

Board of Directors
Board Meeting & Retreat
West Los Angeles College Foundation
March 8, 2022 (12 p.m.-4 p.m.)
SSB Multipurpose Room 414

AGENDA

- I. WELCOME
- II. PUBLIC COMMENT
- III. APPROVAL OF MINUTES (Attachment 1)
- IV. FINANCIAL REPORT (Attachment 2)
- V. APPROVAL TO FUND AVIATION CONFERENCE AND SYMPATHY ACCT.
- VI. UPDATE - CHARLES SCHWAB
- VII. APRIL 24TH KELLY FUNDRAISER
- VIII. PURPOSE OF STRATEGIC PLANNING (Attachment 3)
- IX. SUMMARY OF STATE, DISTRICT, AND COLLEGE STRATEGIC PLANS
(Attachment 4)
- X. VISION: WHERE ARE WE GOING? (Attachment 5)

MISSION: WHAT DO WE STAND FOR?

VALUES: WHAT DO WE BELIEVE IN?
- XI. CRITICAL SUCCESS FACTORS: WHAT HAS TO HAPPEN FOR US TO BE
VIABLE?
- XII. NEXT STEPS:
- XIII. ANNOUNCEMENTS:
- XIV. ADJOURN

Board of Directors
Quarterly Board Meeting
West Los Angeles College Foundation
December 7, 2021

MINUTES

Present: Tony Berbiglia, Mike Harriel, Caroline Kelly, Dr. Linda Rose, Dr. James Limbaugh, John Nachbar, Sapna Shah, Etelvina De La Torre, Kim Etheredge, and Patti Montemer

Absent: Araceli Cole, Scott Combest, Albert Vera, Jr., and Erik Moreno

Guest: Debra Hughes, CPA, Hughes Business Solutions

The meeting was called to order at 5:02 p.m. by C. Kelly.

No public comment.

The results of the financial audit for the period ending June 30, 2021, were presented by the auditor, Debra Hughes, CPA. The audit was reviewed, discussed, and approved by the board. The motion was made by T. Berbiglia and second by Dr. Rose. The motion carried.

The minutes of the September 7, 2021, board meeting were reviewed and approved. The motion was made by M. Harriel and second by Dr. Rose. The motion carried.

P. Montemer presented the financials for the period ending October 31, 2021. The board discussed, reviewed, and approved the financial statements as presented. The motion was made by Dr. Rose and second by T. Berbiglia. The motion carried.

The board then discussed investment assets held with Charles Schwab. The board approved getting a financial manager to manage the assets for a one-year period with the goal of diversifying the portfolio and adding the following board members to the account: Tony Berbiglia, Sapna. Shah, Erik Moreno, and Scott Combest. The motion was made by Dr. Limbaugh and second by K. Etheredge. The motion carried.

Dr. Limbaugh provided his report and thanked all the board members who attended the Black Student Union (BSU) fundraiser and Kim for hosted such a wonderful event. He reported that West is considering creating a Micro Forest Project to further the Climate Change Program.

There being no more business before the board, the meeting was adjourned at 6:36 p.m. The motion was made by J. Nachbar and second by T. Berbiglia. The motion passed.

Announcement: Board retreat to engage in strategic planning session (January or February 2022). A Doodle Pool will be sent with possible dates.

Next meeting: March 8, 2022

Kim Etheredge, Board Secretary

Table 2. Crosswalk between State, District, and College Vision

State: Vision	District: Vision	College: Vision	Foundation: Vision
<p>California’s Community Colleges provide upward social and economic mobility through a commitment to open access and student success by delivering high quality, affordable and comprehensive higher education.</p>	<p>The LACCD will strive to become a national leader in student success by providing high quality, accessible, educational opportunities across the greater Los Angeles area that improve students’ lives, enrich the area’s many diverse cultures, and strengthen the regional economy. The District will do so by continuing to provide a culture of continuous learning and by closing persistent equity gaps.</p>	<p>WEST: A pathway to success for every student.</p>	<p>Enable WLAC to be a “gateway of success for every student” by supporting students</p>
<p>State Colleges Missions:</p> <ul style="list-style-type: none"> • Associate degrees and certificates shown to increase earnings and enable students to move forward in their professional development; • Transfer education to public and private colleges and universities; • Basic skills and English language proficiency for increasing numbers of students; • Economic and workforce development to meet the ever-increasing demands of career-oriented young people, adult 	<p>District: Mission</p> <p>Foster student success for all individuals seeking advancement, by providing equitable and supportive learning environments at our nine colleges. The District empowers students to identify and complete their goals through educational and support programs that lead to completion of two or four-year degrees, certificates, transfer, or career preparation. In doing so,</p>	<p>College Mission:</p> <p>West provides a transformative educational experience. West fosters a diverse learning community committed to student success, racial equity, social justice, and environmental responsibility. Through quality instruction, programs, supportive services, community partnerships, and career</p>	<p>Foundation Mission:</p> <p>Promote WLAC, develop opportunities for students and the college, expand the outreach of the College, in the community, expand the resources of the college and enhance the college’s excellence by improving the faculty and programs</p>

