

**COLUMBIA BASIN COLLEGE
BOARD OF TRUSTEES MEETING**

March 17, 2023
Beers Board Room & Virtual
7:30 a.m.

Agenda

Call to Order

Pledge of Allegiance

Agenda Changes*

Approval of Minutes*

Exhibit A: February 10, 2023 Board of Trustees Meeting

Celebrating Excellence

CBC Nursing Program and ACEN Accreditation

Doug Hughes, Dean for Health Sciences

Kim Tucker, Director for Nursing Programs

Laura Burns, Senior Associate Professor of Nursing

Kay Feliciano-Nguyen, Senior Associate Professor of Nursing

Becky Phillips, Associate Professor of Nursing

Kristina Wildenborg, Associate Professor of Nursing (Acute Care)

Krystal Lancaster, Associate Professor of Nursing

Mary Ellwein, Assistant Professor of Nursing (Mental Health/Acute Care)

Sarah Rapoza, Assistant Professor of Nursing

Cat Johnson, Assistant Professor of Nursing (Acute Care)

Ember Wissenbach, Student and President of ASN Nursing Club

Jeff Rivera, Technology Services Support Technician 2

Ying Yu, Senior Associate Professor of Library Services

Remarks

By Administration

President, Exhibit B: CBC in the News

CEO, Foundation

By ASCBC, Exhibit C: ASCBC Newsletter

By Faculty Senate Chair

By AHE

By Board Members

Public Comments

- Anyone who would like to share public comment, for the record, please give your name and whether you are a student, employee or a member of the community. If you are participating through zoom, please raise your hand and we will promote you to a panelist so you may speak.
- Please limit your comments to 3 minutes.
- During public comment, the Board will focus on listening and treat all comments with equal attention and respect. We ask the same of all attendees.

Reports

Exhibit D: Cash Balance Report

Exhibit E: Variance Report

Exhibit F: Executive Limitations Monitoring Report EL – 7 and EL – 8

Student Survey and Focus Groups

Discussion

Exhibit G: First Reading – Board Policies Governance Process GP-5 through GP-8

Consent Agenda*

Exhibit H: Board Policies Governance Process GP-1 through GP-4

Executive Session

RCW 42.30.110(1)(g): To review the performance of a public employee.

Discussion/Action*

Consider faculty candidates for continued probationary status and tenure.

Adjournment***(Requires motion/approval)**

If you are a person with a disability and require an accommodation while attending the meeting, please contact the President's Office at 542-4802 as soon as possible to allow sufficient time to provide accommodations.

Upcoming Dates:

March 2023

- Concert: Camerata Musica – Vieness Piano Duo, March 25, 7:30 p.m., CBC Theatre, CBC Pasco Campus

April 2023

- Tri-Cities LULAC, Cesar Chavez & Dolores Huerta Student Art Poster Contest, April 8, 6:00 p.m. – 8:00 p.m., Gjerde Center, CBC Pasco Campus
- CBC Board of Trustees Meeting, Friday, April 14, 7:30 a.m.
- Artist Reception & Gallery Talk by Crow's Shadow, April 18, 2:30 p.m., P201, CBC Pasco Campus
- CBC Teaching & Learning Professional Development Day, April 27, CBC Pasco Campus

May 2023

- Concert: Camerata Musica – Vieness Piano Duo, March 25, 7:30 p.m., CBC Theatre, CBC Pasco Campus
- ACT Spring Conference, April 15 – 16, Marcus Whitman Hotel, Walla Walla
- Hawk Trot, April 20, CBC Pasco Campus
- AACCES Senior Awards Night, April 20, Holiday Inn on the River, 802 George Washington Way, Richland
- CBC Spring Play – TBA, April 25 – 27, 7:00 p.m., CBC Theatre, CBC Pasco Campus
- CBC Concert Band, April 30, 7:00 p.m., CBC Theatre, CBC Pasco Campus

Exhibit A

Columbia Basin College
Board of Trustees Meeting Minutes
February 10, 2023
Hybrid Meeting 7:30 a.m.

Board Members in attendance: Holly Siler, Allyson Page, Kimberly Harper (virtual)

Board Secretaries: Rebekah Woods - President & Secretary to the Board, Ronda Rodgers - Recording Secretary

In-Person Attendees: Eduardo Rodriguez, Cheryl Holden, Elizabeth Burtner, Jason Engle, Corey Osborn, Steve Danver, Abby DeSteeese, Lupe Mares, Melissa McBurney, Kristen Lauerman, Sarah McCalmant, T. Lee Williams, Chelsey Vandewall, Andrea Jones, Kaitlyn Hawk, Bobbi Thompson

Virtual Attendees: Kelsey Myers, Doug Hughes, Lane Schumacher, Erin Fishburn, Brad Powell, Chris Herbert, Liia Gorelco, Kyle Winslow, Vicki Domina, Ying Yu, Brian Dexter

