



Rotunda, Building 3

Zoom Link for those who cannot attend in person:

<https://cptc-edu.zoom.us/j/83543974093>

Wednesday, November 13, 2024

Study Session: Cancelled

Regular Meeting: 4:00 – 5:30 p.m.

Regular Meeting Agenda

4:00	Call to Order, Flag Salute, Land and Labor Acknowledgement, Introductions	Alice Phillips	
	Adoption of Agenda	Alice Phillips	
	<i>Action</i>		
	Approval of the Meeting Minutes of October 9, 2024	Alice Phillips	Tab 1
	<i>Action</i>		
4:10	Public Comments	Alice Phillips	
4:15	President’s Report	Dr. Joyce Loveday	
	<ul style="list-style-type: none">• Student Success – Abby Wilshire• College Updates• Miscellaneous		
4:35	College Reports or Highlights		
	<u>CAAB Report</u>	Tanner Jarvis, Elias Dzul	Tab 2
	<u>Marketing Update</u>	Jenn Adrien	Tab 3
	<u>Instruction Report – Tenure Steering Committee</u>	Dr. Tom Broxson	Tab 4
	<u>Enrollment Report</u>	Dean Kelly and Dr. Tom Broxson	Tab 5
5:15	Chair’s Report	Alice Phillips	
5:20	Board Reports and/or Remarks	All	

5:25 New BusinessAlice Phillips
None

5:30 Executive SessionAlice Phillips

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.

5:35 AdjournmentAlice Phillips



Rotunda, Building 3

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<https://cptc-edu.zoom.us/j/83543974093>

Tuesday, October 9, 2024

Study Session: Cancelled

Regular Meeting: 4:00 – 5:30 p.m.

Regular Meeting Agenda

Call to Order, Land and Labor Acknowledgement, Introductions: Trustee Villegas Rivera called the Regular Meeting of the Board of Trustees for Clover Park Technical College (CPTC) to order on August 14, 2024, at 4:05 p.m. followed by the land acknowledgement and labor acknowledgement.

Board of Trustees Present:

Jesus Villegas Rivera, Chair

Eli Taylor, Vice Chair

Carol Mitchell

Tong Zhu

Alice Phillips

College President: Dr. Joyce Loveday

Assistant Attorney General (AAG): Justin Kjolseth – via Zoom

Excused Absences:

None

Executive Team:

Dr. Tom Broxson, VP for Instruction

Amelia Grayson, VP for Finance and Administration

Dean Kelly, VP for Student Success

James Neblett, Associate VP for Human Resources and Culture

Samantha Dana, Associate VP for Institutional Effectiveness

Iesha Valencia, Associate VP for Equity, Diversity, and Inclusion

Adoption of the Agenda

MOTION:

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

Approval of the Minutes (Tab 1)

MOTION:

Motion to adopt the minutes of the August 14, 2024 Board meeting as presented, was made by Trustee Taylor and seconded by Trustee Phillips. The motion was approved unanimously.

Public Comments

None

President's Report

Dr. Loveday Thanked Trustee Mitchell for continuing for a few months until we have a new trustee.

Dr. Loveday introduced Emily English, our new Grants Director, and Tolu Taiwo our new Assistant Director for the Office of Equity, Diversity, and Inclusion.

Dr. Loveday Introduced Sheli Sledge, and Todd Donley to provide a presentation on Holiday House (Tab 2). After the presentation, Dr. Loveday invited trustees to come on the day of the culminating event in the McGavick Center (December 4, 1:00 to 5:00 p.m. this year) to experience it. The Foundation web page (<https://www.cptc.edu/foundation/holiday-house>) has a donate button with an option to direct donations to Holiday House.

Dr. Loveday announced that the first quarter has started, which has required and spurred much activity. Financial aid, the welcome center, faculty, and deans have all been busy welcoming new students. The college's enrollment is up 15% from last year for state funded students, and 28% when all students are included. These figures will decline a bit after students are dropped for non-payment.

Opening day was held September 27 this year. This is one of two days each year when all employees come together. The day's activities revolved around a review of the strategic plan, and collection of thoughts and ideas regarding priorities to work on to support the plan.

The college recently hosted an accreditation site visit from the Northwest Commission on Colleges and Universities (NWCCU). This was a mid-term visit conducted in person by three peer evaluators. The purpose of the visit was to prepare the college for the seven-year visit in 2028. The accreditors recognized good work we are accomplishing at CPTC and noted that we have made good progress from previous reviews. Early in 2025 we will receive a formal report from NWCCU regarding findings of the visit.

We are currently engaged in a Financial Audit by the Washington State Auditor's Office (SAO). This audit will encompass both fiscal year 2022 and fiscal year 2023. It is expected to continue into January. Trustees will be invited to the final report.

October 2 we had a grand opening of the Male Engagement Center (MEC). Dr. Loveday thanked to Trustee Villegas Rivera for attending. 114 individuals signed in to the event including many community leaders. It was moving to hear individuals speak from the heart about the impact that the MEC has had on their lives. It is very inspiring to see such a great example of what we want to achieve as an institution.

Dr. Loveday acknowledged Lisa Beach's retirement after 31.5 years. She has had a great impact and Dr. Loveday offered many thanks.

Finally, Dr. Loveday noted that Chair Villegas Rivera would be signing a revised Student Email Policy. There are only minor clarifications so a formal review is not necessary.

College Reports or Highlights

Fiscal Year 2024 Final Report (Tab 3)

Amelia Grayson presented a report on CPTC's fiscal year 2024 financials,

She noted that the deficit was reduced from 2.6 million dollars to \$385,000 primarily due to our own fund adjustments and adjustments from state that were not available at the time of the last presentation to the Board.

She also provided two charts detailing cash flow and investment trends. The first chart showed cash on hand through fiscal year 2024. Per Board policy, the college must have 90 days cash on hand, and the chart demonstrated we have consistently stayed well above that level.

The second chart showed the reserve funding CPTC maintains in the Local Government Investment Pool (LGIP) where it can draw interest.

Fiscal Year 2025 Budget (Tab 4)

Amelia Grayson presented a budget for fiscal year 2025 (July 2024-June 2025). She started with the budget on the 7th page of Tab 4. She pointed out that with operating fund revenue at 44 million, and operating fund expenses at 48 million, state allocation and tuition fall short of covering projected expenses by approximately four million dollars. However, other sources of income from college operations bring the total deficit down to 1.7 million dollars. This is the amount that will be covered by reserves as needed during the year.

Trustee Taylor asked about Invista (145 corporate education). Ms. Grayson noted that the budget shows the same amount in revenues as in expenditures, but this is a very conservative projection. In fiscal year 2024 corporate education made a profit. The budget is purposely conservative because corporate education is still new and we are not sure what investments may be needed to encourage its success.

Trustee Taylor asked when will be able to identify true expenses and revenue of corporate education. Ms. Grayson replied that those figures should be available in the next two quarters. Dr. Loveday noted that this year we were still finalizing the transfer of Invista to CPTC corporate education. Pierce College (the former financial agent) is doing a final audit now.

