work of current faculty who have been unable to become tenure track, but have been doing the same work as their tenured counterparts.
- Other faculty concerns-
  - Financial Aid distribution still very delayed.
- Finally, I must speak once again on faculty's experience with HR and Payroll. In our March BOT the unions came to you to shed light on issues in pay, health benefits, and retirement that have and had been blamed on the issues in implementing ctcLink.
- Since then, we have not heard direct follow up from the board. HR had been trying to meet monthly with the unions to provide us updates, but they never responded to any of our Information Requests in writing. It felt as though they were just pushing us off. Now Kirk has left and we are hiring for a new HR Director.
- Currently we have a new Assistant Director, Alix Nunke. Faculty have noticed a marked improvement in customer service coming out of HR as a result in the form of clear, consistent, and transparent communication from Alix specifically. Trust there is slowly being rebuilt. The college has also hired an outside consultant, Christian Roberts, to assist

with hiring the new HR Director and to do a little research into what would help HR and payroll be more successful.

- Unfortunately, her inquiry has only confirmed faculty's feelings about the dysfunction in and between those departments. Our personal experiences as faculty were being locked out of the HR/payroll office, never receiving communication on our tickets or concerns (even when they included our babies not being covered by health insurance, our pay being grossly overpaid, and our retirement not being taken out), being yelled at by staff, having officers of the court having to contact on our behalf for child support, and not just a lack of customer service, but outright hostility. We continually were told that all of these things were because of ctcLink. An independent unbiased outside entity has now validated what we have all felt in this college. HR and payroll is an unhealthy place and is unhealthy for the college. It isn't because of ctcLink. Lack of proper training and experience, internal promotions without transparent hiring practices, lack of or no oversight, and no checks and balances has created a liability for the college. The biggest and most severe example for faculty is that there are still issues with our retirement being taken out and not given to DRS and other issues with retirement. And HR/payroll is nonchalant about the significance of this to their customers (us faculty and staff) and to the impact on the college. The college must pay back the percentages on those retirement funds. That will come out of reserves when we are already looking at a possible decrease in our operating funds because of our FTE status.

What the union is asking for is for our voices to be heard and for our concerns about that department not to be glossed over or swept under the rug. We are asking for extreme personnel changes and we ask that there be oversight established, accountability, internal checks and balances, a focus on customer service when faculty and staff are recognized as the customer and not the enemy or adversary, transparency, ethics, and to fix the major problems that have already been brought forward.

I could go on and on, but the person you should speak to (perhaps in an executive session) is Christina herself.

# OCTOBER 2023 ASG REPORT



2023-2024  
STUDENT LEADERSHIP TEAM



# Board of Trustees

October 4, 2023

*Marketing & Communications*





# What we do, who we are

[About us](#)

[Campaigns](#)

[CRM](#)

[Questions](#)



# MarComm: more than flyers

- Academic catalog
- Align messaging & events
- Annual report
- Asset library
- Banners
- Blog stories
- Brand management
- Budgeting
- Calendars
- Consult on campaigns
- Content creation
- Crisis communications
- CRM
- Cybersecurity
- Develop templates
- Digital collateral
- Editing
- Employee onboarding
- Event promotion
- Facebook
- Field questions from public
- Follow trends
- Flyers

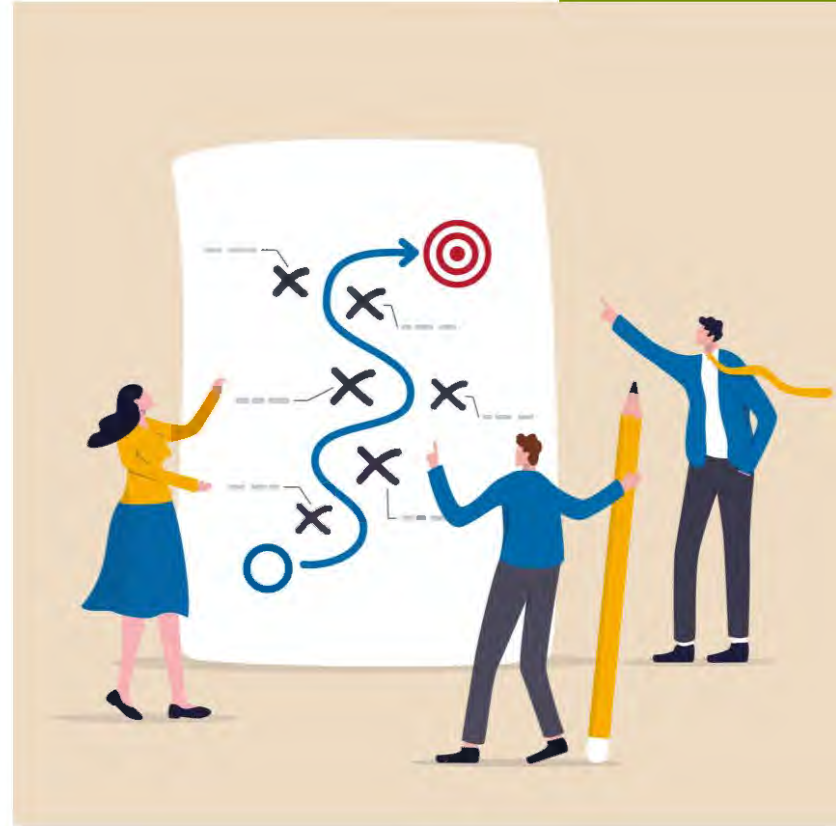
- Google analytics
- Graphic design
- Intranet
- Legal compliance
- Legislative relations
- LinkedIn
- Maintain campus map
- Manage readerboard
- Marketing campaigns
- Mascot research
- Media monitoring
- Media relations
- Messaging
- Microsites
- Monitor demographics
- Photography
- Poster-sized calendars
- Public information officer
- Public speaking
- Press releases
- Print pieces
- Quality assurance
- Reputation management

- Risk management
- SaaS
- SEM
- SEO
- Server management
- Signage
- Snapchat
- Social media
- Software management
- Statewide commissions
- Strategic plan posters
- Tiktok
- Track new laws
- Train college partners
- Twitter/X
- Vendor management
- Video creation
- Viewbook
- Virtual tour management
- Visix
- Webpage editing
- Website management
- YouTube