The Agenda	The Discussion	Action
Call to Order		Meeting called to order by Trustee Siler at 7:37 a.m.
Pledge of Allegiance	Trustee Siler led in the Pledge of Allegiance.	
Agenda Changes	The Board did not have a quorum at 7:38 a.m. so Board Chair Siler asked our guest presenter to begin the meeting.	Trustee Harper joined the Board meeting virtually at 7:39 a.m. Board quorum is now in attendance.
<u>Linkage with Community</u> Communities in Schools of Benton-Franklin Lupe Mares , Executive Director	<p>Lupe Mares, Executive Director for Communities in Schools of Benton-Franklin (CISBF), provided an overview of the mission and services provided by CISBF. Their mission is to surround students with a community of support, empowering them to stay in school and achieve in life. This mission is achieved through close collaboration with community partners to ensure that every student has an equitable path to education and community resources and the tools they need to unlock their potential and thrive. CISBF began in 2014 in the Richland School District and has expanded to incorporate five districts and 41 schools. CISBF has Student Support Coordinators in each of the participating schools providing support for basic needs, loss of stable housing, educational equity/student advocacy, digital equity access, coping skills and mental health support, student re-engagement, family disruption and violence, college and career readiness and attendance support.</p> <p>CISBF works with partners, like CBC's soccer student athletes, to use incentives for encouraging student attendance. Students who attend class earn participation in soccer skill/play days. They look forward to collaborating with CBC next year to inform students on higher education options and the FAFSA application process. Elizabeth Burtner, CBC AVP for Communications and External Relations, is serving as Board Chair at CISBF this year.</p>	Trustee Harper thanked Lupe for the incredible work CISBF is doing in our community. This work provides an impact for students and levels the playing field for all students.
Agenda Changes	Trustee Siler requested an agenda change moving public comments from the end of the Board meeting to a position on the agenda after remarks and before any Board business – i.e. Reports, Discussion or Consent Agenda. The Board will move public comments before any Board business on meeting agendas for all upcoming Board meetings.	Trustee Page moved and Trustee Harper seconded the motion to change the agenda as requested by Trustee Siler. Approved unanimously.
Approval of Minutes	January 9, 2023 Meeting Minutes Discussion - None	Trustee Harper moved and Trustee Page seconded the motion to approve the January

		9, 2023 minutes as written. Approved unanimously.
<u>Celebrating Excellence</u> CBC Dental Hygiene Doug Hughes , Dean for Health Sciences Kristen Lauerman , Director for Dental Hygiene Chelsey Vandewall , Associate Professor of Dental Hygiene Andrea Jones , Associate Professor of Dental Hygiene Kaitlyn Hawk , Assistant Professor of Dental Hygiene Natalie Devoir , Adjunct Instructor for Dental Hygiene Bobbi Thompson , Adjunct Instructor for Dental Hygiene Valerie Burnett , Program Coordinator for Health Sciences Liia Gorelco , Patient Services Representative for Health Sciences	<p>CBC Director for Dental Hygiene, Kristen Lauerman, introduced faculty and support staff in attendance from the Dental Hygiene program. CBC provides 22 chair on-site patient care, maintains electronic health records, didactic and clinical grading systems, clinical scheduling, quality assurance and operations from laundry to sterilizations. The program has a highly structured curriculum with a 1:5 instructor ratio. The program has excellent graduation rates (2020-83%, 2021-23 projected at 94%) and students taking Board examinations have a 100% pass rate. In fall of 2023, the program will expand by 33% increasing the program participation from the current 18 students to 24 students.</p> <p>CBC is the first school in the state of Washington to get students ABCD certified. These certifications allow students to complete billable hours in their areas of certification enabling them to work in a variety of medical and healthcare facilities.</p> <p>In 2022, CBC's Dental Hygiene BAS program was named Exemplary Program Award Nominee by the National Council for Workforce Education. The Council looked at three areas to determine the nomination: the unique characteristics and requirements to operate a complex, allied health education program with on-site patient care, clinic and department relocation and program expansion.</p> <p>CBC's Dental Hygiene program has partnerships with Spanish Medical Interpreters, Tri-Tech, Tri-Cities Community Health, Pasco School District Migrant Program, Union Gospel Mission, Benton-Franklin Health District and GenesisCare.</p>	Trustees Siler, Harper and Page applaud this great program and thanked the faculty and staff for their hard work and dedication to student success.
<u>Remarks</u> By Administration, President	<p>President Woods introduced CBC's new VP for Human Resources & Legal Affairs, Corey Osborn. Corey began work at CBC on February 1 after previously working for the City of Kennewick.</p> <p>The Dr. Martin Luther King Jr. Bell Ringing and Spirit Award Ceremony was beautiful and was well attended. This was the first in person ceremony since 2019. Thank you to Trustee Harper for giving the opening remarks and providing a sound bite for the local media coverage of the event.</p> <p>Trustees Harper and Jackson joined us for the ACT Legislative Summit and Transforming Lives Dinner in Olympia January 24-25. We celebrated CBC student, Ryla Christianson, on Monday night along with five other students selected to share their inspirational stories. Ryla shared how two CBC employees made a significant impact on her while attending CBC, Kelsey Myers and Montessa Califano. We appreciate our CBC employees and the impact they have on students. Ryla stayed for our one on one visits with legislators, who always enjoy hearing directly from students when talking about legislation for higher education.</p> <p>President Woods will be going back to Olympia during the legislative session in February, March and possibly April. We are requesting 100% funding of compensation in addition to raises. Another area of requested support is for Workforce Programs – currently \$77M</p>	

