



CLARK COLLEGE ADVISORY COMMITTEE
PROCEDURES HANDBOOK
ADVISE FOR ACTION



Table of Contents

Introduction	3	Quorum	9
Types of Advisory Committees	3	Washington State Ethics Law and Responsibilities	9
Roles of Advisory Committees	3		
Advisory Committee Website	3	Part IV : Committee Meetings	10
Part I : Membership	4	Location of Meetings	10
Size of Committee	4	Frequency of Meetings	10
Selection of Members	4	Attendance	11
Composition of Committee Membership	5	Conducting Meetings	11
New Advisory Committee Member Nomination Procedure	5	Meeting Minutes	11
Terms of Service	5	Appendix 1 New Advisory Committee Member Nomination Form	12
Orientation of New Members	5	Appendix 2 New Advisory Committee Member Welcome/Appointment Letter	13
Part II : Advisory Committee Program of Work (Work Plan)	6	Appendix 3 Work Plan Template	14
Planning a Program of Work (Work Plan)	6	Appendix 4 Sample Bylaws Format	15
Work Plan Priorities	6		
Curriculum	6		
Staff Development	7		
Career Development and Work-Based Learning	7		
Marketing and Advocacy	7		
Students: Recruitment, Mentoring and Placement	7		
Resources (Equipment, Funding and Personnel)	7		
Part III : Governance	8		
Selection and Duties of Officers	8		
Chairperson	8		
Vice Chairperson	9		
Secretary	9		
Bylaws	9		
Voting	9		



One of the primary characteristics common to high-quality professional-technical programs is their close ties with business, industry and labor. Career pathways must align with and fulfill employers' needs to assure a high-performing, competent worker entering the workforce with job success skills and technology expertise in their field. Since career pathways are integral parts in the communities served, it is critical to have close cooperation between education and local employers. One of the most effective ways to ensure improvement in secondary and post-secondary education and student success is through advisory committees. Advisory committees are not only essential to the initiation of new career pathways but play an important role in guiding, strengthening and enhancing existing professional technical programs. Business, industry and labor representatives have a vast amount of expertise, personnel and technologies to offer to educational systems.

The Washington State Board for Community and Technical Colleges (SBCTC) has recognized the importance of citizens participating in, and input to, the professional technical education process by developing policies mandating the establishment and utilization of local professional technical program advisory committees. The specific policies, rules and regulations adopted by the State Board are contained in the State Board for Community and Technical Colleges Policy and Procedure Manual. See additional information and links below:

4.40.20 ADVISORY COMMITTEES FOR PROFESSIONAL-TECHNICAL PROGRAMS

Each community and technical college or college district is required to have an industry advisory committee for each program (see RCW 28B.50.252) and to follow approved College Advisory Committee Procedures (see Appendix G: College Advisory Committee Procedures). http://www.sbctc.edu/general/_a-policymanual-ch4.aspx#proftechprogs

The purpose of this handbook is to help professional technical education advisory committee members and community and technical college faculty, staff and administrators improve the quality of professional technical education in the state of Washington. It is intended to serve as a resource regarding the purpose, structure and operation necessary for effective advisory committees. This handbook outlines processes for advisory committees to follow to conduct their work in a way that focuses on the needs of the programs and the students they serve.

TYPES OF ADVISORY COMMITTEES

What is an advisory committee? An advisory committee is a group of employees and employers who advise educators on the design, develop-

ment, implementation, evaluation, maintenance and revision of professional technical programs within their field. Each advisory committee is made up of individuals with expertise and experience in the occupational field that the program serves.

Advisory committees are appointed by the administration of a college to provide direction for career and technical education programs. Program advisory committees can be formed for a single program, a group or cluster of related programs within the institution, a regional or area committee for the same programs or a cluster of related programs or a career pathway. Regional committees are encouraged for the purpose of coordination and development of articulated/integrated secondary and post-secondary programs. If program cluster or regional advisory committees are used, care must be given to ensure that every occupational program area is adequately represented.

ROLES OF ADVISORY COMMITTEES

The advisory committee is a tool for educators to link directly to the occupational areas in their program. Advisory committees provide specifications for current programs and help identify emerging occupations and skills needed. The primary role of the advisory committee is to ensure the quality of program graduates by offering suggestions for improvements that will help the program grow and expand.

