

**COLUMBIA BASIN COLLEGE
BOARD OF TRUSTEES' MEETING**

May 9, 2022

Beers Board Room & Virtual

4:00 p.m.

Agenda

Call to Order

Pledge of Allegiance

***Agenda Changes**

***Approval of Minutes**

April 11, 2022 Board of Trustees' Meeting

Exhibit A

Celebrating Excellence

Inclusivo Steering Committee

Melissa McBurney, Dean for Accreditation and Assessment (co-chair)

Bennie Moses, Dean for Diversity, Equity and Inclusion (co-chair)

Jason Clizer, Senior Associate Professor of ELA

Antonio Cruz, Professor of Spanish

Joshua Ellis, Director for Institutional Research

Miriam Fierro, Director for CAMP

Ericka Garcia, Budget Analyst 2

Fatima Machado, Assistant Professor of Library Services

Ame Nielsen, Secretary Senior

Nancy Peterson, Accessibility Specialist

Lendah Siah, Director for Assessment Center

Rod Taylor, Dean for Math, Science & Engineering

Equity-Centered Strategic Planning Committee

Taha Abaker, Columbia Basin College Student

Cinthia Alvarez, Director for K-12 Partnerships

Alexis Blakes, Columbia Basin College Student

Ofelia Bredt, Project Manager at Pacific Northwest National Laboratory

Antonio Cruz, Professor of Spanish

Amy Donovan, Assistant Professor of Biology

Kristi Duggan, Onboarding & Talent Development Manager

Joshua Ellis, Director for Institutional Research

Jason Engle, Dean for Organizational Learning

Erin Fishburn, Executive Director/CEO of the CBC Foundation

Jay Frank, Assistant Vice President for Communications & External Relations

Ericka Garcia, Budget Analyst 2

Sandya Kesoju, Director for Agriculture Education, Research & Development

Keri Lobdell, Dean for Library & Instructional Services

Melissa McBurney, Dean for Accreditation and Assessment (co-chair)

Yoselin Mendez, Columbia Basin College Student

Molly Mooney, Associate Professor of Library Services

Jesus Mota, Dean for Career & Technical Education

Equity-Centered Strategic Planning Committee (continued)

Soo Park, Assistant Dean for Instruction
Bradley Powell, Associate Professor of Sociology
Anna Tensmeyer, Marketing & Communications Director
Guillermo Urrego, Human Resource Consultant I
Amanda Ursino, Director for Enrollment Services
Bruce Walker Jr., Associate Professor of Music
Rebekah Woods, President (co-chair)
Paige Wyatt, Professor of Engineering Technology

Remarks

By Administration

President

Exhibit B

CEO, Foundation

By ASCBC

Exhibit C

By Faculty Senate Chair

By AHE

By Board Members

Reports

Cash Balance Report

Exhibit D

Variance Report

Exhibit E

***Discussion**

First Reading – Board Policies Ends E-1 – E-3

Exhibit F

First Consideration – Annual College Budget

Exhibit G

First Consideration – ASCBC Services and Activities Budget

Exhibit H

***Consent Agenda**

Second Reading – Board Policies Board-Staff Linkage BSL-1 – BSL-5

Exhibit I

Public Comments

Executive Session

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.

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:

May 2022

- ACT Transforming Lives Award Recognition, May 19, 10:30 a.m., Tacoma
- ACT Spring Conference, May 20, Tacoma

June 2022

- Retiree Reception, June 13, 3:00 – 4:00 p.m., Thornton Courtyard
- Board of Trustees' Meeting, June 13, 4:00 p.m.
- Commencement, June 17, 7:00 p.m., Edgar Brown Stadium, Pasco

August 2022

- Board Retreat, August 19, 9:00 a.m. – 3 p.m., Beers Board Room

Exhibit A

Columbia Basin College
Board of Trustees' Meeting Minutes
April 11, 2022
Hybrid Meeting 7:30 a.m.

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

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

In-Person Attendees: Eduardo Rodriguez, Michael Lee, Jason Engle, Brian Dexter, Bennie Moses, Bob Pedersen, Bill McKay, Steven Danver, Cinthia Alvarez Lucatero, Annie Warren, Sandy Quiroga, Alexis Blakes, Abby DeSteele

Virtual Attendees: Cheryl Holden, Camie Glatt, Erin Fishburn, Melissa McBurney, Rod Taylor, Kelsey Myers, Jesus Mota, Douglas Hughes, Lane Schumacher, Josh Ellis, Mason Bailie, Shaina Griffiths, Janet Garza, Annlee Kodman, Kevin Hartze, Kim Trinh, Lendah Siah, Kristina Wildenborg, Amanda Bragg, Daphne Larios, Alice Schlegel, Maya Hitchman, Arian Yager, Eric Rosane (TCH)