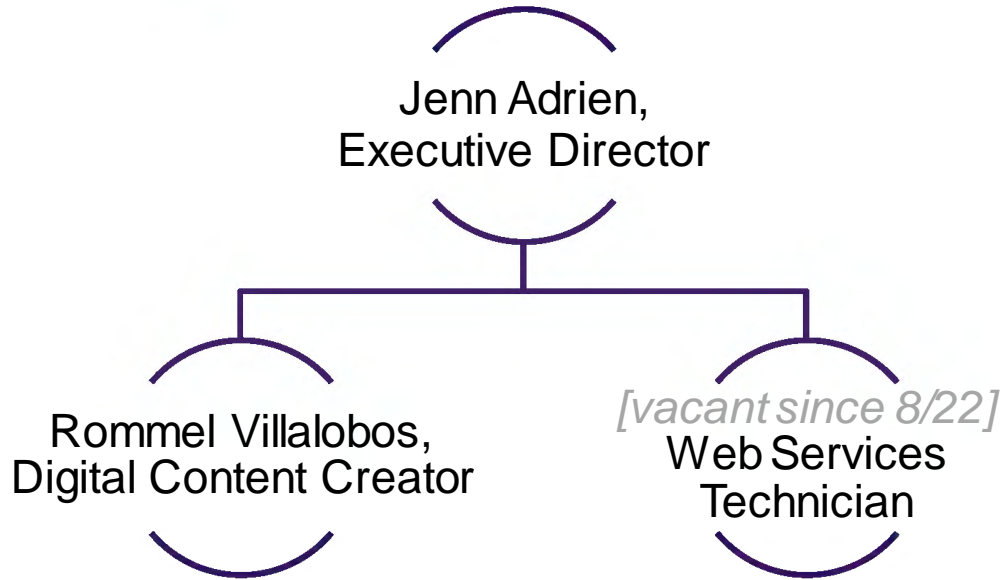


# Strategically important

- Student Success
- Instruction
- Equity, Diversity, & Inclusion
- Finance & Administration
- Clover Park Foundation
- CPTC 2023-2028 Strategic Plan



# The team





# Campaigns

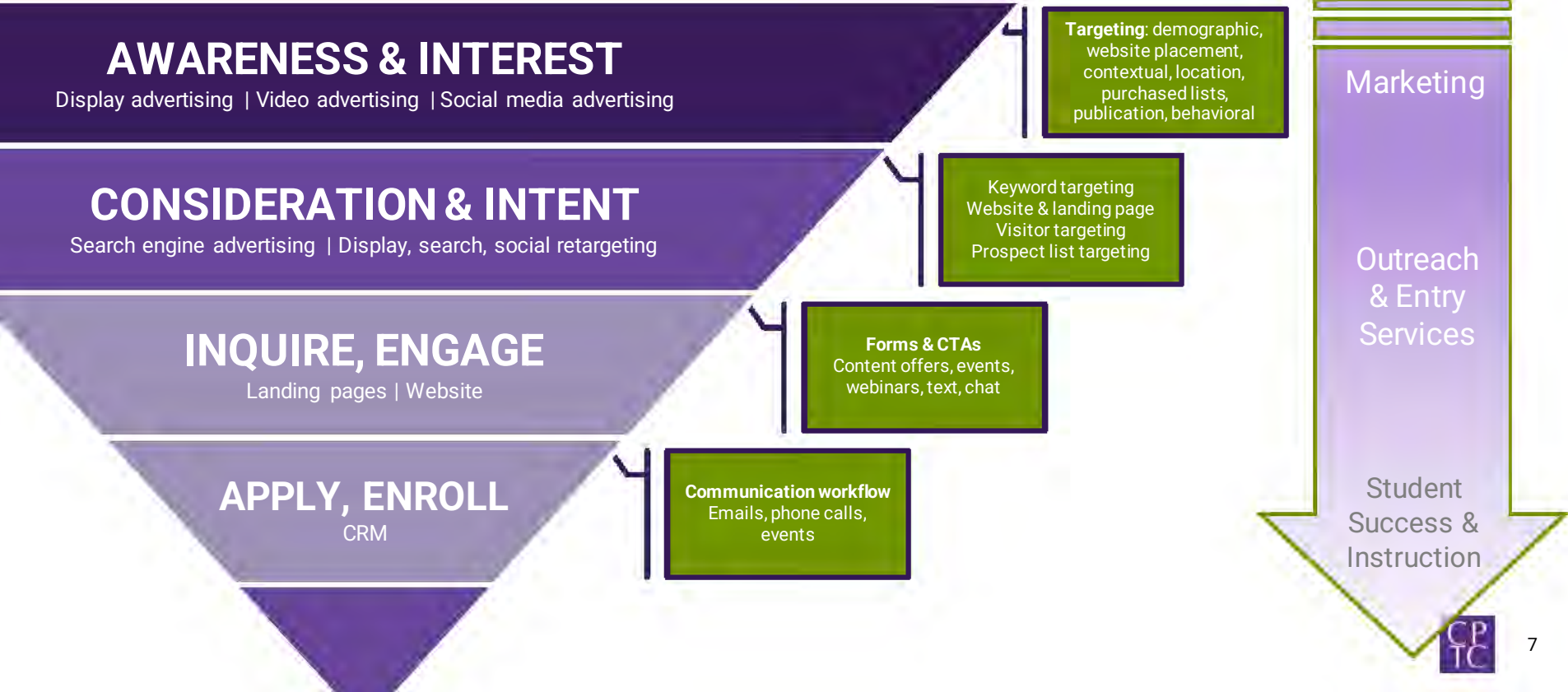
[About us](#)

[Campaigns](#)

[CRM](#)

[Questions](#)

# Digital media enrollment funnel



# Campaign concept A

Do **YOUR** thing.

Find or advance your career.

**CLOVER PARK**  
TECHNICAL COLLEGE



Do **YOUR** thing.

Join a pressure-free online info session.

**CLOVER PARK**  
TECHNICAL COLLEGE

**TELL ME MORE** →

## Campaign concept B



**CLASSES DON'T  
NEED TO**

**BE**

**YOUR WORLD**



Offering childcare,  
transportation support  
and more.



