



Policy Governance

COLUMBIA BASIN COLLEGE

Board of Trustees
District 19

Abstract

The CBC Board of Trustees adheres to the Carver Policy Governance model

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BOARD POLICIES

POLICY TYPE: EXECUTIVE LIMITATIONS EL-1

POLICY TITLE: GENERAL EXECUTIVE ACCOUNTABILITY

The Board of Trustees is responsible for following the adopted Carver Governance Model and Process. The President is held accountable for organizational compliance – ensuring and allowing any practice, activity, decision or situation is lawful, prudent and not in violation of commonly accepted business and professional ethics, and fit within the provisions set forth in the State Board for Community & Technical College, Office of Financial Management and Columbia Basin College policies, and/or take into account any executive order of the Governor of the State of Washington.



POLICY TYPE: EXECUTIVE LIMITATIONS EL-2

POLICY TITLE: TREATMENT OF COMMUNITY MEMBERS AND STUDENTS

With respect to staff interaction with community members and students or those applying to be students, the President shall set and maintain organizational expectations and norms that ensure their safe treatment, respect, dignity, confidentiality and privacy.

Accordingly, the President shall not:

1. Use application forms or procedures that elicit unnecessary information or violates confidentiality and privacy.
2. Use methods of collecting, reviewing, transmitting or storing client information that fail to protect against improper access to the information elicited.
3. Fail to inform the community members and students about what may be expected and what may not be expected from the service offered.
4. Withhold a grievance process from students who believe that they have not been accorded a reasonable interpretation of rights established pursuant to this Policy.
5. Operate without written procedures which clarify the rules for students.



POLICY TYPE: EXECUTIVE LIMITATIONS EL-3

POLICY TITLE: TREATMENT OF EMPLOYEES

With respect to the treatment of paid and volunteer staff, the President may not cause or allow conditions which are unfair or undignified.

Accordingly, the President shall not:

1. Operate without written personnel procedures, which clarify personnel rules for staff, provide for effective handling of grievances, and protect against wrongful conditions – e.g., nepotism, grossly preferential treatment for personal reasons.
2. Discriminate against any staff member for expressing an ethical dissent.
3. Restrict the exercise of academic freedom.
4. Hinder prevent employees from using established grievance procedures.



**Community College District 19
Board of Trustees**

POLICY TYPE: EXECUTIVE LIMITATIONS EL-4

POLICY TITLE: COMPENSATION

With respect to employment, compensation to employees, consultants, contract workers and volunteers, the President shall not fail to promote adherence to nor fail to ensure fiscal integrity and good public image.

The Board of Trustees reserves the sole authority to change the compensation and benefits for the President.

The President shall not promise or imply permanent or guaranteed employment to anyone in the College.

POLICY TYPE: EXECUTIVE LIMITATIONS EL-5

POLICY TITLE: TREATMENT OF ASSET PROTECTION

Through operational compliance and leadership, the President shall not allow assets to be unprotected, inadequately maintained nor put at risk.

Accordingly, the President shall not:

1. Unnecessarily expose the organization, its Board or staff to claims of liability.
2. Fail to protect intellectual property, information and files from vulnerability, loss or significant damage.
3. Receive, process or disburse funds under controls that are insufficient to meet the Auditor's standards.
4. Jeopardize nor damage the organization's public image or credibility, particularly in ways that would hinder its accomplishment of mission.

POLICY TYPE: EXECUTIVE LIMITATIONS EL-6

POLICY TITLE: FINANCIAL PLANNING

Fiscal planning shall not deviate materially with the Board's *Ends* policies nor risk fiscal jeopardy. Accordingly, the President not cause or allow financial planning which:

1. Plans the expenditure in any fiscal year or more funds than are conservatively projected to be received in that period, plus accumulated reserve.
2. Contains insufficient and unnecessary information that limits or restricts credible projection of revenues and expenses, separation of capital and operational items, cash flow and disclosure of planning assumptions.
3. Limits or restricts sufficient funds for Board prerogatives during the year as set forth in the Board's annual activity and travel plans.