The Agenda	The Discussion	Action
Call to Order		Meeting called to order by Trustee Jackson at 7:30 a.m.
Pledge of Allegiance	Trustee Jackson led the Pledge of Allegiance.	
Agenda Changes	President Woods requested Resolution 22-01 be removed from the agenda.	Trustee Siler moved and Trustee Harper seconded the motion to remove Resolution 22-01 from the agenda. Approved unanimously.
Approval of Minutes	March 21, 2022 Meeting Minutes Discussion - None	Trustee Siler moved and Trustee Page seconded the motion to approve all minutes as written. Approved unanimously.
<u>Celebrating Excellence</u> Directed Self Placement (DSP) Mason Bailie , IT App Development Crystal Conner , Program Coordinator Assessment Center Janet Garza , Associate Registrar Darian Holcomb , Program Assistant Assessment Center Annalee Kodman , Senior Associate Professor for English Kelsey Myers , Asst VP for Enrollment Bob Pedersen , Senior Associate Professor for English Dima Serhiychuk , Asst Director for System Administration & Development Lendah Siah , Director for Assessment Center Kim Trinh , Associate Professor of English Kristen Wilson , Program Assistant Assessment Center	VP for Instruction, Michael Lee, introduced the DSP Team consisting of personnel from Instruction, IS and Assessment. Previously, AccuPlacer was used for English placement testing. It tested reading comprehension and grammar, but the testing was difficult to move online. This required the team to look at alternative ways for student evaluation and placement in a course appropriate with their academic learning level. The DSP Team was able complete a "first version" of DSP within a week at the beginning of the pandemic. DSP asks students to do an intrapersonal analysis to determine "grit" – if something is difficult, can the student persevere and continue through difficult circumstances. Students were given access to a clear presentation of each course enabling them to look at course content and materials. The previous placement process took up to 3.5 hours and with DSP students are able to make an evaluation and decision within one to 1.5 hours. Other benefits of DSP include: <ul style="list-style-type: none"> • The ability for students to complete the evaluation process based on their availability. Many students need to complete testing after 6pm or on weekends; • Student ownership of the placement process; • Relieved testing anxiety by changing the testing environment; • Student access to, and a better understanding of, course requirements. President Woods praised DSP as the "silver lining" during the pandemic. Schools across the State of Washington have seen increased student success in Math and English courses using DSP.	

<p>Initiative for Diversity, Equity, Antiracism & Leadership (IDEAL) Fellowship</p> <p>Bennie Moses, Dean for DEI</p> <p>Ezekiel Akinbade, Student</p> <p>Canela Alcaraz, Student</p> <p>Alexis Blakes, Student</p> <p>Shaina Griffiths, Student</p> <p>Maya Hitchman, Student</p> <p>Edgar Tlatenchi, Student</p> <p>Ariah Yager, Student</p>	<p>Bennie Moses, Dean for Diversity, Equity and Inclusion introduced the CBC students participating in the Washington State IDEAL Fellowship Cohort 3. There were forty CBC students who applied to participate and eight were selected. The six-week program began in February 2022 and gave students an opportunity to read literature on educational equity and justice, and practice applying their knowledge to community college practices and policies that impact the student experience. Through a project-based model, Fellows identified and studied a policy, practice, or process that may disproportionately negatively impact some student groups over others, and draft insight presentations addressing the inequitable structure they identified. On Friday, April 22, IDEAL Fellow students will present what they've learned from their projects and make recommendations regarding ways their campus can become equity-advancing based.</p> <p>Four CBC IDEAL Fellows were present at the Board Meeting and gave impressions of lessons learned and how participation changed or enhanced their higher education experience. Alexis Blakes and Shaina Griffiths are working on a project focusing on first generation students in higher education. One of their group focus areas has been around improving the first generation student experience by providing better access to resources and information to improve student outcomes. Maya Hitchman and Ariah Yager are working on a project addressing placement testing policies. They are looking at questions around Directed Self Placement (DSP) versus traditional test assessment practices, how does DSP help with inclusion and equity or reduce barriers for students and does DSP give students more power and a voice in their college path. The IDEAL students called this experience "eye opening" and appreciated the emphasis in the program of "leading with love."</p>	<p>Trustee Harper congratulated the students for doing the hard work surrounding DEI and for the honor of being selected to participate in IDEAL Fellows.</p> <p>Trustee Siler thanked students for leaning in to learn more about others and themselves. Trustee Siler is excited to see each of the completed projects.</p>
<p><u>Linkage with Community</u></p> <p>Tri-Cities Latino Community Network</p> <p>Cinthia Alvarez Lucatero, Chair</p> <p>Annie Warren, Founder & Planning Committee Member</p> <p>Sandy Quiroga, Co-Chair for Planning Committee</p>	<p>Tri-Cities Latino Community Network (TCLCN) was founded in 2015 by Annie Warren as a partnership between Mid-Columbia Libraries and the Hispanic Chamber of Commerce. TCLCN's goals focus on (1) education – members will increase their knowledge about key issues affecting the Latino community by providing workshops in Spanish for our community in order to remove barriers, (2) action – members will act upon their expertise to affect positive change in their communities, and (3) connection – members will grow their network by connecting with each other and fellow leaders in the Latino community.</p> <p>In a collaborative effort, the CBC DEI Committee funded a TCLCN Latino video series about Latinos in our community. One of the videos features a CBC student, Michael. For more information and to view inspiring videos, visit these links: Tri-Cities Latino Community Network, Inspiring Latinos / Latinos Inspiradores, 40th Annual Telly Awards – Best Social Video Series, Michael: Inspiring Latinos / Latinos Inspiradores.</p>	<p>A "bravo" from Trustee Harper for TCLCN's important work. Trustee Harper thanked TCLCN for sharing their inspirational work and expressed the importance of building pipelines, building skills and normalizing forward progress for our community.</p>
<p><u>Remarks</u></p> <p>By Administration, President</p>	<p>President Woods expressed how exciting it was to see the parking lot full of student cars during the first week of spring quarter. Current enrollment is holding strong for spring. We are still at a 5% overall decline from last spring. This is very positive, but fall quarter will really be our best indication as to how long it may take for our enrollment to resume and grow beyond pre-pandemic levels.</p> <p>Effective Saturday, April 9, all students and employees who have accommodation plans because of a religious or medical exemption to CBC's vaccination requirement will no longer be required to wear masks as part of their accommodation. Accommodation agreements with employees will be reviewed and revised. This change may have</p>	