**TO**

**CHANGE**

**YOUR WORLD**

Join a pressure-free  
online information session.

**TELL ME MORE →**

# Ad placements

Animated gif



Web banner



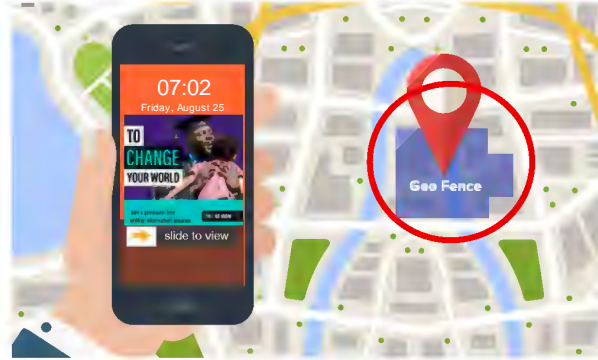
Animated gif







# Sponsorship



**Metro Parks Tacoma** • August 1 • 🌐

Pack your snacks, blankets and lawn chairs and head to Norpoint Park on Saturday, August 5 for free family fun and an outdoor movie! Seating is on the lawn.

Enjoy a variety of activities:

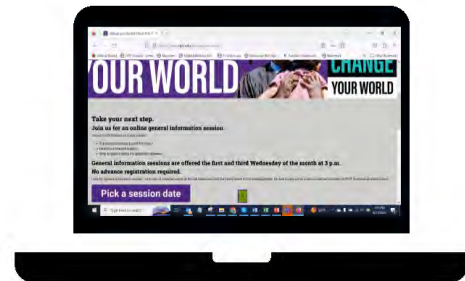
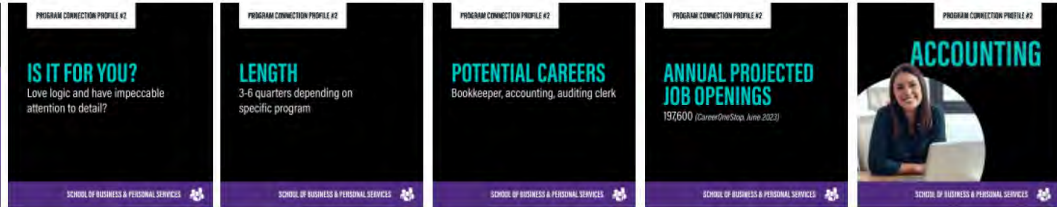
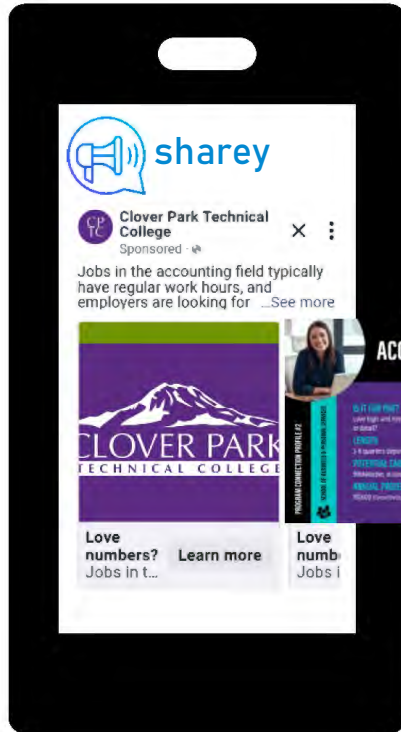
- 🕒 2-5 pm NE Tacoma Car Show
- 🕒 2-4 pm Pickleball Tournament – Rec division
- 🕒 4-6 pm Pickleball Tournament – Advanced division
- 🕒 2-9 pm Food trucks
- 🕒 5:30-8 pm Family Games and Activities
- 🕒 6-7:30 pm "Tacoma's Got Talent" Competition
- 🕒 7:30-8 pm "Tacoma's Got Talent" Finalist performance
- 🕒 Dusk Movie Begins (Minions: The Rise of Gru)

Free summer treats will be provided thanks to Soundside Church, The Grand Cinema will be selling popcorn for \$1 per bag.

Presented by [Coordinated Care](#) & [Clover Park Technical College](#) & [Kitsap Credit Union](#)