Trustee Mitchell asked about the deficit philosophy of the college. Ms. Grayson stated that the philosophy is that we should strive to break even for operating funds. In other funds, we may be looking for net income to support programs.

Ms. Grayson brought the trustee's attention to an updated version of the eighth page of the budget report (attached as Appendix A). On the updated page, the changes are highlighted. The dedicated local support line is updated to reflect a better understanding of this category. The fund balance is corrected to parallel the 1.7-million-dollar deficit reflected on the budget (7th) page.

She noted that the update represents a change of philosophy encompassing a conservative approach while including a broader perspective on operating expenses, reflecting our diverse funding sources. She believes this is a more realistic view for financial planning.

Finally, Ms. Grayson reviewed the budgeted college reserves. She noted that some funds are dedicated to specific purposes (e.g. student funds), and that the Hayes Childcare Center is no longer represented on this page as it ran in the black this year. She also noted that the approved airplane expenses will not show up until a later year.

Trustee Taylor asked to see the full airplane payment schedule.

Eastside Proposal (Tab 5)

Dr. Loveday presented a report about program development activities in the 98404 zip code and a proposal to seek legislative authority to purchase a building on the eastside of Tacoma.

This initiative grew out of a review of which members of our community were not being well served by CPTC or other educational entities, as well where there is greatest potential for impacting economic mobility.

The college recently won a grant from the city of Tacoma for \$350,000 to be applied through end of the calendar year. It is possible that this funding may be extended. For this project, the college is working with Palmer Pathways, who provides the training program as well as exceptional student supports such as stipends, meals, certifications, and work clothing.

Appropriate Space for such a program in 98404 is limited to a single site – The old Founder’s Choice cabinetry site. The college will be leasing 15,000 sq ft of the building through July 2025 and expanding to greater use in the future. There is collective interest within the community for creating an eastside training center which would include a partnership of many organizations. CPTC would provide the facility and offer training programs, allowing the college to be a catalyst for community development.

In order to acquire the building, CPTC will need to put in a legislative request for approval to spend from a Certificate of Participation (COP) or other sources. The proposed resolution would create a ceiling of spending authority, but does not commit the college at this time. Any further action related to real estate acquisition would come before the board for approval before funding is committed, and partnerships will be formalized with an interlocal agreement.

If approved by the Trustees, the request for spending authority will go next to the State Board for approval, and then to the legislature for authorization.

Trustee Phillips ask if the building purchase will include Palmer Scholars as a partners. Dr. Loveday replied that although Palmer Scholars will likely provide some of the education offered at the site, the college would be the sole operator of the building, which would be owned by the state. It will be available for many purposes such as pre-apprenticeships, construction, plumbing, HVAC, etc. One of the funding options being pursued by a community partner is an EPA grant that would require a focus on green jobs. Dr. Loveday also noted this building would create more physical space for our existing trades programs.

Trustee Phillips expressed that this type of investment is what our communities need -- we need more hands-on training programs. There is a shortage of labor in the trades. Specifically, our area is an apprenticeship desert. This initiative is very important and she is very excited about the prospect.

Trustee Mitchell noted that Tacoma's east side is a historically black community. She wondered if there is thought about ensuring that a substantial portion of students are drawn from 98404 not imported from other areas. She sees this as a great opportunity and noted that the Puyallup tribe should also be involved.

Trustee Villegas Rivera expressed enthusiasm for working with diverse programs for this project.

Trustee Zhu noted the need to assure commitment from partners through an interlocal agreement.

Chair's Report

Chair Villegas Rivera stated that it was wonderful to be at the MEC grand opening. He commented that it is important to have a space where people feel they belong.

Board Reports and/or Remarks

Trustee Mitchell noted the passing of Maxine Mimms, one of the founders of Evergreen State College's Tacoma campus. She looks forward to events commemorating Mimm's contributions.

New Business

Approval of FY 2024-2025 Operating Budget (Tab 4)

Motion to approve the operating budget as presented by Amelia Grayson was made by Trustee Mitchell and seconded by Trustee Taylor. The motion was approved unanimously.

Approval of Resolution 24-10-111 (Tab 6)

Motion to approve the resolution regarding a certificate of participation for a building in the 98404 zip code as presented by Dr. Loveday was made by Trustee Phillips and seconded by Trustee Taylor. The motion was approved unanimously.

Executive Session

None

Adjournment

Motion to adjourn the meeting at 5:28 was made by Trustee Taylor and seconded by Trustee Phillips. The motion was approved unanimously

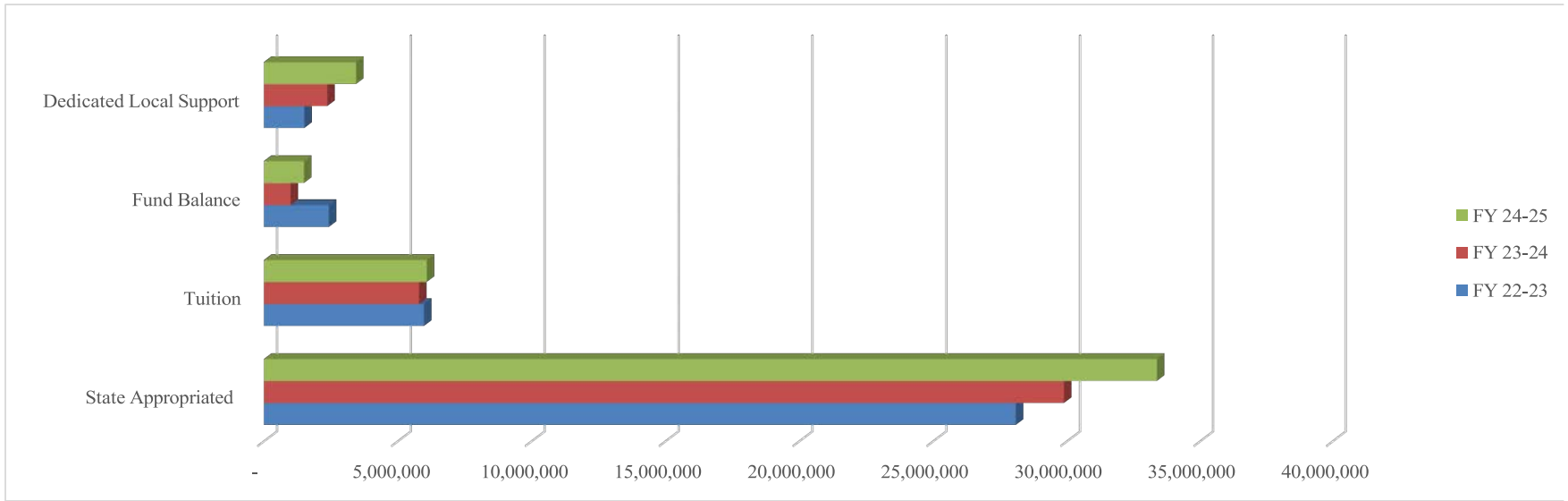
Dr. Joyce Loveday
President
College District Twenty-Nine