	<p>exceptions for those employees in the health sciences or other specific settings with different requirements.</p> <p>We're getting closer to CBC's ctclink "go live" date of April 25. There will be 50-60 employees working on Sunday, April 25 to validate the conversion of data into our new ctclink system. To allow various departments time to work in the new system, the College has implemented a Purchasing Pause through July 5 and will freeze any onboarding of new employees between April 16 and May 15.</p>	
By Administration, VP for Administrative Services and Assistant VP for Infrastructure Services	<p>Vice President for Administrative Services, Eduardo Rodriguez and Assistant VP for Infrastructure Services, Brian Dexter, presented preliminary research on additional student housing. They looked at three different models for purchasing the housing: a local cash option, a COP option and a master lease option. All three models used the following criteria: \$15M for the estimated initial cost of build, anticipated four years before reaching 96% capacity, built in ebbs and flows for housing capacity, at 25 years anticipated a \$7M remodel, at 50 years anticipated a \$40M cost to replace the building and planned for a self-supporting student housing build.</p>	<p>The trustees expressed thanks for the work and research presented for additional student housing. They also appreciated the planning and stewardship involved to make the best use of available funds.</p>
By CEO, Foundation	<p>Erin Fishburn gave an update of Foundation activities. The Foundation just wrapped up the latest scholarship cycle. The review process is completed and awarding will begin this week to allow for student notification by mid-May. The emergency fund appeal went out last week with plans for the quarterly newsletter to go out soon to donors.</p> <p>The Foundation held an economic update event for planned giving and endowment donors at the end of March. The Foundation's investment advisor, Cornerstone Wealth Strategies, lead the conversation and provided one more way to engage these donors.</p> <p>Upcoming events on the horizon include:</p> <ul style="list-style-type: none"> • A Board/Retiree Reunion schedule for May 12 on the CBC Pasco campus; • On June 2, the Foundation is hosting an arts reception to bring together arts donors to enjoy a student art show; • A scholarship reviewer reception at Tagaris on June 8. <p>Planning for the next fiscal has begun. They are working on the budget, reaching out to Board members to develop our slate of officers and planning year end activities. The Foundation Board will meet in person for the first time in two years on April 21.</p>	<p>Trustee Siler gave her appreciation for a well done emergency fund appeal.</p>
By ASCBC	<p>Shaina Griffiths, CBC Service Corps Chair, gave the Board update on ASCBC activities. An Arbor Day tree planting is planned, in collaboration with the CBC Sustainability Committee, for Wednesday, April 13 at 1:00pm. Students in attendance will receive Arbor Day t-shirts and flower seed packets. In addition, two online activities will be available through ASCBC Canvas for students to enjoy in celebration of Earth Day, April 22.</p> <p>ASCBC student leaders visited and interviewed CBC employees in 21 offices across campus. The findings from these visits will appear weekly in the ASCBC Canvas update to the student body.</p>	

<p>By Faculty Senate Chair</p> <p>By AHE</p> <p>By Board Members</p>	<p>In collaboration with Rec & Wellness, ASCBC will host a glow hike on Badger Mountain the night before Earth Day, April 21. The hike will be from 8 – 11pm and wearable glow sticks and snacks will be provided to participants.</p> <p>Faculty Senate is preparing for Senate elections to be held later this year. They are wrapping up a bylaw review and on May 20 will provide a hybrid all faculty opportunity to vote on the changes.</p> <p>No AHE representative present.</p> <p><u>Trustee Siler</u> Attended a dinner with President Woods for Richard Kemp on March 30 to celebrate all of Richard's achievements. Trustee Siler wished everyone 'good luck' on the upcoming ctcLink transition. May is Mental Health Awareness Month and Trustee Siler would like to get involved or help with marketing this to campus.</p> <p><u>Trustee Harper</u> The Regional Affairs Committee will soon become myTri Executive Council. myTri2030 has been putting together two key initiatives that will be announced on May 5, 2022.</p> <p><u>Trustee Jackson</u> Trustee Jackson has been very busy with his day job over the last several months. He plans on attending the Association of Washington Business (AWB) dinner and reception at Bookwalter Winery on Thursday, April 14.</p>	
<p><u>Reports</u></p> <p>Cash Balance Report</p> <p>Variance Report</p> <p>Fall Mission Fulfillment Monitoring Report</p>	<p>VP for Administrative Services, Eduardo Rodriguez, provided highlights from the Cash Balance and Variance Report.</p> <p>Dr. Jason Engle, Dean for Organizational Learning, gave the CBC Institutional Progress report for Fall 2021. The data for entry cohorts show a drop in academic transfers, but this could indicate a switch in preference for the professional/technical cohort. Beginning in 2020, CBC asked students to select a school, so students not making a selection may have been incorrectly put in the academic transfer grouping. The fall strengths include a strong 2021-2022 entry cohort for Math and English. First year students starting in summer or fall of 2021 have done well in the first term compared to previous years. Early Math and English are seeing tremendous gains even after last year's jump. Additionally, credit attainment and first year course success have not moved significantly, appearing to solidify last year's strong performance.</p> <p>Fall opportunities include fall to fall retention down 3.1% overall. This may not be too surprising given the fall decrease in enrollment. Still, it is the largest of concerns given the strength that the 2020-2021 entry cohort showed last year. The three-year completion rates are down 1.6% overall for fall comparisons and down 2.3% in forecast. We include this measure in "weakness" not because it has shown particularly strong movement, but because some early indicators of the 2019-2020 entry cohort were modestly strong that might have led us to see this number higher. The higher number still may materialize in incoming graduation apps this year.</p>	