By Board Members	<p><u>Trustee Page</u> Trustee Page attended the scholarship breakfast where they were able to spend time with students. These students asked about available mentorships available at CBC. Trustee Page hopes to attend the CBC play and has plans to attend the Athletic Hall of Fame event.</p> <p><u>Trustee Harper</u> Trustee Harper attended the ACT Winter Conference, the Transforming Lives Dinner and visited legislators at the Capitol in late January. On Martin Luther King Jr Day, Trustee Harper took E-MERGE high schoolers to TROT, Therapeutic Riding of Tri-Cities, and learned about Hippotherapy and adaptive riding. She was also able to attend the MLK ceremony at CBC and gave an interview to local news media at the event. She is looking forward to attending the Athletics Hall of Fame dinner. Inclusion Council will begin again in March.</p> <p><u>Trustee Siler</u> Trustee Siler will be attending the CBC play and the faculty art show.</p>	
<u>Public Comments</u>	None	
<u>Reports</u> Cash Balance Report Quarterly Financial Statement Economic Impact Report Executive Limitations Monitoring Reports EL-4, EL-5, EL-6	<p>VP for Administrative Services, Eduardo Rodriguez, provided highlights from the Cash Balance and the Quarterly Financial Statement. He noted a change in the way student tuition & fees are recorded in ctcLink versus the old Legacy system showing an increase in this revenue category from 2022 to 2023. The increase in capital appropriations in 2023 is due to the Library Project, Equity Center and additional spending of capital allocations in the second year of biennium. This year CBC hired eight financial aid specialists which increased the purchased services category.</p> <p>Dean for Organizational Learning, Jason Engle, provided the Board with an Economic Impact Report. The study was provided by Lightcast and is the first study in six years at CBC. In the report, the Student Benefit-Cost ratio includes foregone wages. Elizabeth Burtner, Assistant Vice President for Communications & External Relations, will use this report in her work and presents it to campus in various group settings. She is working on an OpEd piece for the Business Journal incorporating information from the Lightcast report.</p> <p>This is year two for completing EL-4, EL-5 and EL-6. The differences of note in the reports include: EL-4, the accountability audit is only done every four years with the next audit scheduled for 2024; EL-5, part 2a, the college is developing a plan to pursue a trademark for <i>Thunder</i> and copyright protection for the logos that depict <i>Thunder</i>; and EL-5, part 3, August 15, 2022 is the most recent financial audit.</p>	
<u>Discussion</u> Board Policies Governance Process GP-1 through GP-4	No changes recommended at this time.	Trustee Page moved and Trustee Harper seconded a motion to move Board Policies Governance Process GP-1 through GP-4 to the consent agenda for March 17, 2023. Approved unanimously.

<u>Consent Agenda</u> Board Policies Executive Limitations EL-8 through EL-10	No proposed modifications at this time.	Trustee Page moved and Trustee Harper seconded a motion to approve the Board of Trustees' Executive Limitations EL-8 through EL-10 as written. Approved unanimously.
Break @ 9:23 a.m.	Executive Session scheduled to begin at 9:28 a.m. with expected return to the public meeting at 9:40 a.m.	
<u>Executive Session</u> Moved to Executive Session at 9:28 a.m. Expected return to Public Meeting at 9:40 a.m.	RCW 42.30.110(1)(b): To consider the selection of a site or the acquisition of real estate by lease or purchase when public knowledge regarding such consideration would cause a likelihood of increased price. RCW 42.30.110(1)(i): To discuss litigation to which the agency, the governing body, or a member acting in an official capacity is, or is likely to become, a party.	
Announcement of extended Executive Session	A message was put in the webinar chat for online viewers of the public meeting and it was announced to attendees in person at the public meeting that the Executive Session would be extended an additional five minutes. Expected return to the public meeting is 9:45 a.m.	
Return to Public Meeting	The CBC Board of Trustees returned to the public board meeting at 9:44 a.m. No further business was discussed in the public meeting by the Board.	
Adjournment: 9:45 a.m.	Trustee Siler adjourned the public meeting at 9:45 a.m.	
	Next Board of Trustees Meeting Beers Board Room & Zoom Webinar Friday, March 17, 2023 - 7:30 a.m.	

Holly Siler, Chair

Exhibit B

CBC in the News



February 2023

[KNDU-TV: High School Artist on display as regional art exhibit celebrates 50th anniversary](#)

[KNDU: CBC offers community members an easy option for legislative testimony](#)

[KNDU-TV: Together Towards Tomorrow conference showcases resources for migrant parents, students](#)

[Fox41Yakima: High school artists on display as regional art exhibit celebrates 50th anniversary](#)

[Tri-Cities Area Journal of Business: Bill Gordon](#)

[Tri-City Herald: Tri-Cities teen authors WA bill to promote teaching more diversity and inclusion](#)

[KUNW-TV: Univision Facebook Orgullo Comunitario con Monique Castellano](#)

[KUNW-TV: Orgullo Comunitario con Monique Castellano](#)

[Union-Bulletin: Walla Walla Community College men handle Columbia Basin in Pasco](#)

[Coeur d'Alene Post Falls Press: NIC ROUNDUP: Cardinal women keep playoff hopes alive](#)

[TheWatchdog: The Student Voice of Bellevue College: WA Lawmakers Looking to Boost Financial Aid for College Students](#)

[FieldLevel: John Hudson Announces Commitment to Play Baseball at Columbia Basin College](#)

[Sami Stark Announces Commitment to Play Softball at Columbia Basin College](#)

[The Chronicle of Higher Education: Graphic Designer](#)

[The Chronicle of Higher Education: Program Specialist 2- Financial Aid](#)

[Washington.tarta.ai: Program Assistant Disability Support Services](#)

[Washington.tarta.ai: Completion Coach](#)

[2023 Columbia Basin College Baseball Spring Challenge](#)



Exhibit C



Craft Hour

On Tuesday, February 7, ASCBC hosted a Valentine's card making craft in the HUB Sunroom. Student attendees were provided with blank cards and envelopes. The cards were decorated with stickers, stamps, and colored markers. The goal was to have students make cards to give to loved ones or friends on Valentine's Day. Hopefully, this event spread the love around both campus and the Tri-Cities. There were 42 students in attendance. ASCBC continues to do craft hours once a month to serve our student population.