Jesus Villegas Rivera
Chair, Board of Trustees
College District Twenty-Nine

**Clover Park Technical College
Board of Trustees Meeting
October 10, 2024**

**Appendix A
Correction to Tab 4**

**CLOVER PARK TECHNICAL COLLEGE
2024-2025 GENERAL OPERATING BUDGET
SUMMARY BY SOURCE**



	FISCAL YEAR 2022-2023	FISCAL YEAR 2023-2024	FISCAL YEAR 2024-2025
STATE FUNDS			
State Appropriated Funds	\$ 29,891,933	\$ 33,370,386	\$ 35,718,713
LOCAL FUNDS			
Tuition	\$ 5,797,339	\$ 6,087,206	\$ 8,336,949
Dedicated Local Support	\$ 1,000,000	\$ 1,500,000	\$ 1,600,000
Fund Balance	\$ 2,372,166	\$ 3,444,492	\$ 1,729,000
Total Local Funds	<u>\$ 9,169,505</u>	<u>\$ 11,031,698</u>	<u>\$ 11,665,949</u>
TOTAL FUNDS AVAILABLE FOR OPERATING EXPENDITURES	<u><u>\$ 39,061,438</u></u>	<u><u>\$ 44,402,084</u></u>	<u><u>\$ 47,384,662</u></u>

CAMPUS ACTIVITIES & ADVOCACY BOARD REPORT

NOVEMBER 2024

Tab 2



Highlights
Partnerships
Student
Advocacy





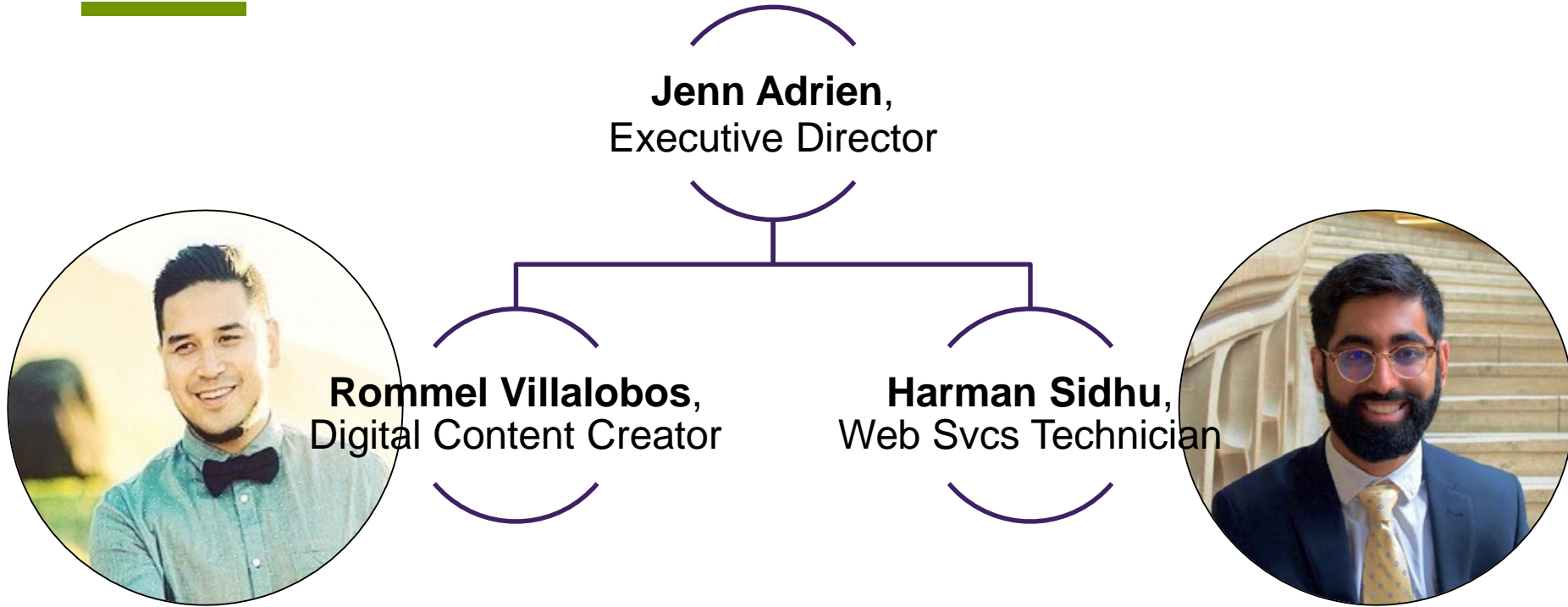
Board of Trustees

November 2024

Marketing & Communications



The team





Campaigns

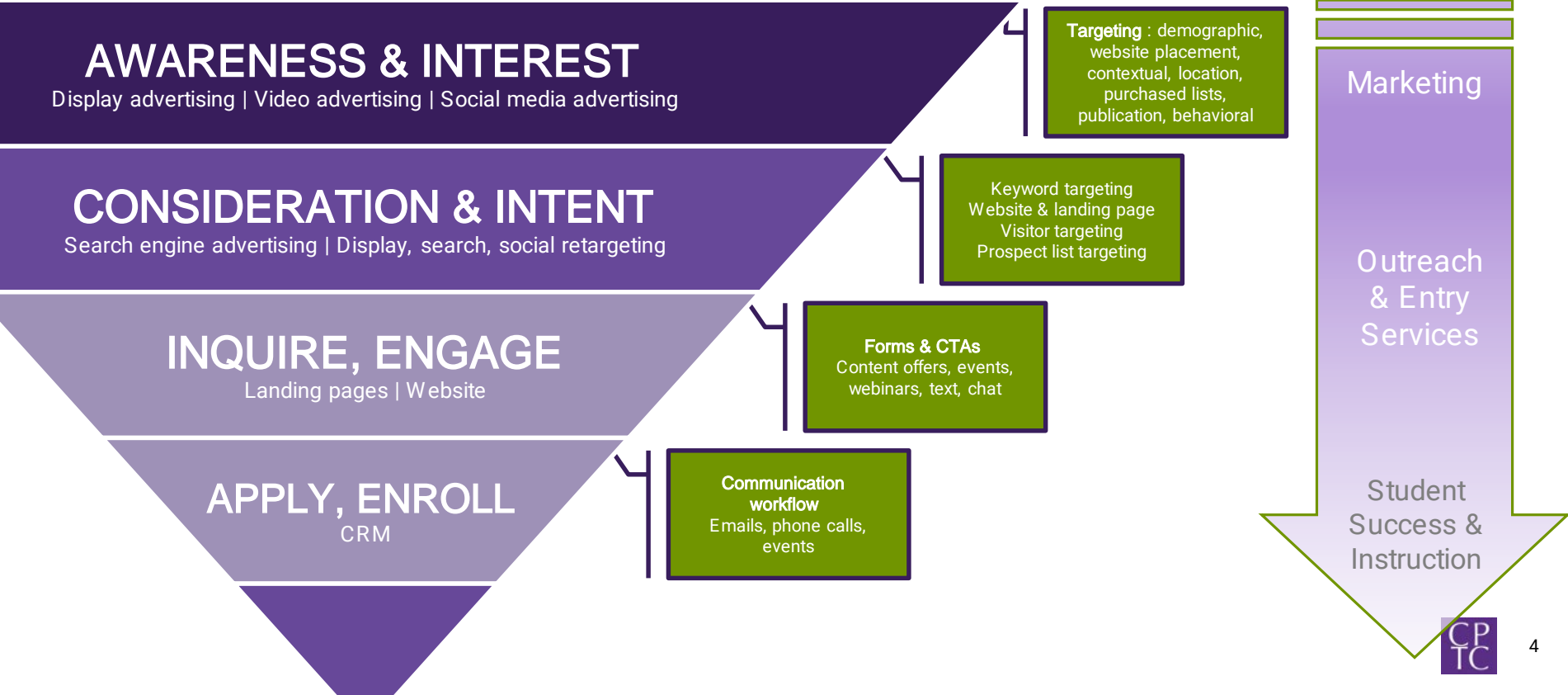
[About us](#)