<u>Discussion/Action</u> Resolution 22-01, Acquisition of Property Resolution 22-02, Library Remodel	Resolution 22-01 removed from agenda by motion of the Board. Resolution 22-02 presented to the Board for consideration. The CBC Library needs updating and the State has designated \$1,103,000 for this project. CBC administration is requesting permission from the Board to expend local funds up to an additional \$1,990,000 for design, construction, project management, fixtures, furnishing, and equipment for a total project cost of \$3,093,000.	Trustee Siler moved and Trustee Harper seconded a motion to pass Resolution 22-02 and move forward with the CBC Library Retrofit. Approved unanimously.
<u>Discussion</u> First Reading - Board of Trustees' Policies Board-Staff Linkage BSL-1 through BSL-5	No recommended changes from administration or trustees at this time.	Trustee Siler moved and Trustee Page seconded a motion to move the Board of Trustees' Policies Board-Staff Linkage BSL-1 through BSL – 5 to the consent agenda of the May 2022 Board meeting. Approved unanimously.
<u>Consent Agenda</u> Second Reading – Board of Trustees' Policies Governance Process GP-5 through GP-8	No discussion or proposed modifications at this time.	Trustee Page moved and Trustee Siler seconded a motion to approve the Board of Trustees' Policies Governance Process GP-5 through GP-8 as written. Approved unanimously.
<u>Public Comments</u>	None	
Adjournment: 9:14 a.m.	Trustee Jackson adjourned the meeting at 9:14 a.m.	
	Next Board of Trustees' Meeting Beers Board Room & Zoom Webinar May 9, 2022 - 4:00 p.m.	

Kedrich Jackson, Chair

Exhibit B

CBC in the News



April 2022

[KNDU-TV: CBC's Bechtel National Planetarium kicks off reopening with movie showings](#)

[KNDU-TV: Columbia Basin College Bechtel National Planetarium reopening since March 2020](#)

[KNDU-TV: Columbia Basin College plans to give away 100 bikes at Bike Bonanza](#)

[KNDU-TV: Student-made metal art is up for silent auction at local store](#)

[KAPP-KVEW: CBC re-opens its planetarium this weekend with a film under the stars](#)

[KAPP-KVEW \(Facebook\) CBC re-opens planetarium with a film under the stars](#)

[KAPP-KVEW: CBC to create new pathway for nurses, thanks to insurance company](#)

[KAPP-KVEW: Tri-Cities Opolo pays homage to the community with family friendly fun](#)

[KAPP-KVEW: Kennewick bike shop looking for volunteers to supply CBC students with bikes](#)

[KUNW-TV- Orgullo Comunitario: MESA Student Noel Saldana](#)

[KUNW-TV \(Facebook\) Orgullo Comunitario: MESA Student Noel Saldana](#)

[KUNW-TV- Orgullo Comunitario: LULAC Student Oscar Aparicio](#)

[KUNW-TV \(Facebook\) Orgullo Comunitario: LULAC Student Oscar Aparicio](#)

[KUNW-TV- Orgullo Comunitario: CAMP Student Cristina Rogriguez](#)

[KUNW-TV \(Facebook\) Orgullo Comunitario: CAMP Student Cristina Rodriguez](#)

[TriCity Herald: Tri-Cities planetarium reopens after 2 years. Catch a film and learn about the night sky](#)

[Tri-City Herald: Tri-Cities judge and first Hispanic from WA nominated by Biden to 9th Circuit Court](#)

[KentReporter: New Green River College program addresses state's shortage of nurses](#)

[Vancouver- SW Washington Business Journal: AWB's Spring Meeting offers expert analysis to help employers navigate uncharted waters](#)

[FloatingPlanet.net: Reopening of the Bechtel National Planetarium at Columbia Basin College since March 2020](#)

[Tri-Cities planetarium reopens after 2 years. Catch a film and learn about the night sky | Flipboard](#)

[OperaNews- Student made metal art is up for silent auction at local store](#)

[OperaNews: Columbia Basin College Bechtel National Planetarium reopening since March 2020](#)

[Tri-Cities planetarium reopens after 2 years. Catch a film and learn about the night sky \(msn.com\)](#)

[GlobalNewsWire: Premier Blue Cross Invest to Help Washington Colleges Address Nursing Shortage](#)