Basketball Spirit Night

On February 8, ASCBC and Athletics co-hosted the basketball spirit night. Students in attendance received light-up pom-poms, a CBC t-shirt, a free concessions coupon and a chance to be in a gift card drawing at halftime for both the women's and men's games. Along with ASCBC staff, four members from the Phi Theta Kappa Club and one student from MESA volunteered to help at the event.

Game Social

ASCBC hosted a Board Game Social in the HUB with Game Club on Tuesday, February 28. Students in attendance received free snacks and drinks. They were able to check out a variety of board games to play during the event. We encouraged students to play with other students that they didn't know to help build community. We had about 20 students participate in addition to the Game Club members and ASCBC staff.

February Virtual Events

ASCBC hosted two events on our Canvas page. The first was a Black History Month film discussion where students had an option to watch one of three films and answer short response questions. A random participant won a \$30 Netflix gift card. The second was a Titanic movie quiz to celebrate the 25th Anniversary release of the 1997 film. Students had a chance to win a \$25 Denny's gift card if they participated.

Club Service Event: Project Pajama

PTK (Phi Theta Kappa Club), for the month of March, is collecting items for Project Pajama. This project works to help kids who have been removed from their homes due to domestic violence. There are donation bins set up on the Pasco Campus in the Academic Success Center and the SRC. There is also a collection bin at the Health Sciences Center in Richland. They are requesting donations of new PJs in all kids' sizes, new stuffed toys, and new kids' books.

Thank You! Go Hawks!

Exhibit D

Columbia Basin College
Cash Reserve Report - January 2023 Month End

Assets		FY2023 - Jan	
Cash			
In Bank	1000070	\$	7,216,997.00
Petty Cash	1000020	\$	5,504.00
Total Cash		\$	7,222,501.00
Investments			
Short Term	1000040	\$	4,672,165.45
Long Term	1110010	\$	20,331,585.67
Total Investments		\$	25,003,751.12
Accounts Receivable			
Current	1010100	\$	4,748,300.18
Unbilled	1010050	\$	-
AR - Other	1010060	\$	478,823.41
Allowance for AR	1010110	\$	(35,503.67)
Total AR		\$	5,191,619.92
Inter/Intra Gov Receivables			
Due from Fed	1010150	\$	1,089,313.73
Due from Other Gov	1010160	\$	1,088,098.32
Due from Other Agency	1010180	\$	126,020.92
Total Inter/Intra Gov Receivables		\$	2,303,432.97
Total Assets		\$	39,721,305.01
Liabilities			
Current Liabilities			
Accounts Payable	2000010	\$	1,376,384.90
Accrued Salaries Payable	2011010	\$	-
Due to Other Agency	2012050	\$	-
Sales/Use Tax	2010070	\$	52,322.54
Accrued Liabilities	2001070	\$	-
COP Current Year P&I Due	2050010	\$	-
Total Current Liabilities		\$	1,428,707.44
Total Liabilities		\$	1,428,707.44

Cash Balance			
(ASSETS less LIABILITIES)		\$	38,292,598
Dedicated Balances	Legacy GL	Account	
Student Supported Capital	1110	1000070	\$ 1,932,691
3.5% - Institutional Financial Aid	1355	1010190	\$ 506,503
Students S&A	1110	1000070	\$ 1,783,346
Bookstore Operating Reserves	1110	1000070	\$ 500,000
Technology Fee	1355	1010190	\$ 1,233,261
Parking Fees	1355	1010190	\$ 755,325
Basic Food Employment and Training	1110	1000070	\$ 141,959
Total		\$	6,853,084
Reserves Policy - BOT Policies on Reserves			
Operating Reserve		\$	10,000,000.00
Emergencies		\$	3,000,000.00
Unplanned Capital Repair and Replacement		\$	2,000,000
Planned Future Operations		\$	2,403,150
Capital Facilities Projects		\$	14,840,386
Total		\$	32,243,536
Operating Reserves Balance			
Existing Reserve balance less Dedicated Reserves and Emergency Reserves		\$	(804,023)

Exhibit E

Fiscal Year 2223 Operating Funds Variance

As of Fiscal Month End: January

					EXP/BDGT	EXP/REV	REV/BDGT	
State Alloc	001, 24J, 08A	EXP BDGT	\$ 35,995,535	<div></div>	48.41%	51.71%	93.61%	
		EXP	\$ 17,424,222	<div></div>				
		REV (Alloc)	\$ 33,695,531	<div></div>				
Local Fees	148	EXP BDGT	\$ 3,150,078	<div></div>	50.28%	70.18%	71.65%	
		EXP	\$ 1,584,012	<div></div>				
		REV	\$ 2,257,122	<div></div>				
Local Tuition	149	EXP BDGT	\$ 19,555,978	<div></div>	43.34%	82.82%	52.33%	
		EXP	\$ 8,476,095	<div></div>				
		REV	\$ 10,234,226	<div></div>				
Contracts	146	EXP BDGT	\$ 2,029,253	<div></div>	37.53%	24.85%	151.04%	
		EXP	\$ 761,570	<div></div>				
		REV	\$ 3,064,913	<div></div>				
YTD Total		EXP BDGT	\$ 60,730,843		46.51%	57.35%	81.10%	
		EXP	\$ 28,245,899					
		REV	\$ 49,251,791					
					Key:	Spend rate less than 5% below FY %	Spend rate with in + or - 5% of FY%	Spend rate more than 5% above FY%