Advisory committees can provide:

- Assessment of program quality
- Unique education/training experiences
- Validation of content
- Career guidance and student placement
- Community promotion of programs
- Credibility
- Community, business and/or industry resources

ADVISORY COMMITTEE WEBSITE

The Clark College Advisory Committee website has been designed to provide current information to effectively communicate pertinent information to advisory committee members. Information for each program advisory committee includes: announcements, meeting agendas, minutes, work plans, membership contact lists and committee bylaws. The member contact lists are secured and can be accessed using a login screen. The user name and password will be provided to members only. The URL for the website is <https://www.clark.edu/advisory/>.

Part I:

Membership



SIZE OF COMMITTEE

The size of the committee may vary based on the community, size, and scope of the professional- technical education offerings, diversity of businesses and industries in the community, and the purpose of the committee. Effective advisory committees should be large enough to reflect the diversity of the community, yet small enough to operate effectively. The SBCTC recommends a minimum of five committee members. Committees with fewer than five members are generally less effective since they have limited perspective, inadequate information on a number of target jobs, and too few employers and employees represented. Committees with more than 18 members can become unmanageable; eight to fifteen members is the usual size.

SELECTION OF MEMBERS

Advisory committee members should be knowledgeable about the target occupations of the educational program. For professional-technical program committees, members will have significant work experience in the occupation. Potential advisory committee members should demonstrate good communication skills, administrative skills, vision, and leadership.

Desirable qualities for committee members include:

- Interest
- Availability
- Character
- Skill/Experience

One method commonly used to select new advisory committee members is to contact specific businesses, organizations and professional organizations and have them identify individuals who may be willing to serve on the committee.

COMPOSITION OF COMMITTEE MEMBERSHIP

In order to effectively utilize the advisory committees for their intended purpose, the membership must be representative of various interests in the college's service area. Members may be selected from the following:

- Representative businesses and industries, particularly those pre-dominant in the area.
- Equal representation of labor and management.
- Both sexes, individuals with disabilities, educationally and economically disadvantaged individuals, racial and ethnic minorities who reside in the area served by the program.
- Employed graduates of the program.
- Economic Development Council and local Chamber of Commerce members.
- Workforce Investment Board members.
- Employment security personnel.

The committee should strive to ensure representation of gender and cultural diversity and include equal number of employees and employers, representing local business, labor and industry. An employer is defined as an individual who has the ability to "hire and fire" or is self-employed.

If the occupation is apprenticeable and a local JATC (Joint Apprenticeship and Training Committee) is active in the area, at least one labor and one management member of the JATC must be invited to participate.

Faculty members, college staff and administrators serve as adhoc members.

NEW ADVISORY COMMITTEE MEMBER NOMINATION PROCEDURE

The nomination procedures for potential new advisory committee members are as follows:

- Faculty, staff, current or past advisory committee members, and administration discuss potential nominees with the administrator supervising the program area. The person making the nomination discusses the opportunity with the nominee to determine interest,

willingness, and availability. Once these are confirmed, a nomination form is completed that includes: nominee's name, position title, expertise in area, and dates of service. (See Appendix 1). The nomination form can be accessed on the advisory committee website at <https://www.clark.edu/advisory/>.

- The program dean reviews and approves the nomination.
- Following the nominee's acceptance of the invitation to serve, a welcome (appointment) letter is sent. (See Appendix 2). The letter states the term to be served and provides information to access the Clark College Advisory Committee website—which contains the advisory committee handbook, program advisory committee agendas, minutes and current work plan. Copies of the letter are sent to the program director and/or faculty lead and other pertinent college staff.

TERMS OF SERVICE

Three-year terms of service most easily allows for continuity and change. One-third of the total membership can be appointed beginning each year after the first year of operation. To establish this rotation with a new committee, members can draw lots for one, two, or three-year terms, with one-third of the committee in each category. New members are appointed as terms expire.

Committee membership should be reviewed and updated annually to ensure a broad-based representation of the industry and to maintain the appropriate employee/employer balance as required by the state.

ORIENTATION OF NEW MEMBERS

New members should be oriented to their responsibilities and tasks. The committee's success depends on how well members understand their roles. Orientation should occur at or before the first meeting and continue, as needed, throughout the academic year.

The new member orientation should include a review of the Clark College Advisory Committee Handbook, an overview of the advisory committee website, the committee's bylaws, current members, and information about the education program and a tour of the program's facilities. Orientation includes information about the Washington State Ethics Law (RCW 42.52) as it pertains to the members' involvement with the college.