[425Business.com: 1.8m Premier Blue Cross Grant to Help Area Colleges Address Nursing Shortage](#)

[CollegeNewsHubb.com: Columbia Basin College Bechtel Planetarium Reopens Since March 2020](#)

[NewsBreak.com: Columbia Basin College Bechtel National Planetarium Reopening Since March 2020](#)

[NewsBreak.com: Columbia Basin College plans to give away 100 bikes at Bike Bonanza](#)

[AmericanTheatre.org: 6 Theatre Workers you Should Know](#)

[Tri-Cities planetarium reopens after 2 years. Catch a film and learn about the night sky \(msn.com\)](#)



Compiled 5/3/2022 by Jay Frank, Asst. VP for Communications & External Relations --- For more, visit the News page of [CBC's website](#)

Exhibit C



Glow Hike

On Thursday, April 21, ASCBC hosted an Earth Day Glow Hike at Badger Mountain in Richland. 60 students and their friends were in attendance.

Everyone that attended received free glow sticks and snacks. CBC students also received flashlights, t-shirts, and travel-sized first aid kits.



Speed Friending

ASCBC co-hosted a fun night of speed friending with the Rec & Wellness Office on Thursday, April 14. Students participants had seven minutes to talk to the person across them before switching tables. The goal was for

students to build connections and friendships with each other. To help calm nerves, we supplied students with fidget toys and Play-doh. A total of 16 students attended. By the end of the event, everyone seemed to have made a connection.



Bike Bonanza Distribution Day

On Saturday, April 23, ASCBC volunteered to assist with bike distribution for Bike Bonanza. 20 bikes were distributed that day along with helmets and bike locks. During that week, another 40 bikes and accessories were distributed as CBC volunteers and the team from Wheelhouse worked in Building I-3 to restore the bikes. In many cases, the students receiving a bike came and worked to restore the bike that would eventually become their own.

On-Going Events

The ASCBC has continued to hold weekly in-person events for spring this includes opening the HUB Game Room on Tuesdays from 12:30-2:30p and having Craft/Lego Hours on Wednesdays from 2:00-3:00 in the HUB Congress Room. The ASCBC Canvas page continues to have online interactive events such as our weekly This or That video challenges, our YouTuber Spotlights, trivia quizzes and most recently a Spotify playlist for study and relaxation.

Coming Later in May. . .

ASCBC will be co-hosting a Memorial Hike on Candy Mountain with the VETS Office on May 26 from 6:30-8:30 p.m.

Exhibit D

FY 2122 - Estimated Cash Balances - COLUMBIA BASIN COLLEGE
March Month End 2022

ASSETS FY2021-2022			
CASH			
1110	In Bank	\$	20,115,461
1120	Undeposited	\$	-
1130	Petty	\$	5,504
Total		\$	20,120,965
INVESTMENTS			
1210	Investments(ST/LT)	\$	22,339,787
Total		\$	22,339,787
ACCTs RECEIVABLE			
1312	Current	\$	778,223
1318	Unbilled	\$	-
1319	Other	\$	11,428
1342	Allowance for Accts Rec	\$	(35,504)
Total		\$	754,147
INTER/INTRA GOV RECEIVABLES			
1350	Due From Other Funds- VPA	\$	993,458
1351	Due From Fed	\$	2,366,177
1352	Due From Other Gov	\$	1,265,948
1354	Due From Other Agency	\$	927,150
Total		\$	5,552,732
TOTAL ASSETS		\$	48,767,632
LIABILITIES			
CURRENT			
5111	Accts Payable	\$	(248,112)
5124	Accrued Salaries Pay	\$	1,780,580
5150	Due To Other Funds- VPA	\$	366,978
5154	Due To Other Agency	\$	-
5158	Sales/Use Tax	\$	-
5199	Accrued Liabilities	\$	-
5173	COP Current Year P&I Due	\$	475,000
Total		\$	2,374,446
TOTAL LIABILITIES		\$	2,374,446

Cash Balance			
(ASSETS less LIABILITIES)		\$	46,393,186
Dedicated Balances			
1110	Student Supported Capital	\$	3,192,874
1110	3.5% - Institutional Financial Aid	\$	334,523
1110	Students S&A	\$	1,384,463
1110	Bookstore Operating Reserves	\$	500,000
1110	Technology Fee	\$	1,821,007
1110	Parking Fees	\$	764,129
1110	Basic Food Employment and Training	\$	189,245
Total		\$	8,186,243
Reserves Policy - (BOT Policies on Reserves)			
		Values	
	Operating Reserve	\$	8,600,000
	Unplanned Capital Repair and Replacement	\$	2,000,000
	Real Estate Debt Fund	\$	176,520
	Planned Future Operations	\$	2,210,490
	Capital Facilities Projects	\$	11,550,880
	Emergencies	\$	2,000,000
Total		\$	26,537,889
Operating Reserves Balance			
Existing Reserve balance less Dedicated Reserves and Emergency Reserves		\$	11,669,054