YTD Target Rate 58.33%

					Notes:
Account	BDGT	EXP	EXP/BDGT	State Allocation Schedule #8	
Salaries and Wages	5000003 \$ 36,729,397	\$ 17,653,931	48.06%	VDI upgrade	
Benefits	5010003 \$ 12,713,386	\$ 6,269,731	49.32%		
Contracted Services	5050003 \$ 2,430,332	\$ 963,036	39.63%		
Goods & Routine Services	5030003 \$ 3,898,139	\$ 725,777	18.62%		
Other Expenses	5081004 \$ 1,982,142	\$ 1,287,744	64.97%		
Utilities	5060003 \$ 1,080,000	\$ 731,574	67.74%		
Travel	5080004 \$ 682,161	\$ 207,773	30.46%		
Capital Expenses	5040003 \$ 556,277	\$ 381,859	68.65%		
Grants, Scl. ships,Fellowships	5020003 \$ 659,010	\$ 24,474	3.71%		
Debt Expenditures	5110003 \$ -	\$ -	0.00%		
YTD Total	\$ 60,730,843	\$ 28,245,899		Print Date: 3/7/2023	

Exhibit F

MONITORING REPORT FOR EL-07 Fiduciary Responsibility | Financial Condition and Activity

Board Policy is indicated in bold typeface throughout.

I present this monitoring report to the Columbia Basin College Board of Trustees that addresses the Board's Executive Limitations Policy: "EL-7 Fiduciary Responsibility | Financial Condition and Activity." I certify that the information contained herein is true and represents compliance, within a reasonable interpretation of the established policy, unless specifically stated otherwise below.

Rebekah Woods

Rebekah S. Woods, J.D., Ph.D.
President, Columbia Basin College

March 13, 2023
Date

POLICY STATEMENT: With respect to the Board's actual and continuous fiduciary responsibility, and the College's financial health, the President shall not fail to promote fiscal integrity and shall avoid material deviation from Board approved priorities. Accordingly, the President shall not:

- 1. Expend more funds than have been approved by the Board (via policy decisions) in the fiscal year, unless there has been Board's approval to do otherwise.**

INTERPRETATION: I interpret "shall not expend more funds than have been approved" to mean that expenses for the institution will remain within the revenues in the approved budget. During the annual budget presentation of projected revenues and expenses, we indicate we will return to the board for presentation and approval of an adjusted budget should the projections of revenues or expenses deviate by 10% or more. The Board has approved this process.

Compliance will be demonstrated when expenses and revenues are within 10% of the approved budget.

EVIDENCE: Regular presentation of Operating Funds Variance Reports to the Board demonstrate variances of expenses and revenues to the approved budget. A review of the Operating Funds Variance Reports to the Board over the prior year demonstrate that the College has not expended more funds than have been approved.

- 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.**

INTERPRETATION: I interpret "shall not expend more funds than have been received" to mean that at no point in the year do expenses exceed revenues. I interpret "Board-approved debt guideline" to be articulated in #3 below: "Incur debt in an amount greater than that 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.”

Compliance will be demonstrated when revenues are equal or greater than expenses.
Compliance will be demonstrated when expenditures on debt do not exceed the Board approved budget.

EVIDENCE: Regular presentation of Operating Funds Variance Reports to the Board demonstrate variances of expenses and revenues to the approved budget. A review of the Operating Funds Variance Reports to the Board over the prior year demonstrate that the College’s revenues have been equal to or greater than expenses.

3. **Incur debt in an amount greater than that 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.**

INTERPRETATION: I interpret “certain and otherwise unencumbered revenues” to be revenue that is not required or committed for payment of other expenses.

Compliance will be demonstrated when expenditures on debt do not exceed the Board approved budget.

EVIDENCE: Finance Statements for this monitoring period (July 2021 – June 2022) confirm that debt expenses are within budget.

Debt Service Budget and Scheduled Payments

FY22 Accounts		Principal-PD	Interest-PE	Total
Budget	\$ 1,708,132			
639-0016 ESPC		\$ 135,000	\$ 38,400	\$ 173,400
639-21-1 SRC		\$ 475,000	\$ 1,053,750	\$ 1,528,750
		\$ 610,000	\$ 1,092,150	\$ 1,702,150

FY22 Reserve Policy					
ESPC Payoff	\$ 1,100,000				
FY22 Debt Svc Actuals					
639-0016 ESPC		\$ 900,000	\$ 20,888	\$ 920,888	
639-21-1 SRC		\$ 526,875	\$ 1,053,750	\$ 1,580,625	
					Balance
Totals	\$ 2,808,132	\$ 1,426,875	\$ 1,074,638	\$ 306,619	

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.**

INTERPRETATION: I interpret “expending College Funds in a manner that will result in a zero nor negative fund balance” to mean the College will not expend more dollars than approved in

accordance with the Board's Reserve Policy to ensure the College ends the fiscal year with a positive fund balance.

Compliance will be demonstrated when the College ends the fiscal year with a positive fund balance.