Part II:

Advisory Committee Program of Work (Work Plan)



PLANNING A PROGRAM OF WORK (WORK PLAN)

The primary purpose of advisory committees is to advise faculty on the design, development, implementation, evaluation, maintenance, and revision of professional-technical educational programs. Each committee must decide what it wants to accomplish based on the needs of its program and the requirements of the businesses in its community. The committee then develops a work plan to accomplish its goals (See Appendix 3 for the work plan template).

Following are the key steps in developing a work plan:

- Establish annual goals
- Plan committee activities that support goal attainment
- Assign responsibilities
- Establish timelines

WORK PLAN PRIORITIES

Priorities for the advisory committee's work plan usually fall into one of these categories:

- Curriculum and technical skills assessments
- Facilities and equipment
- Staff development
- Career development and work-based learning
- Marketing advocacy
- Student recruitment, mentoring, and placement
- Program resources
- Evaluation of the program

CURRICULUM

Review of Curriculum – Advisory committees can identify career pathways and content that are out-of-date or do not meet industry standards.

Part II:

Advisory Committee Program of Work (Work Plan)

Members should advise on academic, technical, and employability standards for the pathway that students should achieve. Items to be reviewed include: program goals, structure and length of the program, curriculum frameworks and course descriptions and assessments.

Modification of existing programs – Because committee members are directly involved with business and industry, members can provide a fresh perspective and new insights that can be beneficial in the development of program goals. Committee recommendations should be presented in the form of motions that are then voted on by the committee and recorded in the minutes.

Emerging Fields – Change is a constant in the technological workplace and advisory committee members are an indispensable resource to help identify new or emerging fields.

New Programs – An important step in developing the labor market analysis for a program application is the identification of representative job titles for which a proposed program is designed. The advisory committee is in the best position to recommend these titles. The O*Net Online <http://www.onetcenter.org/> is the nation's primary source of occupational information.

Industry credentials – Advisory committees can help programs identify minimum industry standards and credentials that are essential for each career pathway in the program.

Safety – Advisory committee members can provide input and guidance in addressing safety concerns, training and equipment for the program.

Review, evaluate, and advise on course materials – It is usually not the advisory committee's task to select course materials or textbooks but the members can make helpful suggestions in determining whether texts should be updated or supplemented.

STAFF DEVELOPMENT

There are several ways in which advisory committees can be engaged in staff development. Some of these activities include:

- Open industry-based training to instructors.
- Underwrite instructors' memberships or participation in trade associations.
- Provide instructors with retraining, back-to-industry training and summer work opportunities designed to help faculty upgrade their technical skills.

CAREER DEVELOPMENT AND WORK-BASED LEARNING

Advisory committees can review career guidance activities and serve as a placement clearinghouse for the work-based learning component of the program. Involvement by advisory committee members in these areas typically is demonstrated by:

- Participating in career day events
- Arranging for occupation-related fields trips or job shadowing
- Internships, clinical and/or apprenticeship programs
- Placing students in part-time jobs

MARKETING AND ADVOCACY

Acceptance and continued support of the professional-technical program often hinges on the community's knowledge of career areas and related offerings at local secondary schools and colleges. The advisory committee must help initiate and maintain an effective public relations program and provide support and assistance in the development and implementation of the college's marketing plan. Other ways to be engaged in marketing and advocacy include:

- Make presentations to community groups regarding the program.
- Establish procedures for recognizing outstanding students, teachers, and community leaders.
- Seek ways to increase media coverage highlighting the program.
- Seek legislative support for the program.

STUDENTS: RECRUITMENT, MENTORING AND PLACEMENT

Advisory committees can play an important role in identifying available jobs, recruiting and mentoring students in a career pathway and in placing program completers.

RESOURCES (EQUIPMENT, FUNDING AND PERSONNEL)

As educational budgets continue to decline, advisory committees become an ever increasing resource to help advise on equipment, laboratories, shops, staff qualifications and specialized educational and training facilities. They often can help leverage business and community resources. Frequently, advisory committee members donate materials, equipment and services to support professional technical programs.

Part III:

Governance



SELECTION AND DUTIES OF OFFICERS

The success of the committee depends primarily on the leadership abilities of the officers.

Election of officers may be held during the first or last meeting of the academic year, though elections conducted during the last meeting of the year are preferable. In this way, officers are experienced members who can plan next year's agenda during the summer. Also, the first meeting of the new academic year can be reserved for orienting new members and for establishing a work plan.