<p>learners and incumbent workers; and</p> <ul style="list-style-type: none"> • With adequate funding, lifelong learning and educational opportunities for all Californians. 	<p>the District fulfills its commitment to the community to improve the social welfare of the region, to enhance the local economy, to close persistent equity gaps, and to prepare future community leaders.</p>	<p>development, the College encourages excellence and develops student leaders. A West education enriches students with the knowledge and skills needed to earn associate and baccalaureate degrees and certificates; to transfer; to build careers; and to pursue life-long learning.</p>	
<p>State Values:</p> <p>All people have the opportunity to reach their full educational potential.</p> <p>The Colleges embrace diversity in all its forms.</p> <p>The Colleges strive for innovation and creativity.</p> <p>All people have a right to access quality higher education.</p> <p>All people have access to lifelong learning.</p> <p>An educated citizenry is the basis for democracy.</p>	<p>District Values:</p> <p>N/A</p>	<p>College Values:</p> <p>Equity, Excellence, Empowerment, and Engagement</p>	<p>Foundation Values:</p>

The West Los Angeles College Foundation
STATEMENT OF FINANCIAL POSITION
As of January 31, 2022 vs Prior Year

	<u>Jan 31, 22</u>	<u>Jan 31, 21</u>	<u>\$ Change</u>	<u>% Change</u>
ASSETS				
Current Assets				
Checking/Savings				
One West Bank xxxx 0109	9,430	9,430	0	0%
One West Bank xxxx 7548	332,673	211,747	120,926	57%
Paypal	0	204	-204	-100%
Total Checking/Savings	<u>342,103</u>	<u>221,381</u>	<u>120,722</u>	<u>55%</u>
Other Current Assets				
Investments				
Charles Schwab 8745 3509	100,005	0	100,005	100%
Charles Schwab 9331 4736	330,629	214,574	116,055	54%
Luther Burbank Sav CD 685 3	0	53,750	-53,750	-100%
Luther Burbank Sav CD 686 1	0	53,776	-53,776	-100%
Luther Burbank Sav CD 687 9	0	53,255	-53,255	-100%
Luther Burbank Sav CD 688 7	0	53,157	-53,157	-100%
Total Investments	<u>430,634</u>	<u>428,512</u>	<u>2,122</u>	<u>0%</u>
Total Other Current Assets	<u>430,634</u>	<u>428,512</u>	<u>2,122</u>	<u>0%</u>
Total Current Assets	<u>772,737</u>	<u>649,893</u>	<u>122,844</u>	<u>19%</u>
TOTAL ASSETS	<u><u>772,737</u></u>	<u><u>649,893</u></u>	<u><u>122,844</u></u>	<u><u>19%</u></u>
LIABILITIES & EQUITY				
Equity				
Permanent Restricted Net Assets	105,005	100,000	5,005	5%
Temporary Restricted Net Assets	380,294	312,960	67,334	22%
Unrestricted Net Assets	190,986	196,621	-5,635	-3%
Net Income	96,452	40,312	56,140	139%
Total Equity	<u>772,737</u>	<u>649,893</u>	<u>122,844</u>	<u>19%</u>
TOTAL LIABILITIES & EQUITY	<u><u>772,737</u></u>	<u><u>649,893</u></u>	<u><u>122,844</u></u>	<u><u>19%</u></u>