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Digital media enrollment funnel



Campaign: "Change your world" (updated)



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 →



**CLASSES DON'T NEED
TO BE YOUR WORLD**

TO CHANGE YOUR WORLD



Join a pressure-free online information session.

CPTC.EDU/YOURWORLD

Micro -campaign: “Right Career. Right Now.”



THE TRADES

**RIGHT
CAREER
RIGHT
NOW!**

**GET
STARTED
TODAY**

**RIGHT
CAREER
RIGHT
NOW!**

**GET
STARTED
TODAY**

CLOVER PARK
TECHNICAL COLLEGE

Campaign: Bachelor's Degrees





**BACHELOR'S
DEGREE
WITHIN
REACH**



**GO
FURTHER
GO LOCAL**

**BACHELOR'S
DEGREE
WITHIN
REACH**



**GO
FURTHER
GO LOCAL**

**BACHELOR'S
DEGREE
WITHIN
REACH**



**GO
FURTHER
GO LOCAL**



GET STARTED TODAY! ▶

CLOVER PARK
TECHNICAL COLLEGE

ADVANCE HERE
WITH A
**BACHELOR'S
DEGREE**

GET
STARTED
TODAY ▶

PIERCE COLLEGE
possibilities. realized.

ADVANCE HERE
WITH A
**BACHELOR'S
DEGREE**

GET
STARTED
TODAY ▶

**TACOMA
COMMUNITY
COLLEGE**

ADVANCE HERE
WITH A
**BACHELOR'S
DEGREE**

GET
STARTED
TODAY ▶

Tacoma Community College
Get Your Bachelor's Degree!

**BACHELOR'S
DEGREE
WITHIN
REACH**

GO FURTHER. GO LOCAL.

**TACOMA
COMMUNITY
COLLEGE**

Tacoma Community College
Get Your Bachelor's Degree!
GET STARTED TODAY!

More ▶



263

COLLEGE

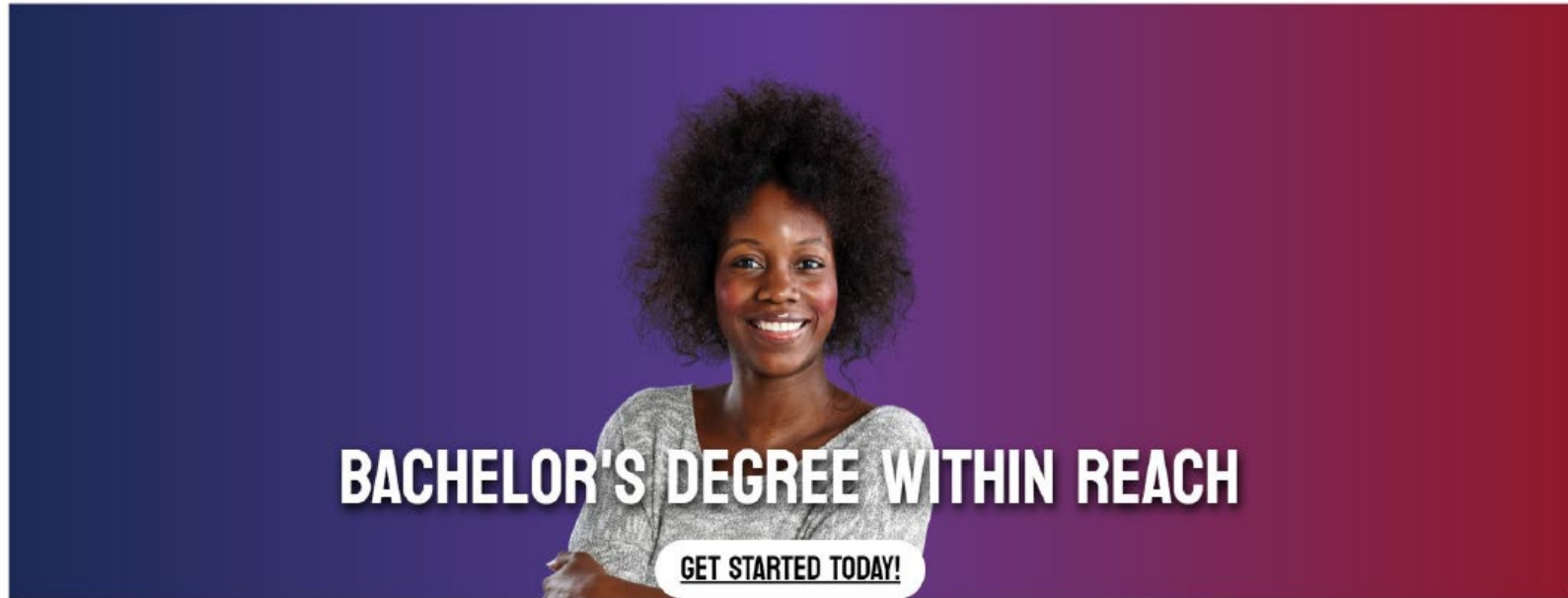
**BACHELOR'S DEGREE
WITHIN REACH**

GO FURTHER. GO LOCAL.