# Targeted ads for under-enrolled programs

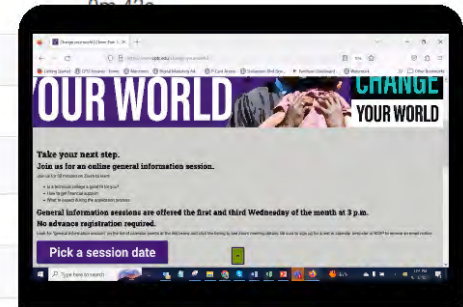


RESULTS

# Website traffic, July 15-Sept 20, 2023

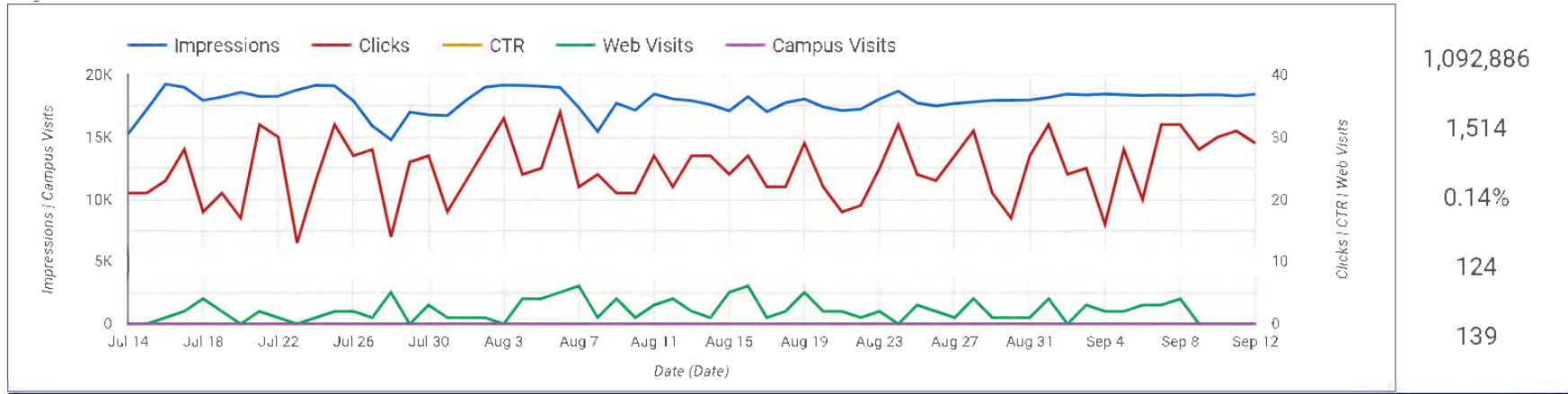
A + Landing page: Landing page ⚠️ +

Landing page	↓ Sessions	Users	New users	Average engagement time per session
	210,623 100% of total	108,241 100% of total	98,644 100% of total	0m 47s Avg 0%
1 /	93,853	57,857	51,499	0m 42s
2 /lrc/canvas-login	36,866	9,973	6,318	0m 13s
3 /change-your-world	21,495	18,394	17,008	0m 24s
4 (not set)	7,869	3,996	4	0m 19s
5 /programs/schools	3,411	2,803	2,040	
6 /programs/nursing	2,150	1,547	1,076	
7 /about/academic-calendar	1,694	1,049	534	
8 /admissions/apply	1,683	1,094	622	
9 /lrc/computer-lab/email	1,416	815	482	
10 /about/human-resources	1,372	891	630	



0m 14s

# 1M geofence impressions -> 139 campus visits



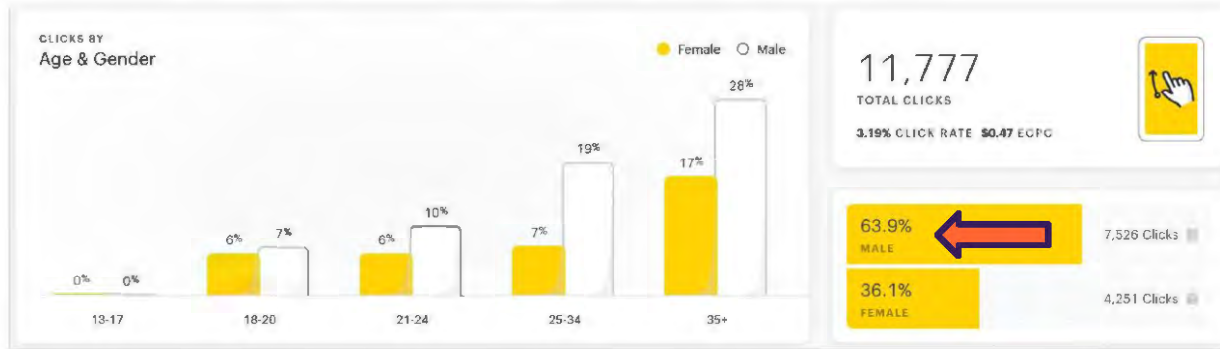
Geofence CTR: 0.14% (national education avg 0.10-0.11%)

# Social media



Name	Total Impressions	Clicks	Click Rate
CloverPark_FA23_General	368,894	11,778	3.19%

INDUSTRY AVERAGE CLICK RATE: .75%



Program	m/f	age
BAS	m	25-34
Central Svcs	f	35-44
ECE	f	35-44
Graphic Tech	m	25-34
HUC	f	55-64
Human Svcs	f	25-34
HVAC	m	35-44
Interior Design	f	35-44
NDT	m	25-34
NOSS	m	25-34
Welding	m	25-44

*Top-performing ad*

*Snapchat CTR: 3.19%, 4.25 times the avg 0.75%*

# What's next?

1. Update ads
2. Develop additional program-specific ads
3. Finesse & continue digital campaign
4. Increase ad spend for Snapchat
5. Update campus photos
6. Launch and integrate Element 451







# Element 451

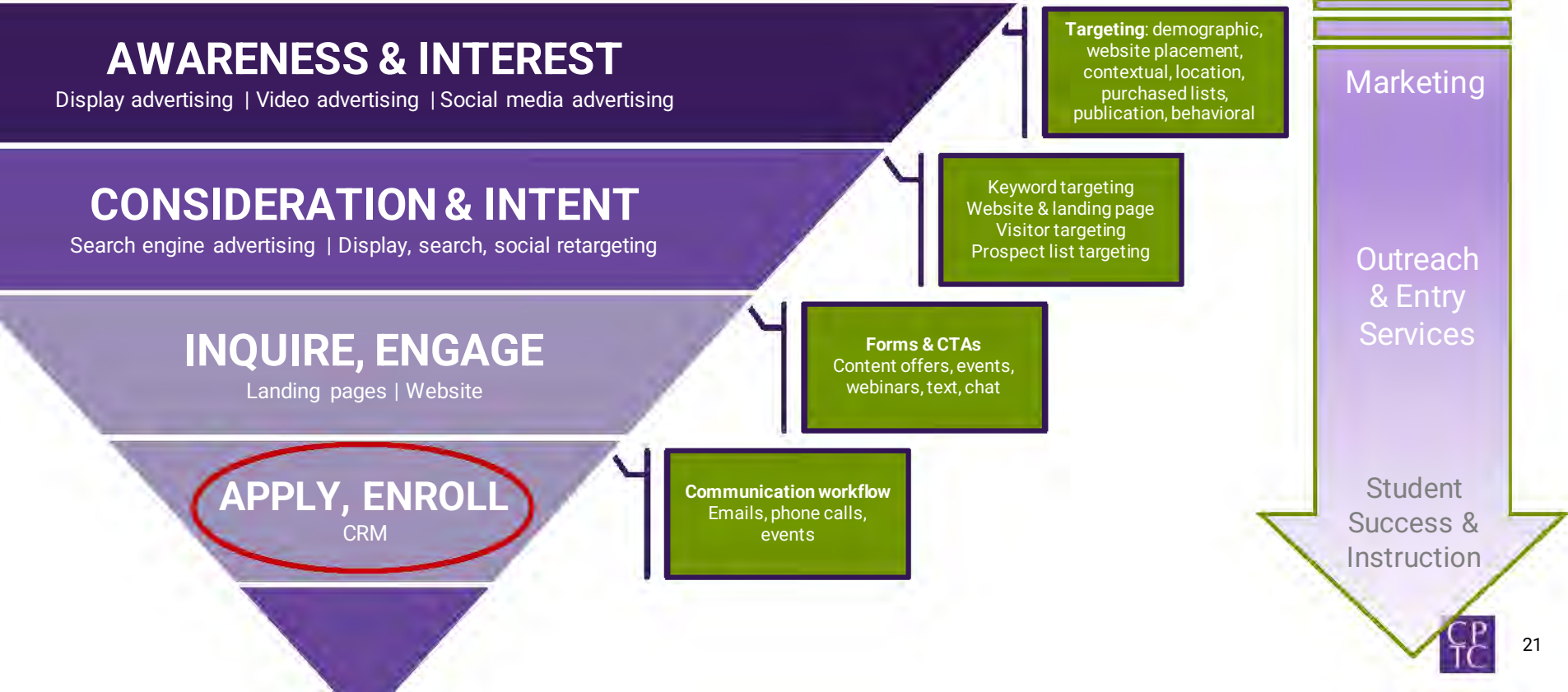
[About us](#)