Exhibit E

FY2122 Operating Funds Variance Report

As of March Month End 2022

% of Fiscal YR: 74.79%

3/31/2022

By FUND					% of Bdgt Exp EXP/BDGT	% of Rev Exp EXP/REV	% of Bdgt Rev REV/BDGT
*State Allocation 101,123,3E0,BK1,8G1,BD1,PS0,CE1,031,071,091,DD1,112	000	EXP BDGT	\$30,625,713				
		EXP	\$20,242,150		66.10%	70.01%	94.41%
		REV (Alloc)	\$28,914,716				
Local Fees	148	EXP BDGT	\$3,067,061				
		EXP	\$1,685,501		54.95%	55.56%	98.90%
		REV	\$3,033,404				
Local Tuition	149	EXP BDGT	\$20,835,764				
		EXP	\$13,816,379		66.31%	95.80%	69.22%
		REV	\$14,422,512				
Contracts	146	EXP BDGT	\$1,574,221				
		EXP	\$981,172		62.33%	19.07%	326.77%
		REV	\$5,144,077				
TOTALS		EXP BDGT	\$56,102,759				
		EXP	\$36,725,203		65.46%	71.29%	91.82%
		REV BDGT	\$54,955,567				
		REV	\$51,514,709				

BY OBJ, ALL FUNDS COMBINED		BDGT	EXP	EXP/BDGT	NOTES:
SALARIES	A	\$33,908,982	\$22,276,574	65.70%	Revenue:
BENEFITS	B	\$11,362,549	\$7,277,005	64.04%	STATE:
PROFESSIONAL SERVICES CONTRACTS	C	\$406,409	\$284,283	69.95%	per State Allocation #6
GOODS & SERVICES	E	\$6,788,808	\$5,611,179	82.65%	
TRAVEL	G	\$607,354	\$156,032	25.69%	
CAPITAL OUTLAYS	J	\$916,264	\$581,210	63.43%	Object Code Note:
GRANTS BENEFITS & CLIENT SVCS	N	\$861,960	\$546,520	63.40%	P COP payoff made in Nov 2021
DEBT SERVICE	P	\$1,708,132	\$0	0.00%	
INTERAGENCY REIMBURSEMENTS	S	Revenue Bdgt \$0	\$0	0.00%	
INTRAAGENCY REIMBURSEMENTS	T	Revenue Bdgt (\$457,699)	(\$7,600)	1.66%	
DEPRECIATION, AMORTIZATION, BAD DEBT	W	\$0	\$0	0.00%	
		\$56,102,759	\$36,725,203	65.46%	

\$0.00 (\$0.00)

Key:	Spend rate less than 5% below FY %	Spend rate with in + or - 5% of FY%	Spend rate more than 5% above FY%
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Exhibit F

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 that any practice, activity, decision or situation is lawful, prudent and not in violation of commonly accepted business and professional ethics, and fits within the provisions set forth in the State Board for Community & Technical College, Office of Financial Management and Columbia Basin College policies, and/or takes 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 violate 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.
6. **Make false claims or withhold required information about any programs, services, or cost of attendance.**

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 unlawful, 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 Retaliate against any staff member for expressing an a non-disruptive ethical dissent.
3. Hinder, prevent or restrict the exercise of academic freedom.
4. Hinder or prevent employees from using established grievance procedures.

Exhibit G

COLUMBIA BASIN COLLEGE

2022-2023 OPERATING BUDGET PROPOSAL

Overview

The Budget is a plan for the future of how we intend to use our resources based on the information and assumptions that is available today.

This plan was created as a team effort involving Budget Services, Budget Managers, and CBC's Cabinet leadership team. Within this process each budget unit is mapped to a department and assigned a budget owner. The allocated budget represents the anticipated need for funds to carry out the department's goals and objectives in support of CBC's Mission. This budget plan provides us with the ability to track and manage our fiscal year resources across multiple funding sources.

As an institution, our conservative approach to budgeting has allowed us to continue serving our community while facing decreasing enrollments. Our revenue projections and enrollment assumptions continue to be conservative, allowing us to build an operating budget that provides opportunities for growth if our actual revenue and enrollments exceed our projections. The ability to report on budget and spending information will allow us to review and adjust our plan as we progress through the fiscal year.

External Factors

External factors are taken into consideration when developing a forecast of our future expected resources to support our daily operations.

- Annual health plan employer rate increased from \$11,232 to \$13,560 per participating employee
- Running Start (RS) program non-vocational rate changed from \$8,726 to \$9,342
- Cost of Living Adjustments (COLA) of 4.743% for I-732 eligible employees
- Cost of Living Adjustments (COLA) of 3.25% for Exempt and Classified employees
- One-time salary payment of \$2,000 for WPEA represented staff with an annual salary less than \$99,000
- Two percent collection of RS and tuition revenue by SBCTC to support ctcLink

Assumptions

The expectations of events that will occur in the fiscal year. These expectations have an impact on our forecasted revenue and expenses.

- Tuition rate increased by 2.5% over FY22
- Projected decrease in tuition revenue by 3% over FY22
- Projected decrease in Running Start revenue by 7% over FY22
- SBCTC will continue to provide dedicated funding for Guided Pathways, High Demand Faculty, and Nursing Educators

Initiative Priority

Institutional priority initiatives that help drive the allocation of financial resources to move the mission of our college forward.

Columbia Basin College continues to prioritize funding in support of programs and initiatives that help achieve our mission and goals. For FY23, our budget provides resources to help fund:

- ctcLink-related activities and staffing
- The creation and implementation of a leadership development program
- The implementation of an esports program with a head coach utilizing our model combining head coaches with full-time completion coach positions
- Increased operational support for the Student Recreation Center
- Support for diversity, equity, and inclusion efforts and trainings

Budget Enhancements

Strategic investments in programs and services to support our mission and move the strategic priorities forward.