POLICY TYPE: EXECUTIVE LIMITATIONS EL-7

POLICY TITLE: FIDUCIARY RESPONSIBILITY / FINANCIAL CONDITION AND ACTIVITY

The Board of Trustees reserves the authority to set policies for and review the Financials and associated status for the College at a frequency determined by the Board. With respect to the Board's actual and continuous fiduciary responsibility, and the College's financial health, the President shall fail to promote fiscal integrity and shall avoid material deviation from Board-approved priorities.

Accordingly, the President shall not:

1. Expend more funds that have been approved by the Board (via policy decisions) in the fiscal year, unless there has been Board's approval to do otherwise.
2. Expend more funds than have been received in the fiscal year to date, plus the accumulated Reserve, unless the Board-approved debt guideline is met.
3. Incur debt in an amount greater than which can be repaid by certain and otherwise unencumbered revenues within the current year, nor can be repaid from account specifically established for such purpose.
4. Jeopardize fiscal integrity by expending College funds in a manner that will result in a zero nor negative fund balance at the close of the fiscal year.
5. Fail to settle payroll and debts in a timely manner.
6. Allow tax payments or other government-ordered payments or filings to be overdue and inaccurately filed.
7. Acquire, encumber nor dispose of real property without Board approval.
8. Fail to aggressively pursue receivables after a reasonable grace period.
9. Fail to provide to the Board, at their designated frequency, reports on the College's current financial condition that will continually enhance the Board's ability to meet its fiduciary responsibility.
10. Accept gifts or grants that are not in the best interest of the College, and not obligate the College to make future expenditures using funds other than those created by the gift or grant without Board approval.

11. Fail to maintain an Operating Reserve to a level approved by the Board, to provide for such items as, but not limited to:
- a. Current Operations
Reserve of 2 months operating expenditures consisting of the general operating budget funds
 - i. 001 State General (appropriation),
 - ii. Running Start portion of 145 Grants and Contracts,
 - iii. 148 Dedicated Local (fees),
 - iv. 149 Local General (tuition)
 - b. Emergencies
Reserve to provide for unforeseen natural or manmade disasters to support business continuity and recovery actions.
 - c. Unplanned Capital Repair & Replacement
Reserve to cover the largest system or component failure that might occur in or outside the biennial, legislatively funded, capital repair and minor improvement funding. Examples include roofs, HVAC, and electric, water, and sewer systems.
 - d. Real Estate Debt
Reserve to provide funding for real estate acquisition and debt service needs not provided for by State resources.
 - e. Planned Future Operations
Reserve for future new program offerings, which have been recognized by the campus as appropriate and within the educational mission of the College. The Reserve will recognize each specific project and provide an allocated amount for each.
 - f. Capital Facilities Projects
Reserve to provide for capital facility projects not covered by or to supplement State resources.

The President will not fail to annually recommend to the Board an amount to be set aside to maintain this fund, which is subject to approval by the Board.

POLICY TYPE: EXECUTIVE LIMITATIONS EL-8

POLICY TITLE: COMMUNICATION AND SUPPORT TO THE BOARD

The President, with sufficient and relevant support and assistance from the College Leadership team (Vice-Presidents and Deans), shall not fail to proactively communicate, provide information and counsel to the Board in a timely manner.

Accordingly, the President shall not:

1. Fail to submit Monitoring and Performance data reports required by the Board in a timely, accurate and understandable format that directly addresses provisions of the Board policies being monitored.
2. Let the Board be unaware of relevant trends, anticipated adverse media coverage, material external and internal changes, and particularly changes in assumptions upon which any Board policy has previously been established.
3. Fail to advise the Board if, in the President's opinion, the Board is not in compliance with its own policies, and particularly in the case of Board behavior which is detrimental to the work relationship between the Board and President.
4. Deprive the Board of as many staff and external points of view, issues and options as needed for fully-informed Board choices and decisions.
5. Present information in unnecessarily complex or lengthy format such that it fails to clearly differentiate between monitoring, Board decision preparation and other designated subject matter.
6. Withhold from the Board the support needed for its official functioning and communications.
7. Favor any Board Member or Members above the Board as a whole, except when fulfilling individual Board member requests for information.
8. Fail to report in a timely manner an actual or anticipated non-compliance with any Board policy.
9. Neglect to supply topics and/or issues that may need to be processed in its "required approval agenda." Such topics and issues are those delegated to the President, yet required by law or contract to be Board-approved, along with monitoring assurance pertaining thereto.