Suggested officers for each advisory committee are the chairperson and a vice-chairperson. Typical procedures and duties for each position follow:

CHAIRPERSON

The chairperson's leadership is the key to the committee's success. An employer or employee advisory committee member must chair the committee. Committee chairs are elected from the lay members—faculty or other college administrators or staff are not to serve in this capacity. The chairperson plays a critical role in maximizing the effectiveness of the committee. The chairperson sets the tone for the committee, coordinates with the program director/faculty lead to develop the agenda and moves the committee through each agenda item at the meetings.

Responsibilities of the chairperson include:

- Lead the preparation of meeting agendas in collaboration with program director and/or lead faculty member, dean or designee.
- Preside at meetings.
- Arrange the committee's work activities and keep group efforts focused.
- Delegate tasks and follow-up work.
- Arrange to have background information and reports presented to the committee.
- Appoint standing committees and subcommittees.
- Represent the committee at official meetings and functions.
- Submit written recommendations of the committee to the college's administrator for professional-technical education.
- Follow-up on committee recommendations and actions.

Four major elements to a successful chairperson are:

1. *Keep the committee's purpose in mind.* The advisory committee's overriding purpose is to help improve, enhance and ensure viability of the professional-technical program served.
2. *Take charge.* To be effective, advisory committee members must feel that their time and expertise are being utilized. Members need action in order to gain a sense of self-fulfillment. The chairperson, together

with educators, needs to create an environment that will result in an effective and successful committee.

3. *Expect results.* In order to be productive and effective, the committee must be goal directed. The chairperson should guide members through a series of discussions that will help them formalize what they want to accomplish and then develop a plan to carry it out.

4. *Be organized.* Well-organized committee meetings add to the committee's effectiveness. The chairperson, in collaboration with the program director/lead faculty member of the program should plan the agenda at least two weeks prior to the committee meeting. The chairperson should pace the meeting to complete all agenda items in an organized way and on time. The chairperson should review the agenda, minutes and other supporting information prior to the meeting. The chair should also set the date and time for the next committee meeting prior to adjourning.

VICE CHAIRPERSON

In the absence of the chairperson, the vice-chairperson should preside at committee meetings.

SECRETARY

The college will provide secretarial support for each advisory committee, including distribution and posting agendas, minutes and other meeting information to the advisory committee website, coordinating meeting arrangements (room reservations, refreshments, etc.) and taking meeting minutes. The secretary also will be responsible to send out information, notices and other communication as directed by college administration or the program director/lead faculty member as needed.

BYLAWS

Effective advisory committees have bylaws that establish operating guidelines for the committee. As a minimum, these documents usually include:

- Name of the committee
- Committee operations
- Member responsibilities
- Officers
- Program of work

Because the rules of operation may need to change as the program of work or committee membership changes, bylaws should be reviewed and discussed at the beginning of each school year. Appendix 4 contains a sample of committee bylaws. The sample is not intended to be all-inclusive.

VOTING

Only members of the advisory committee have voting privileges. Students participating on the committee are not allowed to vote. Advisory committee members who also serve as adjunct faculty members for the college can vote if their primary employer is not the college and they are actively employed full-time in a field related to the program. College personnel will be non-voting members.

In the event a motion is made where there may be a conflict of interest with an advisory committee member, the chair or dean should identify the issue and ask that the member recuse themselves from the vote.

QUORUM

The quorum for each advisory committee is outlined in their bylaws. In the absence of a formal policy, a quorum should be defined as a simple majority of voting members (51% is generally acceptable).

WASHINGTON STATE ETHICS LAW AND RESPONSIBILITIES

Although state ethics laws are directed toward state and public employees, advisory committee members are indirectly affected by the law through their relationships with college employees. For example, the ethics laws govern all actions and working relationships of state employees with current or potential customers, government representatives, the media and others. In these relationships, state and public employees must observe the highest standards of ethical conduct. Each employee is expected to place the college's best interest above his or her own self-interest in all education, business, and other matters and decisions where there is an actual, potential, or appearance of conflict of interest. Paramount in the public trust that obligates college administrators, instructors, and advisory members in fulfilling their responsibilities is the principle that their positions may not be used for personal gain or private advantage within any relationship. For more information on the Washington State Ethics Law see <http://apps.leg.wa.gov/rcw/default.aspx?cite=42.52>.