- Fifty percent institutionalization of two Perkins grant-funded Completion Coach positions
- \$62,831 for an LPN-BSN program pathway, offered in the School of Health Sciences, to provide LPNs the opportunity to complete their education with Bachelor of Science in Nursing degrees
- \$75,100 for Strategic Planning to support the implementation of strategic priorities as outlined in the CBC *Inclusivo* Strategic Plan
- \$20,000 to support the operations of the Food Pantry, providing additional student workers and consistent operating hours
- Implementation of a self-supported cost center for student housing operations

Classification of Resources

We currently classify our resources in four major categories. This helps to manage the resources and align the source to the use appropriately.

- Operating Budget: Funding sources include State Allocation, Tuition income (Fund 149), Fee Income (Fund 148) Running Start contract income (Fund 146).
- State Allocation: State provided authorization to spend up to the amount allocated for our institution. This includes a combination of restricted and general operational support funding. The allocation provides permission to use the resources for the current fiscal year. Any unspent allocation line cannot be accumulated to the next year.
- Grants fund 145: Funding sources include federal, state or local grants. These accounts have an educational mission rather than community service focus. Revenue generated from Grants are restricted to fulfill the objectives specified by the granting agency. Therefore, this revenue is not used as part of our operating budget process. However, some grant awards require institutional support contributions.

- Contract fund 146: These accounts generate revenue that becomes discretionary for the college to use to support the terms of the contract. Any additional net revenue is used by CBC to supplement operational expenses as needed.
- Auxiliary fund 570: Accounts that are funded by self-sustaining activities that are related to community services. Revenue generated through these activities are used to support the expenses incurred specifically by the activities that generate the income. These expenses are not supported by our operating budget. Any excess revenue is used to support college wide strategic initiatives and other entrepreneurial projects.
- Associated Student's fund 522: This funding is managed by our ASCBC team and is used to help fund approved student activities. A budget committee will allocate funding to student organizations, clubs, and groups.

Budget Account Responsibility

Delegated Authority of budget account responsibility:

Our accounts are organized by Vice President (VP) area. Each VP has the ability to delegate budget responsibility to Assistant VP's, Deans, or Directors in their area to assist in the management of the approved fiscal year budgets.

Delegation of budget authority includes but not limited to:

- Management of expenses not to exceed approved budgets
- Review and approval of all purchases under delegated budget accounts
- Understanding proper budget code and object code combination
- Reconciliation of delegated budget account codes
- Regularly attend scheduled training sessions
- Actively participate in CBC's annual budget development process

Fiscal Year Budget Comparison FY22 to FY23

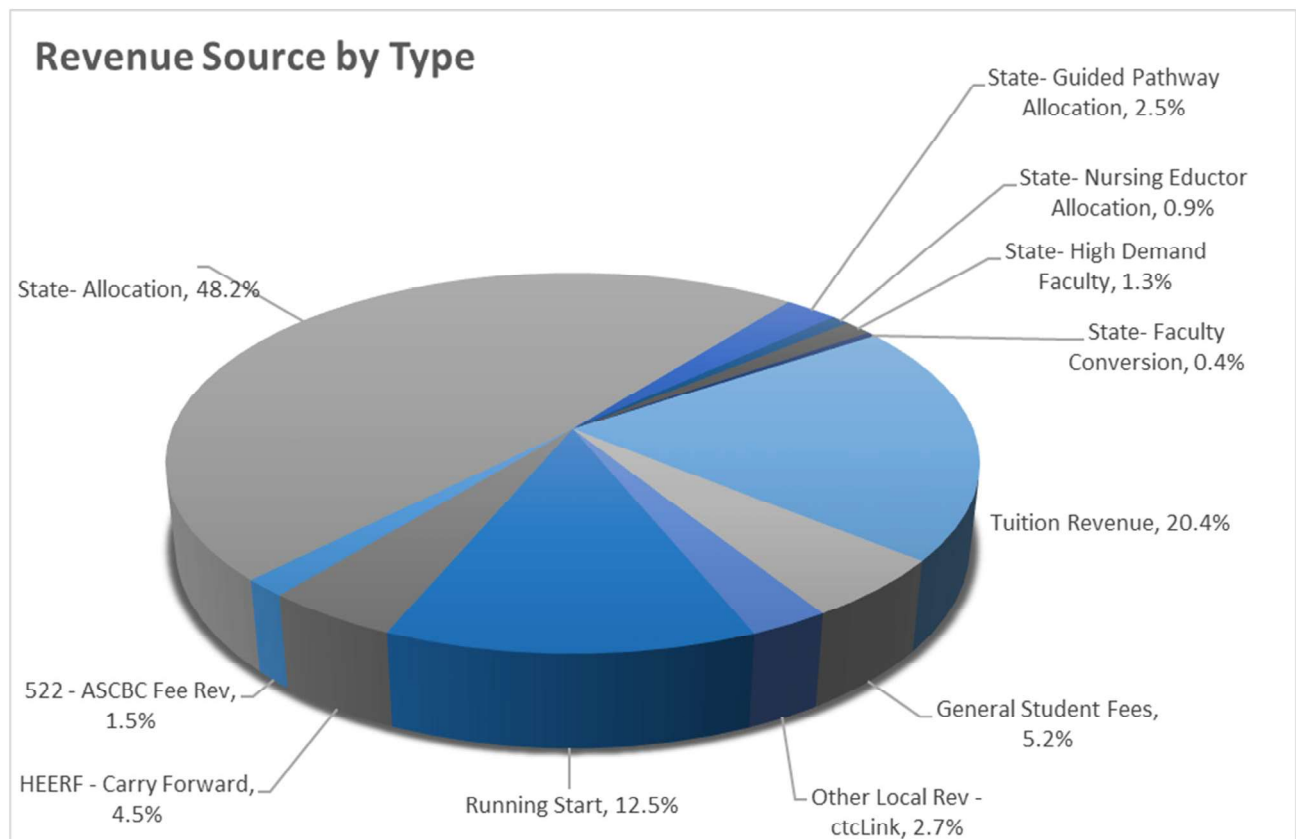
Operating Revenue Forecast				
Account	Description	FY23 BOT Proposal	FY22 BOT Approved	Year over Year Change
522-1AUR	522 - ASCBC Fee Rev	\$ 900,000	\$ -	\$ 900,000
000-STATE	State- Allocation	\$ 28,854,142	\$ 25,923,851	\$ 2,930,291
000-GP	State- Guided Pathway Allocation	\$ 1,483,623	\$ 1,093,405	\$ 390,218
091-Nursing	State- Nursing Educator Allocation	\$ 509,567	\$ 425,712	\$ 83,855
112-HD	State- High Demand Faculty	\$ 770,434	\$ 770,434	\$ -
000-FC	State- Faculty Conversion	\$ 243,000	\$ -	\$ 243,000
149-TUITION	Tuition Revenue	\$ 12,183,427	\$ 12,509,100	\$ (325,673)
148-FEES	General Student Fees	\$ 3,095,455	\$ 3,623,065	\$ (527,610)
xxx-Other	Other Local Rev -ctcLink	\$ 1,618,857	\$ 1,300,000	\$ 318,857
146-RS	Running Start	\$ 7,466,925	\$ 8,000,000	\$ (533,075)
149-CARES	HEERF - Carry Forward	\$ 2,702,380	\$ 1,310,000	\$ 1,392,380
Operating Revenue		\$ 59,827,810	\$ 54,955,567	\$ 4,872,243