[Campaigns](#)

[CRM](#)

[Questions](#)

# Digital media enrollment funnel



# CRM: Element 451

- Marketing & Communications
- Outreach & Entry Services
- Workforce Development
- Student Life
- Corporate Education
- Wrap-around services
- Foundation & alumni





# Questions

[About Us](#)

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[Questions](#)

# Diversifying Instructional Programs – Welding



Tab 6

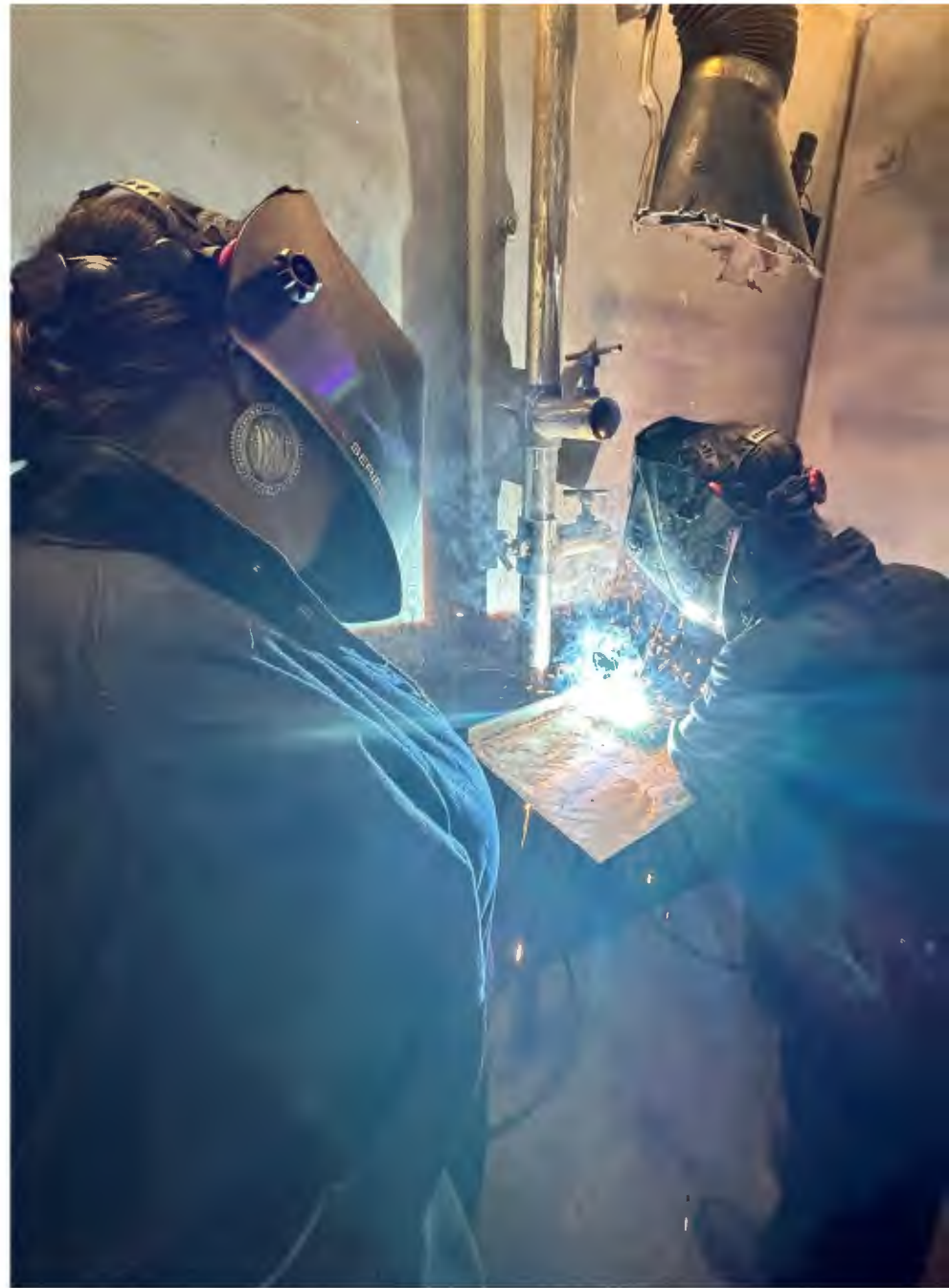
# Access

- ▶ Goal: Increase access and enrollment among historically marginalized populations who have not equally benefited from the rewards of higher education and the skills and credentials we offer.
- ▶ Barriers within higher education have led to inequitable access and outcomes. This goal is to make access to high-demand technical skills and lucrative employment significantly more accessible to individuals, particularly those who have been the most marginalized.