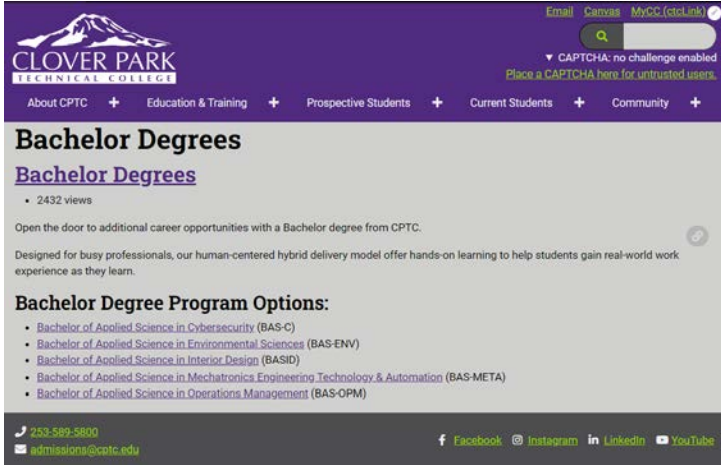
FIND OUT MORE AT:
25BACHELORSDEGREES.COM

Microsite: [253bachelorsdegrees .com](http://253bachelorsdegrees.com)

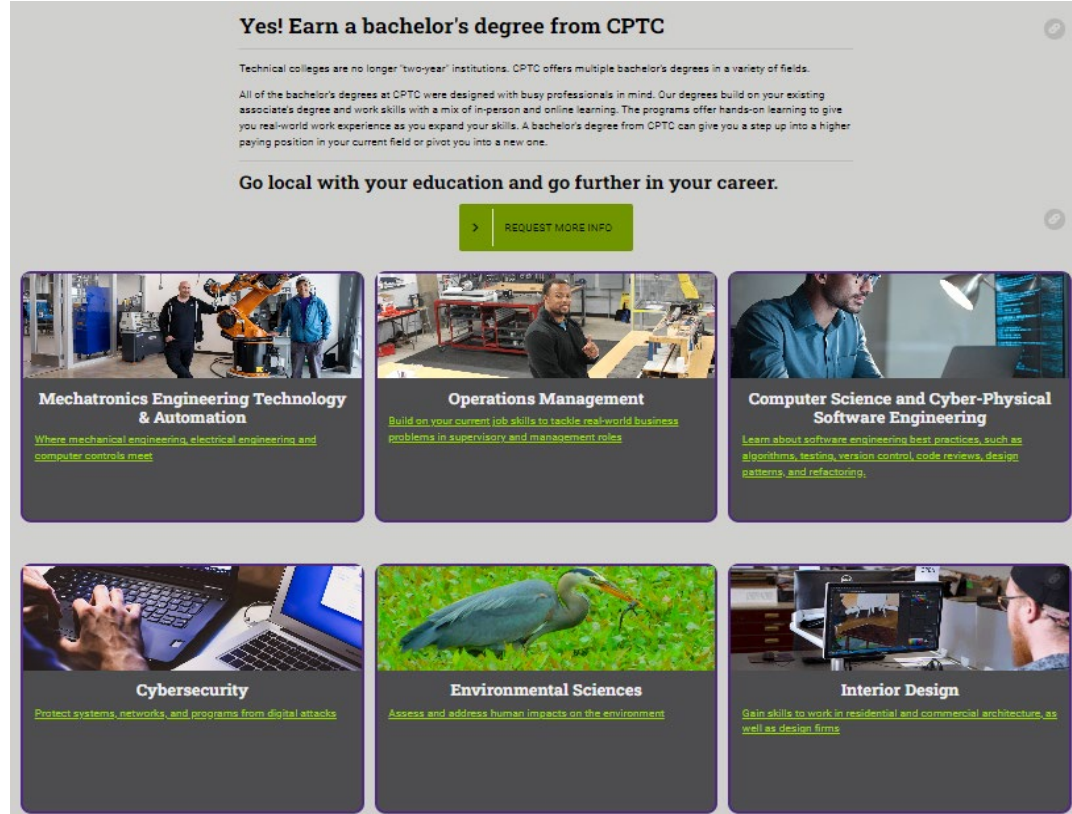
GO FURTHER. GO LOCAL.



Reworked bachelor's degree webpage



The screenshot shows the original website header for Clover Park Technical College. It features a purple navigation bar with the college logo on the left, a search bar in the center, and utility links (Email, Canvas, MyCC) on the right. Below the navigation bar, there are menu items for 'About CPTC', 'Education & Training', 'Prospective Students', 'Current Students', and 'Community'. The main content area has a 'Bachelor Degrees' section with a sub-link for 'Bachelor Degrees' and a '2432 views' indicator. Below this, there is a paragraph about opening doors to career opportunities and a section for 'Bachelor Degree Program Options' listing five programs: Cybersecurity (BAS-C), Environmental Sciences (BAS-ENV), Interior Design (BASID), Mechatronics Engineering Technology & Automation (BAS-META), and Operations Management (BAS-OPM). At the bottom, contact information (253-589-5800, admissions@cptc.edu) and social media links (Facebook, Instagram, LinkedIn, YouTube) are displayed.



The screenshot shows the reworked webpage with a clean, modern layout. The header features a prominent heading 'Yes! Earn a bachelor's degree from CPTC' followed by a sub-heading 'Technical colleges are no longer 'two-year' institutions. CPTC offers multiple bachelor's degrees in a variety of fields.' Below this, a paragraph explains that all degrees are designed for busy professionals, offering hands-on learning and real-world work experience. A call-to-action button 'REQUEST MORE INFO' is prominently displayed. The main content area is organized into a grid of six program cards, each with a representative image, a title, and a brief description of the program's focus. The programs listed are: Mechatronics Engineering Technology & Automation, Operations Management, Computer Science and Cyber-Physical Software Engineering, Cybersecurity, Environmental Sciences, and Interior Design.


Yes! Earn a bachelor's degree from CPTC

Technical colleges are no longer 'two-year' institutions. CPTC offers multiple bachelor's degrees in a variety of fields.

All of the bachelor's degrees at CPTC were designed with busy professionals in mind. Our degrees build on your existing associate's degree and work skills with a mix of in-person and online learning. The programs offer hands-on learning to give you real-world work experience as you expand your skills. A bachelor's degree from CPTC can give you a step up into a higher paying position in your current field or pivot you into a new one.


Go local with your education and go further in your career.

REQUEST MORE INFO



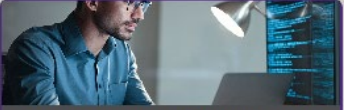
Mechatronics Engineering Technology & Automation

Where mechanical engineering, electrical engineering and computer controls meet




Operations Management

Build on your current job skills to tackle real-world business problems in supervisory and management roles




Computer Science and Cyber-Physical Software Engineering

Learn about software engineering best practices, such as algorithms, testing, version control, code reviews, design patterns, and refactoring.