Community College District 19
Board of Trustees

POLICY TYPE: EXECUTIVE LIMITATIONS EL-9

POLICY TITLE: EMERGENCY EXECUTIVE SUCCESSION

To protect the Board from sudden loss of Chief Executive services, the President shall not have fewer than two other executives familiar with Board and Chief Executive issues and processes.



POLICY TYPE: EXECUTIVE LIMITATIONS EL-10

POLICY TITLE: TENURE

The Board of Trustees reserves the authority to grant tenure, extend the tenure and review process for probationary faculty, and dismiss tenured faculty at Columbia Basin College. Additionally the Board reserves the authority to renew or not renew contracts for probationary faculty, and to dismiss probationary faculty.

Accordingly, the President will not:

1. Fail to submit recommendations to the Board to grant or deny tenure to faculty.
2. Fail to submit notice of sufficient cause for tenured faculty member dismissal through dismissal review proceedings for Board consideration and decision.
3. Fail to submit recommendations to the Board for the renewal or non-renewal of contracts for probationary faculty.
4. Fail to submit recommendations to the Board to issue the final order to dismiss probationary faculty



Community College District 19
Board of Trustees

POLICY TYPE: GOVERNANCE PROCESS GP-1

POLICY TITLE: GOVERNANCE COMMITMENT

The purpose of governance is that the Board, on behalf of the citizens of Benton and Franklin counties, ensures the accountability of Columbia Basin College by assuring that it (a) achieves appropriate results for the appropriate recipients at an appropriate cost, and (b) avoids unacceptable activities, conditions and decisions.

POLICY TYPE: GOVERNANCE PROCESS GP-2

POLICY TITLE: GOVERNING STYLE

The Board will govern with an emphasis on outward vision rather than an internal preoccupation, encouragement of diversity in viewpoints, strategic leadership more than administrative detail, clear distinction of Board and President roles, collective rather than individual decisions, future rather than past or present, and proactivity rather than reactivity. The Board will:

1. Deliberate in many voices, but govern in one.
2. Be responsible for excellence in governing and an initiator of policy.
3. Direct, control and inspire the organization through the careful establishment of broad written policies reflecting the Board's values and perspectives. The Board's major policy focus will be on the intended long term impacts outside the operating organization, not on the administrative or programmatic means of attaining those effects.
4. Enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policy making principles, respect of roles, and ensuring the continuity of governance capability.
5. Monitor and discuss the Board's process and performance periodically. Self-monitoring will include comparison of Board activity and discipline to policies in the Governance Process and Board-Staff Linkage categories.
6. Continual Board development will include, but not be limited to, orientation of new members in the Board's governance process and periodic Board discussion of process improvement.

POLICY TYPE: GOVERNANCE PROCESS GP-3

POLICY TITLE: BOARD JOB DESCRIPTIONS

The job of the Board is to represent the citizens of Benton and Franklin counties in determining and demanding appropriate organizational performance. To distinguish the Board's own unique job from the jobs of its staff, the Board will concentrate its efforts on the following job "products" or outputs:

1. The link between the organization and the citizens of Benton and Franklin counties.
2. Written governing policies which, at the broadest levels, address:
 - a. Ends: Organizational products, impacts, benefits, outcomes, recipients, and their relative worth (what good, for which needs, at what cost).
 - b. Executive Limitations: Constraints on executive authority which establish the prudence and ethics boundaries within which all executive activity and decisions must take place.
 - c. Governance Process: Specification of how the Board conceives, carries out and monitors its own task.
 - d. Board-Staff Linkage: How power is delegated and its proper use monitored, the President role authority and accountability.
3. The assurance of President's performance (against policies in 2a and 2b).
4. A link between the Board and the College Foundation Board for maintaining communication and providing coordination between the two Boards.