	<u>Jan 31, 22</u>	<u>Jan 31, 21</u>	<u>\$ Change</u>	<u>% Change</u>
Temporary Restricted Net Assets by Restriction				
Restricted Programs				
Dream Center	\$ 15,522			
Wardrobe/Food Pantry	\$ 984			
Foster & Kinship Care Education Prog	\$ 5,000			
Guardian Scholarship	\$ 34,800			
Total Restricted Programs	\$ 56,306			
Scholarships/Awards				
Anthropology	\$ 951			
Athletics-Baseball	\$ 1,842			
Athletics-Football	\$ 311			
Aviation Safety	\$ 3,393			
Black Student Union	\$ 10,203			
Books for Vets	\$ 1,001			
Climate Change	\$ 11,500			
CSIT	\$ 26,438			
Dental Hygiene	\$ 1,293			
General	\$ 194,676			
Hollywood CPR	\$ 15,259			
STEM	\$ 31,151			
Theater Arts	\$ 950			
Travel	\$ 14,033			
Valedictorian	\$ 287			
Scholarships/Awards - Other	\$ 10,700			
Total Scholarships/Awards	\$ 323,988			
Total Temporary Restricted Net Asset	\$ 380,294			

The West Los Angeles College Foundation
STATEMENT OF ACTIVITY
As of January 31, 2022 For the period July 01, 2021 - January 31, 2022 vs Prior Year

	<u>Jul '21 - Jan 22</u>	<u>Jul '20 - Jan 21</u>	<u>\$ Change</u>	<u>% Change</u>	<u>Comment</u>
Ordinary Income/Expense					
Income					
Donations					
Restricted Donations					
Corporate Contributions	27,950	0	27,950	100%	
Foundations and Trusts	72,200	26,507	45,693	172%	
Individuals	17,976	4,443	13,533	305%	
Total Restricted Donations	118,126	30,950	87,176	282%	
Unrestricted Donations					
Direct Public Support					
Corporate Contributions	15,158	12,614	2,544	20%	
Individ/Business Contributions	12,208	16,700	-4,492	-27%	
Total Direct Public Support	27,366	29,314	-1,948	-7%	
Total Unrestricted Donations	27,366	29,314	-1,948	-7%	
Total Donations	145,492	60,264	85,228	141%	
Investment Income					
Charles Schwabb Interest Income	16	2	14	700%	
Dividend, Interest (Securities)	1,182	707	475	67%	
Interest-Savings, Short-term CD	114	1,413	-1,299	-92%	
Total Investment Income	1,312	2,122	-810	-38%	
Total Income	146,804	62,386	84,418	135%	\$87K Retricted Donations
Gross Profit	146,804	62,386	84,418	135%	
Expense					
Cost of TR Programs/Donations					
Awards and Grants					
Cash Awards and Grants	0	20,100	-20,100	-100%	
WLAC Foundation Scholarship	4,460	0	4,460	100%	
Awards and Grants - Other	21,100	0	21,100	100%	
Total Awards and Grants	25,560	20,100	5,460	27%	
Donation Expenses					
Dream Resource Center	0	6,004	-6,004	-100%	
Wardrobe/ Food Pantry Expense	4,397	804	3,593	447%	
Total Donation Expenses	4,397	6,808	-2,411	-35%	
Total Cost of TR Programs/Donations	29,957	26,908	3,049	11%	
General & Administrative					
Advertising Expenses	400	0	400	100%	
Bank Fees					
PayPal Fees	242	237	5	2%	
Bank Fees - Other	0	10	-10	-100%	
Total Bank Fees	242	247	-5	-2%	
Cash Awards and Grants	0	842	-842	-100%	
Events					
Events Contributions	500	500	0	0%	
Events Expense	200	0	200	100%	
Events - Other	442	0	442	100%	
Total Events	1,142	500	642	128%	
Fees and Licenses					
Registry of Charitable Trusts	50	0	50	100%	
Fees and Licenses - Other	20	85	-65	-76%	
Total Fees and Licenses	70	85	-15	-18%	
Insurance					
Insurance - Liability, D and O	1,536	1,536	0	0%	
Total Insurance	1,536	1,536	0	0%	
Miscellaneous Expense	497	152	345	227%	
Office Expense					
Books, Subscriptions, Reference	58	0	58	100%	
Dues and Subscription	69	400	-331	-83%	
Printing and Copying	44	0	44	100%	
Total Office Expense	171	400	-229	-57%	
Professional Services					
Accounting Fees	6,109	4,481	1,628	36%	
Total Professional Services	6,109	4,481	1,628	36%	
Total General & Administrative	10,167	8,243	1,924	23%	Timing
Total Expense	40,124	35,151	4,973	14%	
Net Ordinary Income	106,680	27,235	79,445	292%	