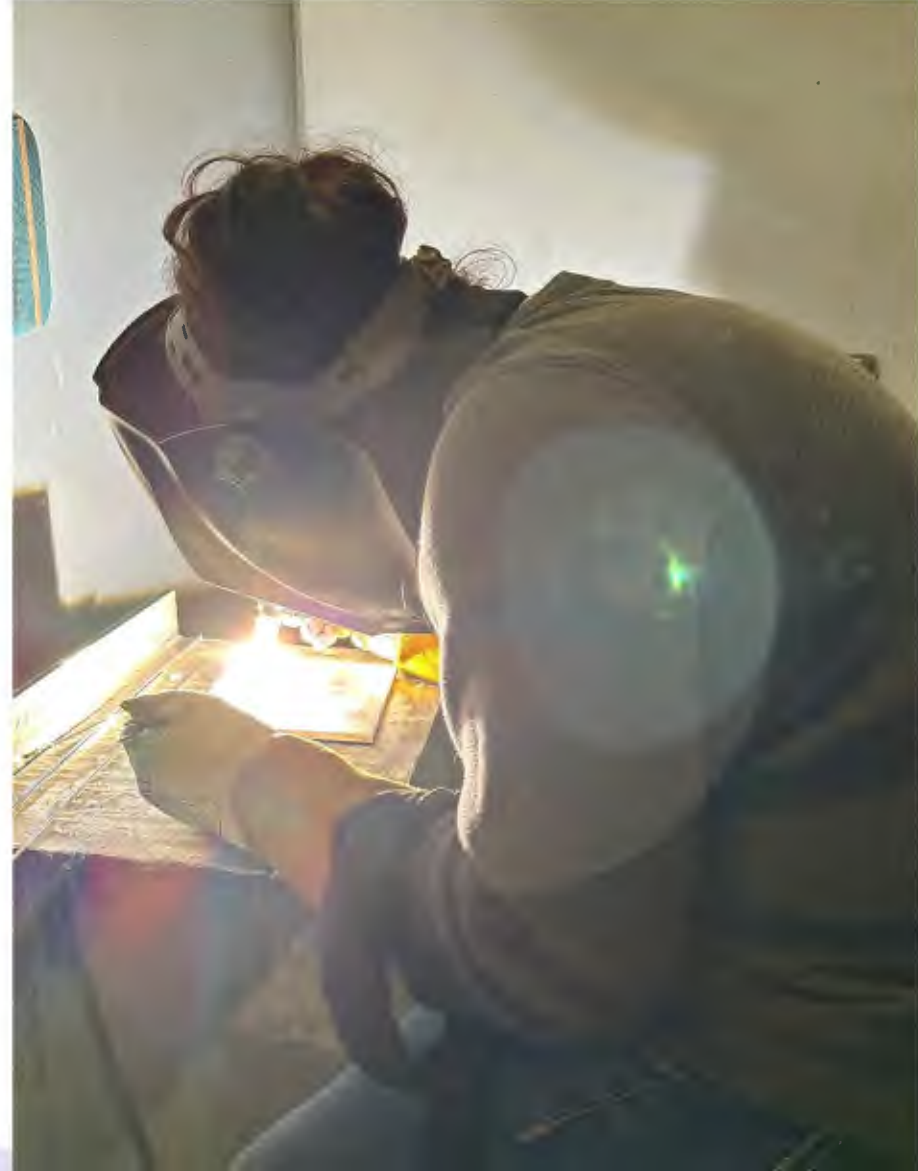
# Instruction Vision

- ▶ The vision of the Division of Instruction is to deploy the personnel, practices, and resources to create the inclusive learning environment that a diverse student body needs to equitably fulfill their academic and professional potential, distinguishing Clover Park Technical College as a bold, innovative education, and workforce partner.



# Instructional Objective #1: Racial Equity, Cultural Competence, and Humility (Access)

- ▶ Objective 1.1  
Diversify faculty and staff.
- ▶ Objective 1.2  
Increase diversity of students enrolled in high-wage pathways





# Welding

- ▶ Nationally 6% of welders are female
- ▶ Nationally 37% are non-white
- ▶ Currently 50 % of our morning section of welding is female. 19% of total enrollment in the program.
- ▶ Roughly 45% of our welding program is non-white







**CLOVER PARK TECHNICAL COLLEGE**

**BUDGET: FY 2023-2024**

# Clover Park Technical College

## 2023-2024 Budget Overview

This budget document, submitted to the Board of Trustees for their consideration represent the 2023-2024 budget for the State General Operating Fund, Self Support, Student Activities, Childcare Center, Conference Services, and the Northwest Career and Technical High School.

In approving this budget, the Board of Trustees authorizes the transfer from the unobiliated fund balance in the General Fund, or other funds, to eliminate any cash deficit as required by RCW 43.88.260, to provide working capital and to support approved projects and activities.

The budgets being submitted in this document will be updated and reported to the Board of Trustees on a quarterly basis. Reports will include:

- Allocation amendments received from the State Board of Community and Technical Colleges
- Distribution of income and expenses appropriated by the legislature
- Unanticipated budgetary changes resulting from executive orders and/or other policy and operational changes

## 2023-2024 Tuition

### Lower Division

#### RESIDENTS

#### NONRESIDENTS

		<i>Assumes 15 Credits per Quarter</i>	
<b>ANNUAL</b>	Operating Fee	\$3,633.15	\$9,049.35
	Building Fee	\$512.76	\$1,049.52
	Maximum S & A Fee	<u>\$381.30</u>	<u>\$381.30</u>
	<b>Tuition and Fees</b>	<b>\$4,527.21</b>	<b>\$10,480.17</b>
<b>QUARTERLY</b>	Operating Fee	\$1,211.05	\$3,016.45
	Building Fee	\$170.92	\$349.84
	Maximum S & A Fee	<u>\$127.10</u>	<u>\$127.10</u>
	<b>Tuition and Fees</b>	<b>\$1,509.07</b>	<b>\$3,493.39</b>
<b>1-10 Credits</b>			
<b>PER CREDIT</b>	Operating Fee	\$96.76	\$273.79
	Building Fee	\$14.11	\$31.45
	Maximum S & A Fee	<u>\$12.71</u>	<u>\$12.71</u>
	<b>Tuition and Fees</b>	<b>\$123.58</b>	<b>\$317.95</b>
<b>Average Incremental Increase for Each Credit between 11 and 18</b>			
<b>PER CREDIT</b>	Operating Fee	\$48.69	\$55.71
	Building Fee	\$4.97	\$5.89
	Maximum S & A Fee	<u>\$0.00</u>	<u>\$0.00</u>
	<b>Tuition and Fees</b>	<b>\$53.66</b>	<b>\$61.60</b>
<b>EXCESS CREDIT SURCHARGE</b>		<b><u>19+ Credits</u></b>	
	Operating Fee Only	<b>\$110.87</b>	<b>\$305.24</b>