EVIDENCE: A Cash Balance Report presented to the Board each month documenting the College's fund balance. A review of the cash balance reports for the prior year demonstrate that the College ended the year with a positive cash balance (\$10,971,246) beyond its dedicated reserves according to the Board's Reserve Policy for FY22.

5. Fail to settle payroll and debts in a timely manner.

INTERPRETATION: I interpret "timely" to mean paying employees on the 10th and 25th of each month consistent with the official state pay dates. I interpret "debts" to mean a loan to the institution which must be re-paid, rather than regular ongoing operational expenses.

Compliance will be demonstrated when:

- a) Payroll records verify timely payment of employees, and
- b) Report of loan payments have been made according to schedule.

EVIDENCE:

- a) Payroll records will verify that payroll has been processed consistent with the official state pay dates. See chart below.
- b) Debt service report will reflect payments made according to schedule – June and December as required by the State.

FY22 Payroll Actuals	
Month	FY22
July	\$ 3,124,675
August	\$ 3,135,419
September	\$ 3,552,043
October	\$ 3,824,780
November	\$ 3,789,343
December	\$ 3,828,110
January	\$ 3,931,419
February	\$ 3,865,153
March	\$ 3,962,573
April	\$ 4,044,519
May	\$ 3,999,402
June	\$ 4,307,257

FY22 Debt Svc Payments	Principal	Interest	Total
639-0016 ESPC	\$ 900,000	\$ 20,888	\$ 920,888
639-21-1 SRC	\$ 526,875	\$ 1,053,750	\$ 1,580,625

6. Allow tax payments or other government-ordered payments or filings to be overdue and inaccurately filed.

INTERPRETATION: I interpret “tax payments” to include source deductions for employee income taxes and state and city required excise taxes. “Other government-ordered payments or filings” include employee source deductions for pensions, workers’ compensation, employment insurance, and associated monthly and annual reports related to these payments. “Overdue” is interpreted to mean paid or filed after the due date. “Inaccurately filed” is interpreted to mean deliberately falsified or containing errors other than minor calculation errors.

Compliance will be demonstrated when:

- a) Statements of accounts from the government agency verify on-time receipts of payments and reports, and
- b) The WA State Auditor’s Office annual audit reports no falsified information uncovered during the audit.

EVIDENCE:

- a) Statements of account from the government agency indicate source deductions have been received on or before due dates (See report included). We have not received any notice of inaccuracies in our filings.



2022 Dept. Of
Revenue Payments.p

- b) The [Washington State Auditor's Office annual audit](#) reports no falsified information. See excerpt below from p. 7.

=====AUDITORS’ OPINION ON LATEST REPORT – Pg. 7=====

In our opinion, the accompanying financial statements referred to above present fairly, in all material respects, the financial position of the Columbia Basin College, as of June 30, 2021, and the changes in financial position and cash flows thereof for the year then ended in accordance with accounting principles generally accepted in the United States of America.

=====

7. Acquire, encumber nor dispose of real property without Board approval.

INTERPRETATION: I interpret “Acquire, encumber nor dispose of real property without Board approval” to mean that Board approval is required for the afore-mentioned real property transactions.

Compliance will be demonstrated when the Vice President for Administrative Services confirms that there have been no acquisitions, encumbrances, or disposals of land or other real property during the prior fiscal year without approval by the Board.

EVIDENCE:

- a) A review of Board agendas for the fiscal year (July 2021 to June 2022) shows that the following item was brought to the Board on March 8, 2021, for their consideration and was approved. Acquisition of 840 Northgate Drive, Richland, WA

for an amount not to exceed \$20,000. This purchase was finalized with the City of Richland on October 4, 2021.

8. Fail to aggressively pursue receivables after a reasonable grace period.

INTERPRETATION: I interpret “aggressively pursue” to mean invoices are mailed to those with amounts still owed beyond the final payment deadline for each quarter at 30, 60 and 90 days past the deadline. I interpret a “reasonable grace period” to be 120 days. Balances over \$100 for goods or services provided by the College are forwarded to a collection agency for additional collection efforts after 120 days past due.

Compliance will be demonstrated when there is documentation that the above process has been followed for any receivable outstanding over 120 days and collection procedures outlined in Chapter 85.54.50-55 of OFM’s State Administrative Accounting Manual are followed.

EVIDENCE: Accounts receivable outstanding during the fiscal year include \$512,466 for 1,783 students. The above-referenced process with invoices and reminder letters have been sent to these accounts. Electronic copies are available. Accounts receivable outstanding beyond 120 days can be verified on the Customer GL Aging Report.



SAAM
85.54.50-55.pdf

=====

Student Debt: Debt from Fall 2021 through Summer 2022

- a. Total debt for all 4 quarters is/was \$512,466 over 1,783 students.
- b. Table represents 4 quarters from Fall 21 - Summer 22.

Term	Summer '22	Spring '22	Winter '22	Fall '21
Tuition	139,595.31	157,238.32	81,889.53	87,785.83
Misc	8,916.22	12,846.23	7,260.85	16,933.47
Total	\$ 148,511.53	\$ 170,084.55	\$ 89,150.38	\$ 104,719.30

=====

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.

INTERPRETATION: I interpret “at their designated frequency, reports on the College’s current financial condition” to mean the presentation of Financial Statements on a quarterly basis, Cash Balance report on a monthly basis, Operating Funds Variance Report on a monthly basis except for the months when Financial Statements are presented, and an Unaudited Fiscal Year Income Statement presented annually.