Cybersecurity

Protect systems, networks, and programs from digital attacks



Environmental Sciences

Assess and address human impacts on the environment



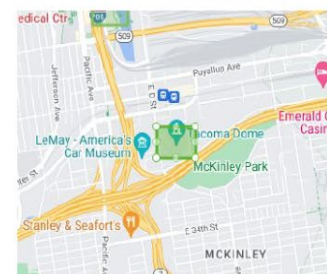
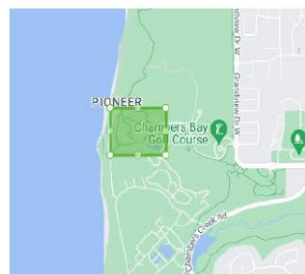
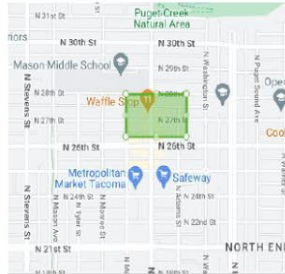
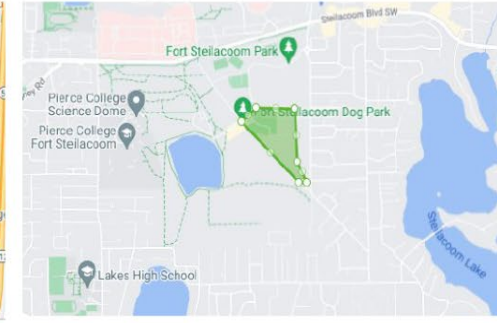
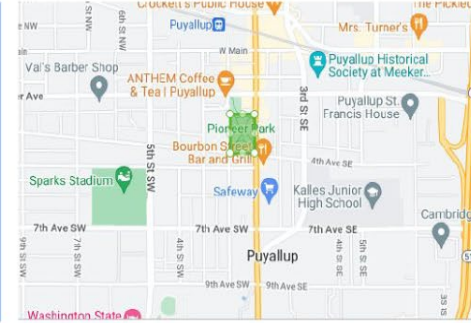
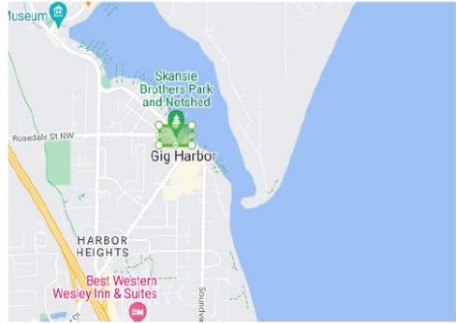
Interior Design

Gain skills to work in residential and commercial architecture, as well as design firms

Geofenced main campuses



Geofenced events & outdoor markets



(Top Performing Ad)
320X50

Fall 2024 enrollment

- ✓ CPTC: 23% increase over Fall 2023 (41.6% over Fall 2022)
- ✓ Pierce: 11% increase over Fall 2023
- ✓ TCC: 8% increase over Fall 2023. BAS programs are at capacity for first time.

**BACHELOR'S DEGREE
WITHIN REACH**

GO FURTHER. GO LOCAL.

GET STARTED TODAY!

**TACOMA
COMMUNITY
COLLEGE**

**CLOVER PARK
TECHNICAL COLLEGE**

**PIERCE
COLLEGE**
possibilities. realized.

NCMPR recognition





About us

Campaigns

CRM

Questions

CRM: Element 451

- Marketing & Communications
- Outreach & Entry Services
- Workforce Development
- Veterans
- Childcare
- Outreach events
- Program applications

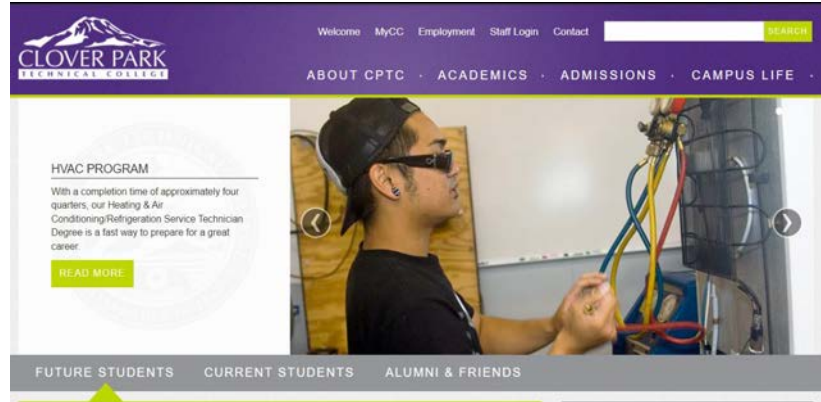
Next:

- Source attribution
- Reporting
- AI chatbots
- Cross-check enrollment
- Long-term marketing

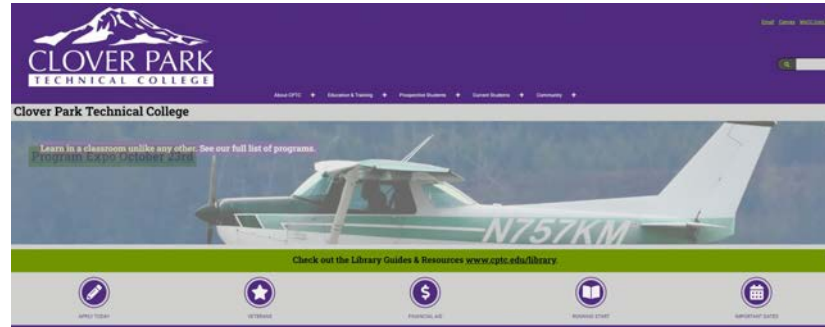


DoJ ruling on digital accessibility: April 24, 2026

October 2013



October 2024



What's next?