	<u>Jul '21 - Jan 22</u>	<u>Jul '20 - Jan 21</u>	<u>\$ Change</u>	<u>% Change</u>	<u>Comment</u>
Other Income/Expense					
Other Income					
Unrealized Gains and Losses	-10,228	13,079	-23,307	-178%	
Total Other Income	-10,228	13,079	-23,307	-178%	
Net Other Income	-10,228	13,079	-23,307	-178%	
Net Income	<u>96,452</u>	<u>40,314</u>	<u>56,138</u>	<u>139%</u>	

The West Los Angeles College Foundation
Profit & Loss Budget Performance
As of January 2022

	Jan 22	Budget	Jul '21 - Jan 22	YTD Budget	Annual Budget	Comment
Ordinary Income/Expense						
Income						
Donations						
Restricted Donations						
Corporate Contributions	0.00		27,950.00			
Foundations and Trusts	18,600.00	0.00	72,200.00	26,400.00	45,000.00	
Individuals	1,800.00	667.50	17,976.19	3,337.50	6,675.00	
Total Restricted Donations	20,400.00	667.50	118,126.19	29,737.50	51,675.00	
Unrestricted Donations						
Direct Public Grants						
Foundation and Trust Grants	0.00	0.00	0.00	0.00	20,000.00	
Total Direct Public Grants	0.00	0.00	0.00	0.00	20,000.00	
Direct Public Support						
Corporate Contributions	0.00	13,333.33	15,158.15	93,333.35	160,000.00	
Individ/Business Contributions	5,098.25	3,333.33	12,207.65	23,333.35	40,000.00	
Total Direct Public Support	5,098.25	16,666.66	27,365.80	116,666.70	200,000.00	
Total Unrestricted Donations	5,098.25	16,666.66	27,365.80	116,666.70	220,000.00	
Total Donations	25,498.25	17,334.16	145,491.99	146,404.20	271,675.00	On budget
Investment Income						
Charles Schwabb Interest Income	2.57	0.00	15.54	0.00	0.00	
Dividend, Interest (Securities)	315.50	0.00	1,182.08	0.00	0.00	
Interest-Savings, Short-term CD	0.00	0.00	113.60	0.00	0.00	
Total Investment Income	318.07	0.00	1,311.22	0.00	0.00	
Special Events Income	0.00	0.00	0.00	0.00	100,000.00	
Total Income	25,816.32	17,334.16	146,803.21	146,404.20	371,675.00	
Gross Profit	25,816.32	17,334.16	146,803.21	146,404.20	371,675.00	
Expense						
Cost of TR Programs/Donations						
Awards and Grants						
Cash Awards and Grants	0.00	0.00	0.00	25,837.50	51,675.00	
WLAC Foundation Scholarship	0.00	0.00	4,460.00	25,000.00	50,000.00	
Awards and Grants - Other	0.00		21,100.00	0.00	0.00	
Total Awards and Grants	0.00	0.00	25,560.00	50,837.50	101,675.00	
Donation Expenses						
Dream Resource Center	0.00	416.67	0.00	2,916.65	5,000.00	
Wardrobe/ Food Pantry Expense	102.08	416.67	4,397.02	2,916.65	5,000.00	
Donation Expenses - Other	0.00	0.00	0.00	0.00	0.00	
Total Donation Expenses	102.08	833.34	4,397.02	5,833.30	10,000.00	Timing Spring Osher/ Other Scholarships
Total Cost of TR Programs/Donations	102.08	833.34	29,957.02	56,670.80	111,675.00	
General & Administrative						
Advertising Expenses	0.00	0.00	400.00	0.00	0.00	
Bank Fees						
PayPal Fees	11.75	41.67	241.96	291.65	500.00	
Bank Fees - Other	0.00	8.33	0.00	58.35	100.00	
Total Bank Fees	11.75	50.00	241.96	350.00	600.00	
Cash Awards and Grants	0.00	166.67	0.00	1,166.65	2,000.00	
Events						
Events Contributions	0.00	0.00	500.00	500.00	500.00	
Events Expense	0.00	2,500.00	200.00	2,500.00	20,000.00	
Meals & Food	0.00	41.67	0.00	291.65	500.00	
Outreach/ Cultivation	0.00	125.00	0.00	875.00	1,500.00	
Events - Other	0.00		441.69	200.00	200.00	
Total Events	0.00	2,666.67	1,141.69	4,366.65	22,700.00	
Fees and Licenses						
Foreign Tax on Investments	0.00	0.00	0.00	0.00	0.00	
Registry of Charitable Trusts	0.00		50.00			
Fees and Licenses - Other	0.00	20.83	20.00	145.85	250.00	
Total Fees and Licenses	0.00	20.83	70.00	145.85	250.00	
Insurance						
Insurance - Liability, D and O	0.00		1,536.00	1,600.00	1,600.00	
Total Insurance	0.00		1,536.00	1,600.00	1,600.00	
Miscellaneous Expense	112.12	0.00	496.78	0.00	0.00	
Office Expense						
Books, Subscriptions, Reference	57.50		57.50			
Dues and Subscription	0.00		69.00	500.00	500.00	
Office Supplies	0.00	41.67	0.00	291.65	500.00	
Printing and Copying	43.68		43.68			
Office Expense - Other	0.00	83.33	0.00	583.35	1,000.00	
Total Office Expense	101.18	125.00	170.18	1,375.00	2,000.00	
Professional Services						
Accounting Fees	0.00	750.00	6,108.75	5,250.00	10,500.00	
Professional Fees	0.00	0.00	0.00	500.00	1,000.00	
Total Professional Services	0.00	750.00	6,108.75	5,750.00	11,500.00	
Travel and Meetings						
Conference, Convention, Meeting	0.00	0.00	0.00	250.00	500.00	