Compliance will be demonstrated when the monthly Board Meeting agendas and packets reflect the schedule and exhibits supporting the above-referenced financial reports.

EVIDENCE: The Board Meeting agendas and packets for the fiscal year reflect the schedule and exhibits supporting the following financial reports – Quarterly Financial Statements, Monthly Cash Balance Reports, Operating Funds Variance Report in February, March, May, June, August, September, November, and December.

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.

INTERPRETATION: I interpret “best interest of the College” to mean the provision of resources (financial or otherwise) that are:

- a) In alignment with the College’s Strategic Plan and priorities;
- b) Have a positive cost-to-benefit ratio of the project during the life of the grant, including the internal resources required to support the project, any matching fund requirements, and the percent of the total grant award that is allocated for indirect costs; and
- c) Have positive long-term impacts of the grant award (e.g., impacts on student success, enrollment/revenue increases and ongoing institutionalization costs such as the retaining of grant personnel).

INTERPRETATION: I interpret “obligate the College to make future expenditures using funds other than those created by the gift or grant without Board approval” to mean any grant-funded positions that are required by the grant to be institutionalized after the conclusion of the grant be built into the College’s recommended budget proposal and presented for consideration during the regular budget approval process to the Board.

Compliance will be demonstrated when the College has accepted only gifts and grants that:

- a) Are in alignment with the College’s Strategic Plan and priorities;
- b) Have a positive cost-to-benefit ratio of the project during the life of the grant, including the internal resources required to support the project, any matching fund requirements, and the percent of the total grant award that is allocated for indirect costs; and
- c) Have positive long-term impacts of the grant award (e.g., impacts on student success, enrollment/revenue increases and ongoing institutionalization costs such as the retaining of grant personnel).

In addition, all grant-funded positions required to be institutionalized after the conclusion of the grant are built into the College’s recommended budget proposal and presented for consideration during the regular budget approval process to the Board.

EVIDENCE: Below is included a report of new grants awarded to the College during the monitoring period (July 2021 to June 2022) and any institutionalization requirements were noted.



Grant Application
Request Form.docx



July 2021-22 Grant
Summary Report for

- 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.

INTERPRETATION: I interpret the afore-mentioned policy to mean that the College will set aside financial reserves for each category indicated in the amount approved by the Board during their annual retreat.

Compliance will be demonstrated when:

- a) A review of monthly Cash Balance Reports confirms the amount prescribed in the Board's annual approval amount, and
- b) A review of the August Board Retreat agenda reflects a recommendation by the Administration of the amount to be set aside to maintain the afore-mentioned categories of Operating Reserves.

EVIDENCE: A review of the monthly Board agendas for the monitoring report period (July 2021 – June 2022) reflect the presentation of a Cash Balance Report that confirms the amount prescribed by the Board during their annual retreat. Furthermore, a review of the August 2022 Board Retreat agenda reflects a recommendation by the Administration of the amount to be set aside to maintain the afore-mentioned categories of Operating Reserves.

MONITORING REPORT FOR EL-08 Communication and Support to the Board

Board Policy is indicated in bold typeface throughout.

I present this monitoring report to the Columbia Basin College Board of Trustees that addresses the Board's Executive Limitations Policy: "EL-8 Communication and Support to the Board." I certify that the information contained herein is true and represents compliance, within a reasonable interpretation of the established policy, unless specifically stated otherwise below.

Rebekah Woods

Rebekah S. Woods, J.D., Ph.D.
President, Columbia Basin College

March 8, 2023

Date

POLICY STATEMENT: 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.**

INTERPRETATION: I interpret "timely, accurate and understandable format that directly addresses provisions of the Board policies being monitored" to mean that Board Monitoring Reports for ENDS and Executive Limitations are submitted in an easy to understand format according to the schedule indicated in the Board's Annual Calendar/Work Plan.

Compliance will be demonstrated when monitoring reports are submitted as scheduled and the Board indicates the report shows clear and sufficient evidence of compliance with fulfilling the ENDS or adhering to the Executive Limitation.

EVIDENCE: A review of the monthly Board agendas for the monitoring report period (July 2021-June 2022) reflected the Mission Fulfillment Report was submitted at the December 13, 2021 board meeting. Executive Limitation monitoring reports were submitted according to the Work Plan or adjusted with Board agreement.

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.**

INTERPRETATION: I interpret the above-referenced policy to mean “relevant trends, anticipated adverse media coverage, material external and internal changes” are shared with the Board during Weekly Updates or sooner if they are time sensitive.

Compliance will be demonstrated when the President provides Weekly Updates to the Board that include above-mentioned items, as needed. Additional email communications, and/or phone calls are utilized when necessary to inform the Board of any urgent and/or timely matters.

EVIDENCE: Weekly reports were shared with the Board during the monitoring period and additional email communications were utilized in between for more time sensitive issues. The Board Chair and Vice Chair were also informed of additional items during monthly meetings or more often when needed.

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.**

INTERPRETATION: I interpret the above-referenced policy to mean that the President will notify the Board when it believes any Board policies or bylaws are not being followed or other Board behavior that the President believes is detrimental to the work relationship between the Board and the President.

Compliance will be demonstrated when:

- a) The Board is advised via email, verbally reminded at a meeting, or in conversation with the Board Chair, that they are out of compliance, and/or
- b) During the President’s annual evaluation which includes the Board - President relationship.