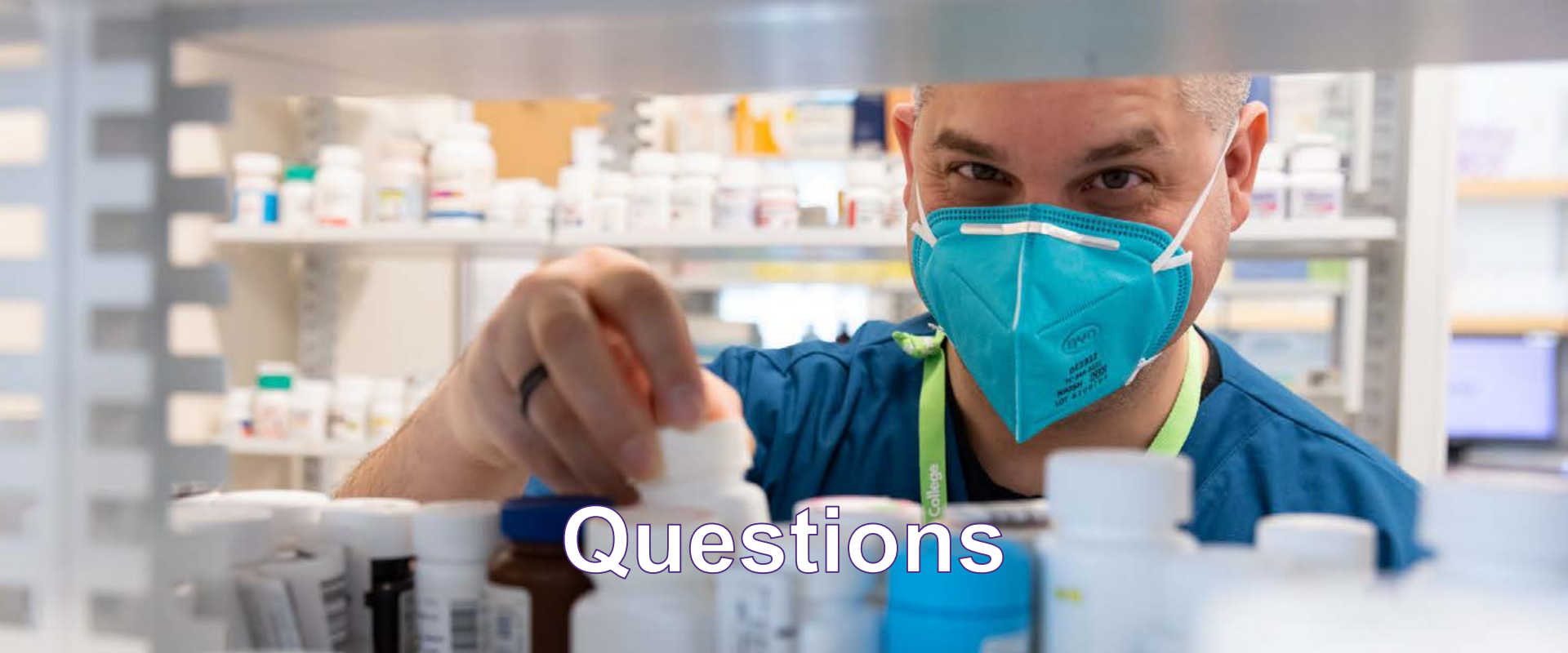
Priorities

- Continue improving Element 451
- Spring 2025 campaign
- Accessibility updates will be significant
- Public Information Commission

If resources allow

- Tiktok "Tools of the Trades" video series
- Update campus virtual tour
- Element 451 marketing conference (June 2025)





Questions

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[Campaigns](#)

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[Questions](#)



Tenure Steering Committee

November 13, 2024

*Thomas Broxson Ed.D.
Vice President for Instruction*

Tenure Steering Committee

- ▶ 9.2 F. Tenure/Continuous Status– Permanent Status Steering Committee (TSC) is a shared governance, campus–wide representative committee that oversees the consistent application of the tenure and permanent status review process and monitors compliance with the corresponding RCWs, WACs and established policies, procedures, and agreements of the College.

Committee Recommendations for Revising Tenure Process

- ▶ 3 Sub groups have been working for over three years
 - Group 1
 - Has written a new tenure manual with supporting documents
 - Created canvas courses to support the process
 - Group 2
 - Developed training for all members of the tenure committee
 - Group 3
 - Developing a post tenure process that will mirror the tenure process

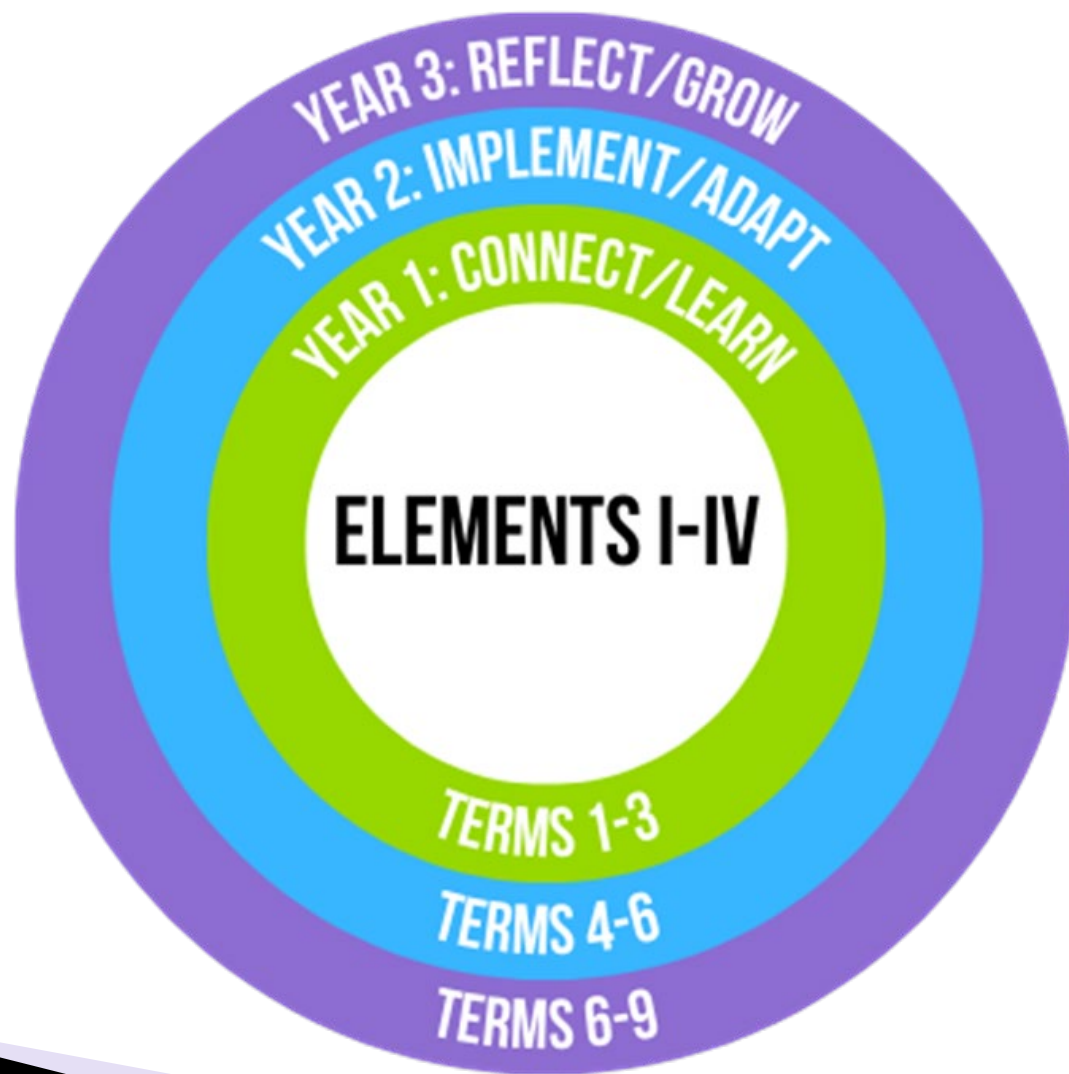
Four Key Elements

Program Health
and Industry
Expertise

Role as a Serving
Member of the
Community

Professional
Growth and
Development

Effective Teaching,
Advising and
Engagement



New document collection and reporting format using Canvas



The screenshot displays a Canvas LMS interface for a course titled "CPTC Tenure-Track Course". On the left is a dark purple navigation sidebar with icons for Account, Dashboard, Courses, Calendar, Inbox, History, TextAid, Commons, and Help. The main content area features the Clover Park Technical College logo and the Teaching & Learning Center logo at the top. Below the logos is a banner image showing hands stacked together with the text "CPTC Tenure". The course title "Welcome to the CPTC Tenure-Track Course" is displayed in a purple header. A text box below the header explains the tenure review process. A "Course Objectives" section follows, containing a single bullet point: "Demonstrate knowledge of the tenure process and its alignment with CPTC's mission and goals." On the right side of the interface, there is a vertical menu with options like "Import Existing Content", "Import from Commons", "Choose Home Page", "View Course Stream", "New Announcement", "New Analytics", and "View Course Notifications". At the bottom of this menu, a "Coming Up" section shows a calendar icon and the text "Nothing for the next week".