## 2023-2024 Tuition

### Upper Division

**RESIDENTS                      NONRESIDENTS**

		<i>Assumes 15 Credits per Quarter</i>	
<b>ANNUAL</b>	Operating Fee	\$6,398.40	\$18,916.20
	Building Fee	\$512.76	\$1,049.52
	Maximum S & A Fee	<u>\$381.30</u>	<u>\$381.30</u>
	<b>Tuition and Fees</b>	<b>\$7,292.46</b>	<b>\$20,347.02</b>
<b>QUARTERLY</b>	Operating Fee	\$2,132.80	\$6,305.40
	Building Fee	\$170.92	\$349.84
	Maximum S & A Fee	<u>\$127.10</u>	<u>\$127.10</u>
	<b>Tuition and Fees</b>	<b>\$2,430.82</b>	<b>\$6,782.34</b>
		<i>1-10 Credits</i>	
<b>PER CREDIT</b>	Operating Fee	\$213.28	\$630.54
	Building Fee	\$14.11	\$31.45
	Maximum S & A Fee	<u>\$12.71</u>	<u>\$12.71</u>
	<b>Tuition and Fees</b>	<b>\$240.10</b>	<b>\$674.70</b>
		<i>Average Incremental Increase for Each Credit between 11 and 18</i>	
<b>PER CREDIT</b>	Operating Fee	\$0.00	\$0.00
	Building Fee	\$4.97	\$5.89
	Maximum S & A Fee	<u>\$0.00</u>	<u>\$0.00</u>
	<b>Tuition and Fees</b>	<b>\$4.97</b>	<b>\$5.89</b>
<b>EXCESS CREDIT SURCHARGE</b>		<i>19+ Credits</i>	
	Operating Fee Only	<b>\$227.39</b>	<b>\$661.99</b>

## 2023-2024 Tuition Waivers

Waivers are calculated on 2023-2024 resident tuition of \$123.58 per credit or \$1,509.07 per quarter.

All waivers are effective Fall Quarter 2023

### **Statutorily Mandatory Waivers**

Children/Spouse of Totally Disabled or POW/MIA or Deceased Eligible Veterans or National Guard Members.	No Tuition or Fees
Children/Spouses of Deceased or Disabled Law Enforcement Officers or Firefighters	No Tuition or Fees
Wrongfully Convicted Person	No Tuition or Fees

### **SBCTC Mandatory Waivers**

ABE/ESL/GED	Operating Fee only - \$25/Student (100% - waiver available based on need)
Apprenticeship	50% Tuition Waived

### **Operational Waivers granted by CPTC**

High School Completion	50% of Tuition Waived
DOD (Active Duty)	100% Building and Student Activities Fees
Public Employees	\$20/Credit up to 10 Credits
Refugee	Waives Non-Resident Operating Differential
Non-Resident Operating	Waives Non-Resident Operating Differential
Senior Citizen Audit	\$5 per quarter, not to exceed 2 classes

## 2023-2024 FEES

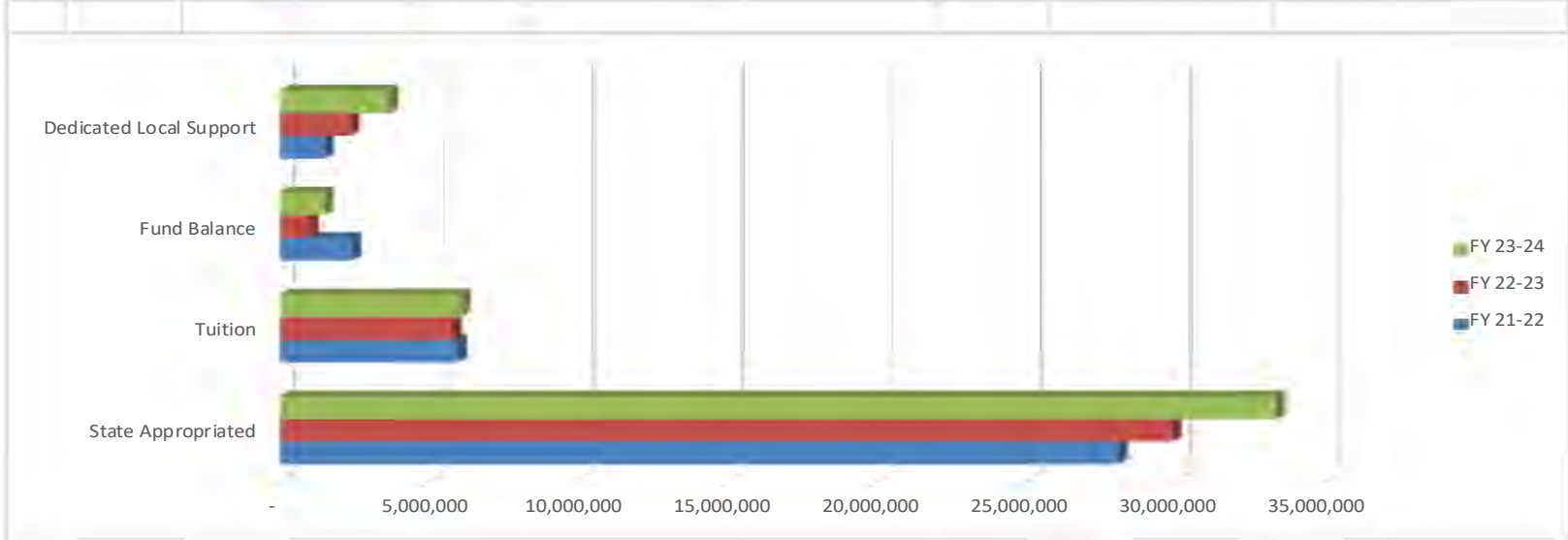
<b>Fee Description</b>	<b>Flat Amount</b>	<b>Per Credit</b>	<b>Maximum Amount</b>
ACAD Comp Use Fee		4.90	58.80
Administrative Fee	25.00	25.00	25.00
Application Fee Int'l	70.00	70.00	70.00
Architectural Engineering	30.65		
ASG Building Fee		3.95	47.75
Auto Core	59.50		
Auto Tech	38.35		
Aviation Maintenance Tech	56.15		
Avionics	52.90		
Biology Lab	30.00		
Central Service		49.65	105.65
Chemistry Lab	33.80		
CLNT/BUS COMP FEE		4.90	58.80
Collision		38.35	76.75
Computer Fee		4.90	58.80
Construction	38.35		
COSMETOLOGY	99.25		
CSGF FEE	6.15	6.15	92.40
CULINARY ARTS	166.25	0.00	0.00
Dental Assistant	159.00		
Dental Assist TEST FEE	296.70		
Digital Entertainment	25.00		
Electrician Low Voltage	31.20		
Environmental Science Lab Fee	28.90		
ESTHETICS	81.45		
ESTHETICS		33.00	132.00
GED TESTING	120.00	120.00	120.00
Graphic Technologies	50.00		
Health Comp Fee		4.90	58.80
HVAC	47.55		
HVAC	46.70		
ID Card Replacement	5.00	5.00	5.00
Interior Design	50.00		
Liability Insurance	83.65		