	<u>Jan 22</u>	<u>Budget</u>	<u>Jul '21 - Jan 22</u>	<u>YTD Budget</u>	<u>Annual Budget</u>	<u>Comment</u>
Total Travel and Meetings	0.00	0.00	0.00	250.00	500.00	
Total General & Administrative	225.05	3,779.17	10,165.36	15,004.15	41,150.00	Timing
Total Expense	327.13	4,612.51	40,122.38	71,674.95	152,825.00	
Net Ordinary Income	25,489.19	12,721.65	106,680.83	74,729.25	218,850.00	
Other Income/Expense						
Other Income						
Unrealized Gains and Losses	-1,271.28	0.00	-10,228.42	0.00	0.00	
Total Other Income	-1,271.28	0.00	-10,228.42	0.00	0.00	
Net Other Income	-1,271.28	0.00	-10,228.42	0.00	0.00	
Net Income	<u>24,217.91</u>	<u>12,721.65</u>	<u>96,452.41</u>	<u>74,729.25</u>	<u>218,850.00</u>	



STRATEGIC PLANNING RETREAT

WEST LOS ANGELES COLLEGE FOUNDATION

MARCH 8, 2022

STRATEGIC PLANNING

Summarized

- What
 - Use a deliberative process to produce decisions and actions that shape and guide an organization
- Why
 - Clarify our mission, vision, and goals
 - Create values statement
 - Clarify the issues (needs) to be addressed
 - Develop strategic actions to address the identified needs and issues
 - Align our Mission, Vision, and Values with the College, District, and State Chancellor's Office

WLAC FOUNDATION – PURPOSE

- Operate for the advancement of education
- Promote, foster, encourage and provide scientific, literary, educational and recreational facilities...
- Assist the college and its agents in their construction of buildings, equipment and facilities...
- Provide scholarships, awards, fellowships, grants in aid...

WLAC FOUNDATION - PURPOSE

- Receive gifts, bequests...hold, transfer, buy, sell, invest, or reinvest real property, cash, stocks, bonds,...
- Expend monies for the general welfare of students and faculty...
- Coordinate with the community in the Culver City and West Los Angeles service area...
- Receive gifts, bequests...hold, transfer, buy, sell, invest, or reinvest real property, cash, stocks, bonds...