POLICY TYPE: GOVERNANCE PROCESS GP-4

POLICY TITLE: CHAIRPERSON'S ROLE

The Chair assures the integrity of the Board's process and, secondarily, occasionally represents the Board to outside parties. The Chair is the only Board member authorized to speak for the Board (beyond simply reporting board decisions), other than in rare and specifically authorized instances.

1. The job result of the Chair is that the Board behaves consistent with its own rules and those legitimately imposed upon it from outside the organization.
 - a. Meeting content will focus on those issues which, according to Board policy, clearly belong to the Board to decide or examine, not the President.
 - b. Deliberation will be fair, open, and thorough, but also efficient, timely, orderly, and kept to the point.
2. The authority of the Chair consists of making decisions that fall within the topics covered by Board policies on Governance Process and Board-Staff Linkage, except where the Board specifically delegates portions of this authority to others. The Chair is authorized to use any reasonable interpretation of the provisions in these policies.
 - a. The Chair is empowered to chair Board meetings with all the commonly accepted power of that position (e.g., ruling, recognizing, and agenda-setting).
 - b. The Chair has no authority to make decisions about policies created by the Board within Ends and Executive Limitations policy areas. Therefore, the Chair has no authority to supervise or direct the President.
 - c. The Chair may represent the Board to outside parties in announcing Board-stated positions and in stating Chair decisions and interpretations within the area delegated to him or her.
 - d. The Chair may delegate this authority, but remains accountable for its use.
3. In the absence of the Chair, the Vice Chair will assume the responsibilities of the Chair.

POLICY TYPE: GOVERNANCE PROCESS GP-5

POLICY TITLE: BOARD MEMBERS CODE OF ETHICS

The Board commits itself and its members to ethical, businesslike, and lawful conduct. This includes proper use of authority and appropriate decorum when acting as Board Members.

1. Board Members must represent un-conflicted loyalty to the interests of the community. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other Boards or staffs. It also supersedes the personal interest of any Board Member acting as a consumer of the organization's services.
2. Board Members must avoid conflict of interest with respect to their fiduciary responsibility.
 - a. There must be no self-dealing or any conduct of private business or personal services between any Board Member and the organization except as procedurally controlled to assure openness, competitive opportunity and equal access to "inside" information.
 - b. When the Board is to decide upon an issue, about which a Board Member has an unavoidable conflict of interest, that Board Member shall absent herself or himself without comment from not only the vote, but also from the deliberation.
 - c. Board Members must not use their positions to obtain employment in the organization for themselves, family members or close associates. Should a Board Member desire employment, he or she must first resign.
 - d. Board Members will annually disclose their involvements with other organizations, with vendors, or any other associations which might produce a conflict.
3. Board Members may not attempt to exercise individual authority over the organization except as explicitly set forth in Board policies.
 - a. Board Members' interaction with the President or with staff must recognize the lack of authority vested in individuals except when explicitly Board-authorized.
 - b. Board Members' interaction with public, press or other entities must recognize the same limitation and the inability of any Board Member to speak for the Board.
 - c. Board Members will give no consequence or voice to individual judgments of President or staff performance.
4. Members will respect the confidentiality appropriate to issues of a sensitive nature.

POLICY TYPE: GOVERNANCE PROCESS GP-6

POLICY TITLE: COST OF GOVERNANCE

The Board of Trustees will invest in its governance capacity to promote and ensure effective, and continuous improvement of its governance of the College.

Accordingly:

1. The Board will decide on the funds it deems necessary for it to perform its duties.
2. The Board skills, methods and support resources will be sufficient to ensure governing with excellence.
 - a. Training and re-training will be utilized to orient new Trustees and candidates to be Trustees, as well as to maintain and increase existing Trustee skills and knowledge.
 - b. Outside monitoring assistance and resources will be arranged so that Board can exercise confident control over organizational performance, which includes, but is not limited to, Fiscal Audit.
 - c. Outreach mechanisms will be used as needed to ensure the Board's ability to listen to the citizens of Benton and Franklin counties' viewpoints and values.
3. Costs will be prudently incurred, though not at the expense of jeopardizing the development and maintenance of superior governance knowledge and capability.