EVIDENCE: There were no incidents of non-compliance over this monitoring period that the President needed to mention.

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.**

INTERPRETATION: I interpret “as many staff and external points of view, issues and options as needed” to mean the President will present multiple perspectives including information in support of as well as in opposition to Board decisions being made at public Board meetings.

Compliance will be demonstrated when:

- a) The Board provides feedback that they have received sufficient information on which to make Board decisions during monthly meetings, and
- b) The Board includes their feedback during the President’s annual evaluation, specifically the “Board-President Relationship.”

EVIDENCE: Annual evaluations of the President's performance are on file in Human Resources.

5. Present information in an unnecessarily complex or lengthy format such that it fails to clearly differentiate between monitoring, Board decision preparation and other designated subject matter.

INTERPRETATION: I interpret the above-referenced policy to mean that Board agenda items will be clearly marked as reports, i.e., information items, Monitoring Reports, Discussion/Action, or Consent agenda items to differentiate the intent of each.

Compliance will be demonstrated when:

- a) Meeting agendas are labeled clearly so the Board knows what items are informational only, what items are for discussion, and what items are for decision making and action.
- b) The President inquires about the quality of information presented at meetings.
- c) The President is evaluated annually which includes this element of the Board-President relationship.

EVIDENCE: a) Board meeting agendas reflect clearly labeled sections indicating when there is a requested action. b) Annual evaluations of the President's performance are on file in Human Resources.

6. Withhold from the Board the support needed for its official functioning and communications.

INTERPRETATION: I interpret "support needed for its official functioning and communications" to mean administrative support is identified and provided to support the Board in its official function.

Compliance will be demonstrated when an individual is identified to provide administrative support to the board for all requested items including, but not limited to, board meeting preparation, taking of meeting minutes, policy maintenance and storage, and professional development arrangements.

EVIDENCE: The President has assigned the Executive Assistant to the President and Board of Trustees to provide all requested and assigned support for all Board members.

7. Favor any Board Member or Members above the Board as a whole, except when fulfilling individual Board member requests for information.

INTERPRETATION: I interpret "Favor any Board Member or Members above the Board as a whole" to mean all Trustees will receive the same information and the same level of support.

Compliance will be demonstrated when the President confirms that she has provided the same information and same level of support to each Trustee and received no indications of concern of any Trustees being favored over another.

EVIDENCE: The President confirms that she has provided the same information and same level of support to each Trustee and has not received any concerns regarding favoritism.

8. Fail to report in a timely manner an actual or anticipated non-compliance with any Board policy.

INTERPRETATION: I interpret the above-referenced policy to mean that the President will notify the Board when it believes or anticipates any Board policy or bylaw is not being followed.

Compliance will be demonstrated when:

- a) The Board is advised via email, verbally reminded at a meeting, or in conversation with the Board Chair, that they are or anticipated to be out of compliance, and/or
- b) During the President's annual evaluation which includes the Board - President relationship.

EVIDENCE: There were no actual or anticipated incidents of non-compliance over this monitoring period that the President needed to mention.

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.

INTERPRETATION: I interpret the above-referenced policy to mean that in accordance with Article II, Section 7 of the Board's By-laws, the President will utilize the Consent Agenda for items that are within the President's prerogative according to the Carver Model of Governance but require Board approval by RCW and/or WAC codes.

Compliance will be demonstrated when items that require approval from the Board per RCW and/or WAC codes appear as a Consent Agenda item on the monthly Board meeting agendas.

EVIDENCE: No items that required approval from the Board per RCW and/or WAC codes but under the Carver Model fell within the President's prerogative was needed during the monitoring period (July 2021 – June 2022).

Exhibit G

POLICY TYPE: GOVERNANCE PROCESS GP-5

POLICY TITLE: CODE OF ETHICS FOR BOARD MEMBERS

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 citizens of Benton and Franklin counties. 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 College's services.
2. Board Members must avoid any 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 College except as procedurally controlled to ensure 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 College 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 College except as explicitly set forth in Board policies.
 - a. Board Members' interactions with the President or with staff must recognize the lack of authority vested in individuals except when explicitly Board-authorized.
 - b. Other than the Chairperson's role as articulated in GP-4, Board Members' interactions 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 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's 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 Trustees' 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 in order to understand their viewpoints and values related to the College.
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 to name 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 that such naming should not be done casually, but reserved for those who have made extraordinary contributions to the College through personal service, financial support, or who have greatly enhanced the prestige of the College 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 prior to three (3) years following their termination of service to the College 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 College, such consideration shall go beyond that person's excellence in the performance of his/her duties and responsibilities to include the criteria listed above.
4. Advisory recommendations for awarding the honor pursuant to this policy shall be made by an ad-hoc advisory committee appointed by the Board. 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 shall have the discretion to designate a former President or administrator to the status of Emeritus for the College. In accordance with the AHE Collective Bargaining Agreement, the Board shall also have the discretion to designate a former faculty member 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 and other privileges articulated with the notice of designation to the awardee.

Exhibit H



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 ensuring 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 initiating policy.
3. Direct, control and inspire Columbia Basin College 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. Provide continuous Board development to 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 Columbia Basin College and the citizens of Benton and Franklin counties.
2. Provide 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 tasks.
 - d. Board-Staff Linkage: How power is delegated and its proper use monitored, through the authority and accountability of the President's roles.
3. Ensuring the 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, and not to the President, to decide or examine.
 - 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.