Professional Development

Home

Modules

Assignments

Grades

BigBlueButton

Pages

Discussions

Announcements

People

Quizzes

Syllabus

Files

Outcomes

Rubrics

Collaborations

Settings

CP
TC

TEACHING &
LEARNING CENTER
Clover Park Technical College

**CPTC
Tenure**

Welcome to the CPTC Tenure-Track Course

The tenure review process at Clover Park Technical College showcases your involvement and dedication to serving our community as a faculty member. The tenure process is your chance to develop skills for teaching and supporting training in your field and increasing belonging in our college community. Tenured faculty are crucial to our institution, and receiving tenure is one of the most important actions on our campus.

Course Objectives

- Demonstrate knowledge of the tenure process and its alignment with CPTC's mission and goals.

Import Existing Content

Import from Commons

Choose Home Page

View Course Stream

New Announcement

New Analytics

View Course Notifications

Coming Up [View Calendar](#)

Nothing for the next week

<https://cptc.instructure.com/courses/2542465>

CPTC ENROLLMENT UPDATE

Fall 2024

Access

Strategic Plan (CARES)	Enrollment Mgmt Plan	Highlights
<p>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.</p>	<p>To increase enrollment to 3,800 FTE. (Baseline- 2,680)</p>	<ul style="list-style-type: none">• Enrollment up 21.7% in Fall 2024• Biggest growth: Nursing, Welding, Manufacturing, HVAC, Transitional Studies, High School, Esthetics• Program Expo
	<p>To increase access for historically marginalized students to 55%. (Baseline 51%)</p>	<ul style="list-style-type: none">• Palmer Scholars (Eastside Tacoma)• Community Partnerships

FALL 2024 ENROLLMENT DATA

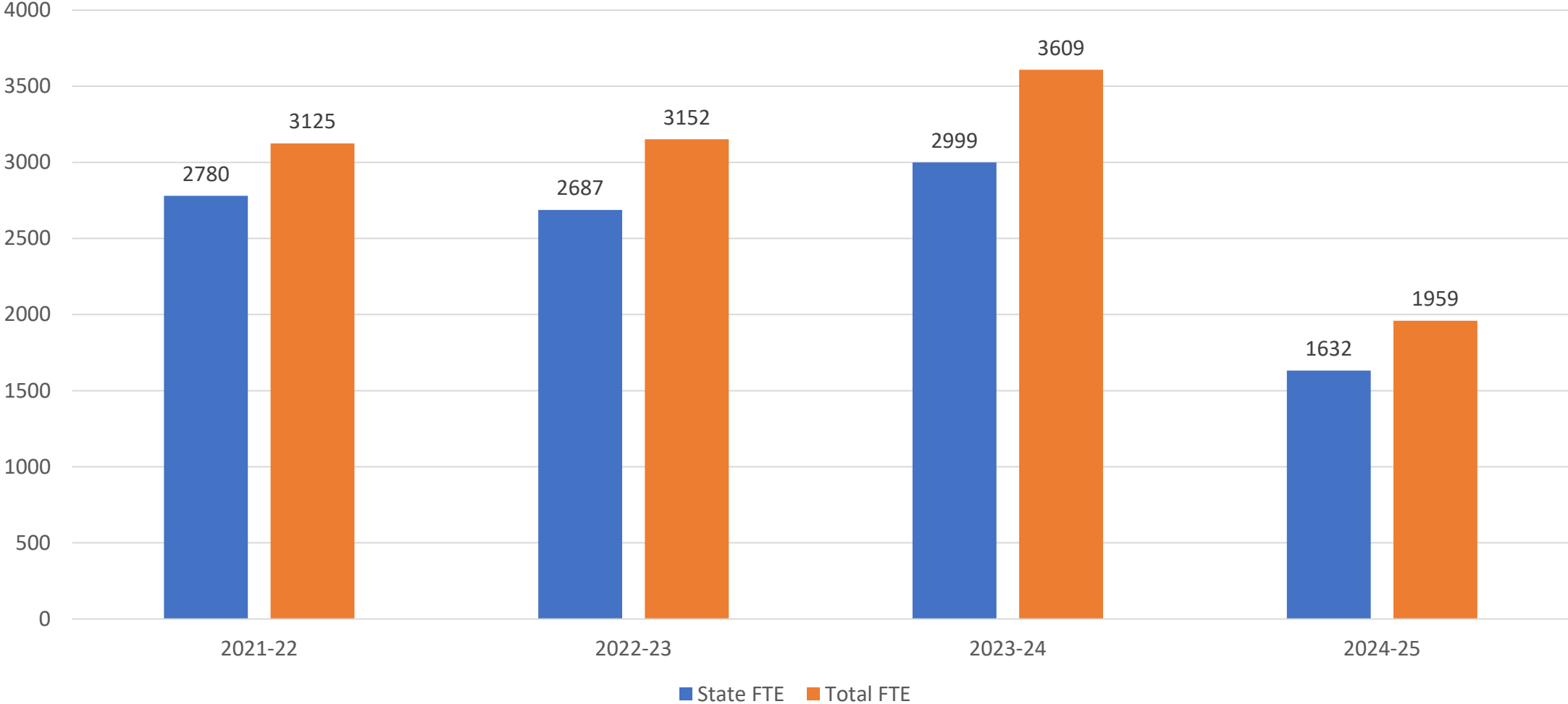
- Increase from all funding sources- 21.7%
 - Total increase- 224 FTEs
 - Professional Technical FTEs- 90.3
 - Academic FTEs- 136.6

- Increase from state funding sources- 14%
 - Total increase- 93 FTEs
 - Professional Technical FTEs- 25.3
 - Academic FTEs- 122.1

ANNUAL & QUARTERLY FTE COMPARISON



STATE AND TOTAL FULL-TIME EQUIVALENTS



RETENTION/COMPLETION

Strategic Plan	Enrollment Mgmt Plan	Highlights
Improve institutional performance in retention and completion for all students, with a focus on students who have been historically underserved by CPTC.	Increase retention rate to 70%- (Baseline is 60%)	<ul style="list-style-type: none">• Outcomes and Assessment Day• Increased support for basic needs
	Increase completion rate to 60%- (Baseline is 50%)	<ul style="list-style-type: none">• Career Fair• Milestones/Progress monitoring
	Eliminate equity gaps for students of color.	<ul style="list-style-type: none">• Peer Mentoring program• Affinity groups• Social Justice Training Institute