## 2023-2024 FEES



<b>Dept Description</b>	<b>Flat Amt</b>	<b>Per Credit</b>	<b>Maximum Amount</b>
Manufacturing	48.20		
Mechatronics ENROLL		22.45	67.35
Medical Assistant	35.60		
Medical Histology	54.00		
Medical Lab Tech		37.00	185.05
NDT Classroom	1634.20		
Nondestructive Testing	47.60		
NOS Lab Fee	61.85		
NSF Check Fee	35.00	35.00	999.00
Nurse PN-ATI Fee	143.60		
Nursing Assistant Lab Fee	21.20		
Nursing BCKGRND CHK	110.75		
Nursing Comp Fee		4.90	58.80
Nursing Consortium Fee	106.20		
Nursing Lab Course Fee		20.55	61.70
Nursing Resource Fee	109.40		
Nursing Resource Fee RN	132.92		
PASTRY ARTS	132.90		
Pharmacy Tech	125.90		
Pharmacy Test Lab Fee	150.80		
Physics Lab FEE		8.00	48.00
PL Course FEE	20.00	20.00	20.00
PL EVALUATION FEE	50.00	50.00	50.00
Proctor TEST	5.55	5.55	44.40
Simulation Fee	26.55		
Stu Mal Practice Ins Fee	14.00		
Surgical Tech		20.15	40.35
Surgical TECH TEST	265.00		
TRADE/TECH COMP FEE		4.90	58.80
Transcript Fee	10.00	10.00	9999.99
Upholstery	47.75		
Welding	142.10		

**CLOVER PARK TECHNICAL COLLEGE  
2023-2024 GENERAL OPERATING BUDGET  
SUMMARY BY SOURCE**



	FISCAL YEAR 2021-2022	FISCAL YEAR 2022-2023	FISCAL YEAR 2023-2024
<b>STATE FUNDS</b>			
State Appropriated Funds	\$ 28,090,385	\$ 29,891,933	\$ 33,370,386
<b>LOCAL FUNDS</b>			
Tuition	\$ 5,981,587	\$ 5,797,339	\$ 6,090,000
Dedicated Local Support	\$ 1,513,300	\$ 1,000,000	\$ 1,500,000
Fund Balance	\$ 2,428,714	\$ 2,372,166	\$ 3,665,128
<b>Total Local Funds</b>	\$ 9,923,601	\$ 9,169,505	\$ 11,255,128
<b>TOTAL FUNDS AVAILABLE FOR OPERATING EXPENDITURES</b>	\$ 38,013,986	\$ 39,061,438	\$ 44,625,514

**CLOVER PARK TECHNICAL COLLEGE  
FY23-24 GENERAL OPERATING BUDGET  
SUMMARY BY DIVISION & CATEGORY**

<b>BY DIVISION</b>	<b>FY23-24 PERMANENT</b>	<b>% TOTAL</b>
Instruction	19,923,440	44.77%
Primary Support Services	3,233,432	7.27%
Learning Resources	648,651	1.46%
Student Success	5,301,549	11.91%
General Administration	10,560,371	23.73%
Equity, Diversity and Inclusion	540,468	1.21%
Plant Operation & Maintenance	4,296,673	9.65%
	<b>\$ 44,504,584</b>	<b>100.00%</b>

<b>BY CATEGORY</b>	<b>FY23-24 PERMANENT</b>	<b>% TOTAL</b>
Salaries	27,351,701	61.46%
Benefits	9,379,056	21.07%
Grants, Scholarships and Fellowships	142,460	0.32%
Supplies and Materials	2,251,992	5.06%
Capital Expenditures	42,169	0.09%
Purchased or Contracted Services	427,459	0.96%
Utilities	1,088,546	2.45%
Other Expenses	160,492	0.36%
Non-Operating Expenditures/Expense	2,145,462	4.82%
Operating	129,997	0.29%
Debt Service	2,515,250	5.65%
Transfers	(1,130,000)	-2.54%
	<b>\$ 44,504,584</b>	<b>100.00%</b>

## 2023-2024 RESERVES

90 days Operating Expenses	11,155,680
Op budget shortfall (fund bal support)	3,665,128
Program recovery	500,000
Aircraft	700,000
Debt Service-Student Union COP	2,985,500
Litigation	887,639
Robert Half/Protiviti	1,000,000
Systems audit	2,000,000
Local Capital	850,000
Tuition Installment Plan Program	89,571
FY24 Hayes Center Support	125,000
Total Restricted Reserves	<u>23,958,518</u>
Total Unrestricted Reserves	<u>3,400,915</u>
<b>Total Reserves</b>	<b><u>27,359,433</u></b>