MISSION AND VISION

- **Mission**

- Promote WLAC, develop opportunities for students and the college, expand the outreach of the College, in the community, expand the resources of the college and enhance the college's excellence by improving the faculty and programs

- **Vision**

- Enable WLAC to be a “gateway of success for every student” by supporting students

NEEDS IDENTIFIED

- Basic (food, shelter, clothing)
- Support of programs of excellence (Climate Change, Film/TV Production)
- Health Sciences/Dental Hygiene, Computer Science, Aviation Technology...increase capacity
- Develop legacy gift program
- Equity, racial inequity (support college, district, state initiatives)
- Support renovations of physical plant
- Equipment, supplies, tools for classroom use

Table 1: Crosswalk between State, District, College, and Foundation Goals

<p>State Goal A: College Awareness and Access</p> <ul style="list-style-type: none"> • Increase awareness of college as a viable option and enhance access to higher education for growing populations. 	<p>District Goal 1: Access to Educational Opportunities</p> <ul style="list-style-type: none"> • Expand educational opportunities to local high schools students by increasing the number of courses offered through dual enrollment. • In partnership with LA Regional Adult Education Consortium, will increase educational opportunities to nontraditional students through the expansion of noncredit adult education courses focused on skills improvement and vocational training. • Improve outreach strategies for new and returning students through effective marketing and branding that increases the recognition of LACCD colleges and programs as premier in the community. 	<p>College Goal A: Connection</p> <ul style="list-style-type: none"> • Collaborate with K-12 partners to build successful early Learning and Career pathways to increase dual enrollment and encourage enrollment after high school. • Increase educational opportunities for adult students by expanding noncredit programs and courses. • Improve website design and marketing strategies. • Innovate new outreach efforts 	<p>Foundation Goal:</p>
<p>State Goal B: Student Success and Readiness</p> <ul style="list-style-type: none"> • Promote college readiness and provide the programs and services to enable all students to achieve their educational and career goals. 	<p>District Goal 2: Premier Learning Environments</p> <ul style="list-style-type: none"> • Will review and refine curriculum and programs to ensure that they are responsive to student needs and meeting economic, industry, and societal needs of the region • We will increase full-time enrollment for students through the development of flexible programs focused on working students and students with barriers to 	<p>College Goal B: Entry</p> <ul style="list-style-type: none"> • Increase communication and access to financial aid. <p>College Goal C: Progress</p> <ul style="list-style-type: none"> • Implement a Strategic Enrollment Management Plan that emphasizes flexible and innovative scheduling, with an emphasis on meeting student needs. 	<p>Foundation Goal:</p>

	<p>attending traditionally scheduled programs.</p> <ul style="list-style-type: none"> • Will increase access to higher education by assisting students in gaining access to financial aid and ensuring that all students, whether in-person or online, receive orientation, multiple measures assessment, and educational planning. 	<ul style="list-style-type: none"> • Review and, as necessary, revise curriculum and programs so that content and requirements are responsive to student needs, provide livable wages, and meet the economic need of the region. • Implement student success teams to connect students with campus resources. 	
<p>State Goal C. Partnerships for Economic and Workforce</p> <ul style="list-style-type: none"> • Development Strengthen the Colleges' capacity to respond to current and emerging labor market needs and to prepare students to compete in a global economy. 	<p>District Goal 3: Student Success and Equity</p> <ul style="list-style-type: none"> • Will increase completion of degrees and certificates • Will increase the number of students transferring to four-year institutions. • Will increase career and job placement rates in the field of study by enhancing business and industry partnerships, internships, and employment opportunities. 	<p>College Goal D: Completion</p> <ul style="list-style-type: none"> • Implement a completion awareness campaign. • Implement faculty-led transfer activities. • Develop and maintain partnerships with local four-year institutions to prepare students for transfer and the network of support post-transfer. <p>College Goal E: Transition</p> <ul style="list-style-type: none"> • Strengthen students' connection to industry. • Connect students to Career Center to help guide transition to employment. 	<p>Foundation Goal:</p>
<p>State Goal D. System Effectiveness</p> <ul style="list-style-type: none"> • Improve system effectiveness through communication and coordination, regulatory reform, and performance measurement. 	<p>District Goal 4: Organizational Effectiveness</p> <ul style="list-style-type: none"> • Will invest in professional development opportunities for faculty, staff, and administrators to enhance work performance, 	<p>College Goal C: Progress</p> <ul style="list-style-type: none"> • Provide classified staff equity focused professional development opportunities. • Implement culturally responsive instruction that engenders equity, 	<p>Foundation Goal:</p>

<p>State Goal E. Resource Development</p> <ul style="list-style-type: none">• Provide enhanced resources and allocation methods to ensure high quality education for all.	<p>broaden skills for leadership and career advancement, leverage academic programs, and allow for effective and clear career pathways for all employees.</p>	<p>diversity, inclusion, and student completion by supporting faculty in the implementation of high impact practices.</p>	
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