POLICY TYPE: GOVERNANCE PROCESS GP-7

POLICY TITLE: NAMING OF FACILITIES

The Board of Trustees shall have the discretion of naming College facilities, including buildings, rooms, wings, parks, landscaped areas or other significant locations, for persons or corporations. In exercising its discretion, the Board will consider the request in conjunction with the following guidelines:

1. It is the intent of the Board of Trustees that such naming should not be done casually, but reserved for those who have made extraordinary contributions to CBC through personal service, financial support, or who have greatly enhanced the prestige of the institution through outstanding state or national achievement and recognition.
2. A facility should not be named for any living individual who has been employed by the college or has served on the Board of Trustees prior to three (3) years following their termination of service to the institution unless exceptional circumstances exist and there is unanimous Board approval.
3. When consideration is being given to naming a facility after a former employee or trustee of the institution, such consideration shall go beyond that person's excellence in the performance of his/her duties and responsibilities.
4. Advisory recommendations for awarding the honor pursuant to this policy shall be made by an ad-hoc advisory committee appointed by the Board of Trustees. Such committees shall consist of one member from each of the following categories: administration, faculty, classified staff, student body, the CBC Foundation, and the community.



Community College District 19
Board of Trustees

POLICY TYPE: GOVERNANCE PROCESS GP-8

POLICY TITLE: EMERITUS DESIGNATION

The Board of Trustees shall have the discretion to designate a former President or Administrator to the status of Emeritus for the College. This designation does not have any financial obligation for the College, but does allow access to facilities to the awardee.



POLICY TYPE: BOARD-STAFF LINKAGE BSL-1

POLICY TITLE: EMPLOYMENT RESPONSIBILITIES

The Board of Trustees reserves the authority for the following Employment Responsibilities:

1. Employ, for a period to be fixed by the Board, a President for Columbia Basin College. The Board may also appoint a President for the district, and fix their duties and compensation, which may include elements in addition to salary.
2. Release a President from duties and responsibilities for the College based on justified cause or mutual agreement between the parties.



Community College District 19
Board of Trustees

POLICY TYPE: BOARD-STAFF LINKAGE BSL-2

POLICY TITLE: PRESIDENT'S ROLE

The President, is accountable to the Board acting as a body. The Board will instruct the President through written policies, delegating to her or him interpretation and implementation of those policies.

POLICY TYPE: BOARD-STAFF LINKAGE BSL-3

POLICY TITLE: DELEGATION TO THE PRESIDENT

All Board authority delegated to the operating organization is delegated through the President, so that all authority and accountability of the operating organization--as far as the Board is concerned--is considered to be the authority and accountability of the President.

1. The Board will direct the President to achieve specified results, for specified recipients, at a specified worth through the establishment of *Ends* policies. The Board will limit the latitude the President may exercise in practices, methods, conduct and other “means” to the ends through establishment of *Executive Limitations* policies.
2. As long as the President uses *any reasonable interpretation* of the Board’s *Ends* and *Executive Limitations* policies, the President is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities.
3. The Board may change its *Ends* and *Executive Limitations* policies, thereby shifting the boundary between Board and President domains. By so doing, the Board changes the latitude of choice given to the President. But so long as any particular delegation is in place, the Board and its members will respect and support the President’s choices.
4. Only decisions of the Board acting as a body are binding upon the President.
 - a. Decisions or instructions of individual Board members are not binding on the President except in rare instances when the Board has specifically authorized such exercise of authority.
 - b. In the case of Board members requesting information or assistance without Board authorization, the President can refuse such requests that require--in the President’s judgment--a material amount of staff time or funds or is disruptive.

POLICY TYPE: BOARD-STAFF LINKAGE BSL-4

POLICY TITLE: PRESIDENT JOB DESCRIPTION

As the Board's single official link to the operating organization, the President's performance will be considered to be synonymous with organizational performance as a total.

Consequently, the President's job contributions can be stated as performance in only two areas:

1. Organizational accomplishment of the provisions of Board policies on *Ends*.
2. Organization operation within the boundaries of prudence and ethics established in Board policies on *Executive Limitations*.

POLICY TYPE: BOARD-STAFF LINKAGE BSL-5

POLICY TITLE: MONITORING EXECUTIVE PERFORMANCE

Monitoring executive performance is synonymous with monitoring organizational performance against Board policies on *Ends* and *Executive Limitations*.