Part IV:

Committee Meetings



It is important that the Chair and the program director/ lead faculty member, along with other Clark College staff, effectively plan for upcoming meetings. Generally, meeting dates are set by the group at the end of each meeting. Notices of upcoming meetings along with a link to the Clark College Advisory Committee website, <https://www.clark.edu/advisory/>, which contains the minutes from the previous meeting, the current agenda, and other pertinent information, is sent via e-mail to the committee members by the secretary.

LOCATION OF MEETINGS

Meetings are to be held on the Clark College campus or in an approved public, off-site location (e.g. state government building, public library,

etc.). The secretary for advisory committees will coordinate with the program director / lead faculty member and the chair to make all the arrangements for the meeting room, refreshments, supplemental materials and other items necessary for the meeting.

Committee meetings may be conducted electronically through Elluminate, ITV, or by a conference call. Minutes of the meeting will be taken and any voting that needs to occur will done with each member casting their vote verbally or electronically.

FREQUENCY OF MEETINGS

A minimum of two meetings, with a quorum, are required to be held during each academic year.

ATTENDANCE

Members not attending at least 50% of the scheduled meetings should be replaced in order to maintain a viable committee.

CONDUCTING MEETINGS

The following guidelines are useful for facilitating group activities and interactions at committee meetings:

- State the purpose of the meeting and review the agenda. Some committees set goals or objectives for each meeting as a way of focusing on purposes.
- Encourage all members to speak and to respect the rights and opinions of each member. Ask clarifying questions.
- Periodically summarize discussion and point out the connections and contradictions between points.
- Use parliamentary procedure for decisions; otherwise, encourage open and informal discussion. The majority rules, but minority opinions must be addressed.
- Consider and resolve one issue at a time.
- Explore and encourage all points of view in working toward consensus.
- Show strong interest in attendance, ideas, and program of work.
- Distribute work assignments throughout the group.
- Make assignments and work tasks clear and specific; explain expectations, time lines, and products. Discuss background of issues so that everyone shares a common understanding of the terminology and the importance of the problems.
- Structure the meeting to avoid wasted time. This conveys a sense of organization, purpose, and productivity.
- Keep members informed of activities and progress.
- Recognize and reward members. Even a simple thank you is an effective reinforcement.
- Evaluate committee work regularly.

The atmosphere for interaction is critical. It is through discussion that members present views and develop findings, while moving toward consensus. The most productive atmosphere in a group meeting is a supportive atmosphere. The least productive atmosphere is a defensive one. Creating a productive atmosphere is time well spent. The first or second

meeting sets the tone for the year. The following ideas help establish a positive tone.

- Concentrate on establishing a friendly atmosphere, coupled with a sense of purpose and the background information necessary to begin the job.
- Emphasize that each member's knowledge and experience are unique and of great potential value to the program.
- Tour the facilities.
- Meet students enrolled in the professional-technical program.
- Invite board members and college administrators to a meeting.
- Provide opportunities for members to become acquainted with one another in social contexts, perhaps during meals or social gatherings.
- Discuss the expectations for committee work and member behavior.
- Discuss future meetings, program needs, and past work.
- Call meeting to order and adjourn at the appointed time.

MEETING MINUTES

As the official record of committee activities, minutes keep individuals and groups informed about the committee's concerns, decisions, and activities. They remind members of the group's progress; they document the committee's productivity and its contribution to the professional technical program.

Keeping the minutes takes time, skill, and persistence. Minutes must be accurate, thorough, maintained promptly and continuously, uniform in style, and document proceedings of the committee. The meeting minutes are generally taken by the college secretary who supports the advisory committee. Minutes for these meetings must be on file for a minimum of three years. All minutes are maintained and accessible on the advisory committee website.

Specific comments and ideas may be attributed to individual members. When done in a supportive way, crediting individuals with specific ideas in the minutes is an effective way of reinforcing active member participation.

Appendix 1

New Advisory Committee Member Nomination Form



ADVISORY COMMITTEE NOMINATION FORM

Date: _____

Committee: _____ Advisory Committee

I nominate _____ to be a member of the above named advisory committee.

Signatures: _____
Requested by: Department Head Approved by: Dean

NOMINEE'S INFORMATION

Company: _____ Title: _____

Company Address: _____ Business Phone: _____

_____ FAX: _____

_____ Email: _____

Suggested Term of Service (check one):

one year two years three years

Expertise (check those that apply):

employee employer former student

labor rep.

employment and training organization

other, please specify _____

New Advisory Committee Member Welcome/Appointment Letter



February 1, 2011

Ms. Jane Doe, Pharmacy Tech
First Choice Pharmacy
209001 SE Tech Center Dr.
Vancouver, WA 98683

Dear Ms. Doe:

Thank you for your commitment to serve on the Clark College Pharmacy Tech Advisory Committee. You will be joining other community representatives who are working with Clark College faculty and staff to continually improve professional and technical training for our students. Your insight into your industry and its training needs will be an asset to the committee.