1. The purpose of monitoring is simply to determine the degree to which Board policies are being fulfilled. Information which does not do this will not be considered to be monitoring. Monitoring will be as automatic as possible, using a minimum of Board time so that meetings can be used to create the future rather than to review the past.
2. A given policy may be monitored in one or more of three ways:
 - a. Internal report: Disclosure of compliance information to the Board from the President.
 - b. External report: Discovery of compliance information by a disinterested, external auditor, inspector or judge who is selected by and reports directly to the Board. Such reports must assess executive performance only against policies of the Board, not those of the external party unless the Board has previously indicated that party's opinion to be the standard.
 - c. Direct Board inspection: Discovery of compliance information by a Board member or the Board as a whole. This is a Board inspection of documents, activities or circumstances directed by the Board which allows a "prudent person" test of policy compliance.
3. Upon the decision of the Board, any Governance policy can be monitored by any method, at any time. For regular monitoring, however, each relevant *Ends* and *Executive Limitations* policy will be classified by the Board according to frequency and method.
4. Each June, the Board will conduct a formal evaluation of the President. This Evaluation will focus on the monitoring data on *Ends* and *Executive Limitations* policies provided during the previous year.

This Evaluation can be modified to include additional criteria to this basis of focus so long as it is agreed upon with the President, and has been specified 1 year in advance of the Evaluation. An example of this additional criteria could be to include discretionary "360° degree feedback" from within the organization.

POLICY TYPE: ENDS E-1

POLICY TITLE: MISSION, VISION, VALUES STATEMENT

Mission

Columbia Basin College inspires, educates, and supports all students in an environment of academic excellence leading to the completion of degrees, certifications, and educational transfers, while fostering meaningful employment, engaged citizenship, and a life-long joy of learning.

Vision

Columbia Basin College will be the educational home that transforms students' lives through economic and social mobility and strengthens the communities we serve through meeting the ever changing educational needs of our region and state.

Values

Student Learning

Our first priority is to work collaboratively to ensure student learning, success, and completion in an environment of open inquiry, respect, critical thinking, and creativity. We strive to create community and belonging where students mature and develop intellectually, emotionally, ethically, and physically both inside and outside of the classroom.

Culture of Excellence

We provide excellent teaching and services through a theory-driven and data-informed culture of innovation, collaboration, continuous improvement of performance, and a commitment to professional growth and development for all employees.

Diversity, Equity and Inclusion

We celebrate diversity in all its forms and we believe that our many unique perspectives makes us stronger. Diversity among our team enriches our institution and our students' experience. We are dedicated to eliminating barriers to success through intentional and equitable efforts to provide quality learning opportunities.

Sustainability

We consciously practice and model broad-based sustainability for our students, and our communities, through the balancing of economic, societal, and environmental factors when considering campus development of facilities, processes, programs, and curricula.

Wellbeing

We create a healthy environment that encourages physical and emotional wellness and enjoyment of learning.

POLICY TYPE: ENDS E-2

POLICY TITLE: MISSION FULFILLMENT

Mission fulfillment at CBC is characterized by the following metrics to which the Board, with the President and Leadership Team, will define measures for success, and monitor on a specified, periodic basis:

1. A.A. degree completion, which enable students to begin their chosen careers or transfer to 4-year schools to complete their Bachelor's or higher degree programs.
2. A.A.S. or B.A.S./B.S.N. 4-year degree completion, which enable students to begin their chosen careers.
3. Professional and Technical certificates as proof of enhanced training and skills to continue in or change their careers.
4. GED and HS-Equivalent credentials which allow students to transition to college or begin their chosen careers.

POLICY TYPE: ENDS E-3

POLICY TITLE: CRITICAL BASIC CONDITIONS

There are several Critical Basic Conditions that are key factors to students achieving completion at CBC. The Board, with the President and Leadership Team, will define and monitor these on a specified basis as well. Some examples of these Conditions are:

1. Retention
2. Level Completion
3. Course Completion
4. Grades (> 2.0)
5. Gateway Course Completion
6. Completion (AA)
7. Transfer to 4-Year