We are happy to announce that a new web site has been developed for Clark College advisory committees! This new site contains meeting agendas, minutes, membership contact information as well as announcements for each advisory committee. To access the site, click on the following link: <https://www.clark.edu/test/advisory/>. The login information is as follows:

User name: _____

Password: _____

Also on the website you will find the Clark College Advisory Committee Procedures Handbook which outlines the guidelines and responsibilities for advisory committees. Please review it and if you have any questions, please feel free to email me or bring your questions to the next advisory committee meeting.

Your three year term of service begins this year and will extend through the 2012—2013 academic year. The committee typically meets two to three times each year. We realize that your time is valuable so we are committed to making the meeting as efficient and effective as possible.

We look forward to working with you to maintain high quality training and educational experiences for our students and our community. Welcome to Clark College!

Sincerely,

Dedra Daehn
Director of Academic Services

Clark College *The Next Step*

1933 FORT VANCOUVER WAY | VANCOUVER, WA 98663-3598 | 360-699-NEXT | WWW.CLARK.EDU

Appendix 3

Work Plan Template

ANNUAL GOAL AREA	STRATEGIES	TIMELINE	ADVISORY COMMITTEE MEMBER PARTICIPATION
CURRICULUM Goal(s):			
FACILITIES & EQUIPMENT Goal(s):			
INSTRUCTIONAL QUALITY & EFFECTIVENESS Goal(s):			
INSTRUCTIONAL AND LEARNING EXPERIENCES Goal(s):			
MARKETING/PUBLIC RELATIONS Goal(s):			

(NAME OF COMMITTEE)
(NAME OF PROGRAM & COLLEGE)

ARTICLE I
Committee Operation

- Section 1 Meetings will be held at a time and date specified by the committee.
- Section 2 At least two meetings will be held each school year. The exact number of meetings will be determined by the annual program of work.
- Section 3 The Executive Committee will develop the agenda for each meeting in collaboration with the deans or designee.
- Section 4 The program of work will be a consideration in setting the agenda for each meeting.
- Section 5 Discussion to obtain consensus will be the prevailing procedure used at meetings. Parliamentary procedure will be used when a decision is to be recorded and transmitted as a recommendation.
- Section 6 A quorum will consist of a simple majority of appointed members.
- Section 7 Meeting minutes will be recorded for each meeting and distributed to each member and appropriate college officials.

ARTICLE II
Subcommittees

- Section 1 Standing subcommittees should be established for such areas as deemed necessary by the chairperson.
- Section 2 Subcommittees may be of any size.
- Section 3 Subcommittees will elect their own chairpersons.

ARTICLE III
Officers

- Section 1 Officers will be elected by a simple majority. Officers will serve a two-year term and may be re-elected.
- Section 2 Officers will include a chairperson, and a vice-chairperson.
- Section 3 Officers will be elected at the last meeting of that officer's term of office.

ARTICLE IV
Member Responsibilities

- Section 1 Each member will attend meetings and participate in work activities.
- Section 2 Each member will study the issues or problems that come before the committee.

ARTICLE V
Program of Work

- Section 1 An annual program of work will be established by the committee during its first two meetings each year. Included in the program of work should be goals, objectives, tasks, time lines, member(s) responsibilities, and date completed.

Bylaws adopted: (date)



NON-DISCRIMINATION STATEMENT

Clark College does not discriminate on the basis of race, color, national origin, sex, disability, age, religion, sexual orientation, gender identity, gender expression, political affiliation, creed, disabled veteran status, marital status, honorably discharged veteran or Vietnam-era veteran status in its programs and activities, in accordance with state and federal laws. The responsibility for and the protection of this commitment extends to students, faculty, administration, staff, contractors, and those who develop or participate in College programs. It encompasses every aspect of employment and every student and community activity. The following person has been designated to handle inquiries regarding non-discrimination policies:

Director for Equity and Diversity, Baird Administration Building, 360-992-2355, 360-992-2835 (TTY).

Alternate format of this document is available upon request. Please contact Disability Support Services at 360-992-2314 or 360-992-2835 (TTY).

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