Operating Expense Forecast				
Account	Description	FY23 BOT Proposal	FY22 BOT Approved	Year over Year Change
A:	Salaries And Wages	\$ 36,815,272	\$ 33,317,336	\$ 3,497,936
B:	Employee Benefits	\$ 12,356,331	\$ 11,110,809	\$ 1,245,522
C:	Professional Service Contracts	\$ 527,933	\$ 405,483	\$ 122,450
E:	Goods And Other Services	\$ 6,772,463	\$ 6,535,668	\$ 236,795
G:	Travel	\$ 583,797	\$ 598,181	\$ (14,384)
J:	Capital Outlays	\$ 893,229	\$ 879,214	\$ 14,015
N:	Grants, Benefits, And Client Services	\$ 858,181	\$ 858,181	\$ -
P:	Debt Service/Liability	\$ 1,636,525	\$ 1,708,132	\$ (71,607)
S/T:	Interagency Reimbursements	\$ (616,515)	\$ (457,699)	\$ (158,816)
Operating Expenses		\$ 59,827,216	\$ 54,955,305	\$ 4,871,911

Net Resources		\$ 594	\$ 262	
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FY23 Revenue Forecast:

Account	Description		FY23 BOT Proposal	% of Total Revenue
522-1AUR	522 - ASCBC Fee Rev	\$	900,000	1.5%
000-STATE	State- Allocation	\$	28,854,142	48.2%
000-GP	State- Guided Pathway Allocation	\$	1,483,623	2.5%
091-Nursing	State- Nursing Educator Allocation	\$	509,567	0.9%
112-HD	State- High Demand Faculty	\$	770,434	1.3%
000-FC	State- Faculty Conversion	\$	243,000	0.4%
149-TUITION	Tuition Revenue	\$	12,183,427	20.4%
148-FEES	General Student Fees	\$	3,095,455	5.2%
xxx-Other	Other Local Rev -ctcLink	\$	1,618,857	2.7%
146-RS	Running Start	\$	7,466,925	12.5%
149-CARES	HEERF - Carry Forward	\$	2,702,380	4.5%
Operating Revenue		\$	59,827,810	100%



FY23 Budget Proposal:

Object	Object Description	FY23 BOT Proposal	% of Total Budget
A:	Salaries And Wages	\$ 36,815,272	61.5%
B:	Employee Benefits	\$ 12,356,331	20.7%
C:	Professional Service Contracts	\$ 527,933	0.9%
E:	Goods And Other Services	\$ 6,772,463	11.3%
G:	Travel	\$ 583,797	1.0%
J:	Capital Outlays	\$ 893,229	1.5%
N:	Grants & Client Services	\$ 858,181	1.4%
P:	Debt Service/Liab	\$ 1,636,525	2.7%
S/T:	Interagency Reimbursements	\$ (616,515)	-1.0%
Operating Expense		\$ 59,827,216	100%

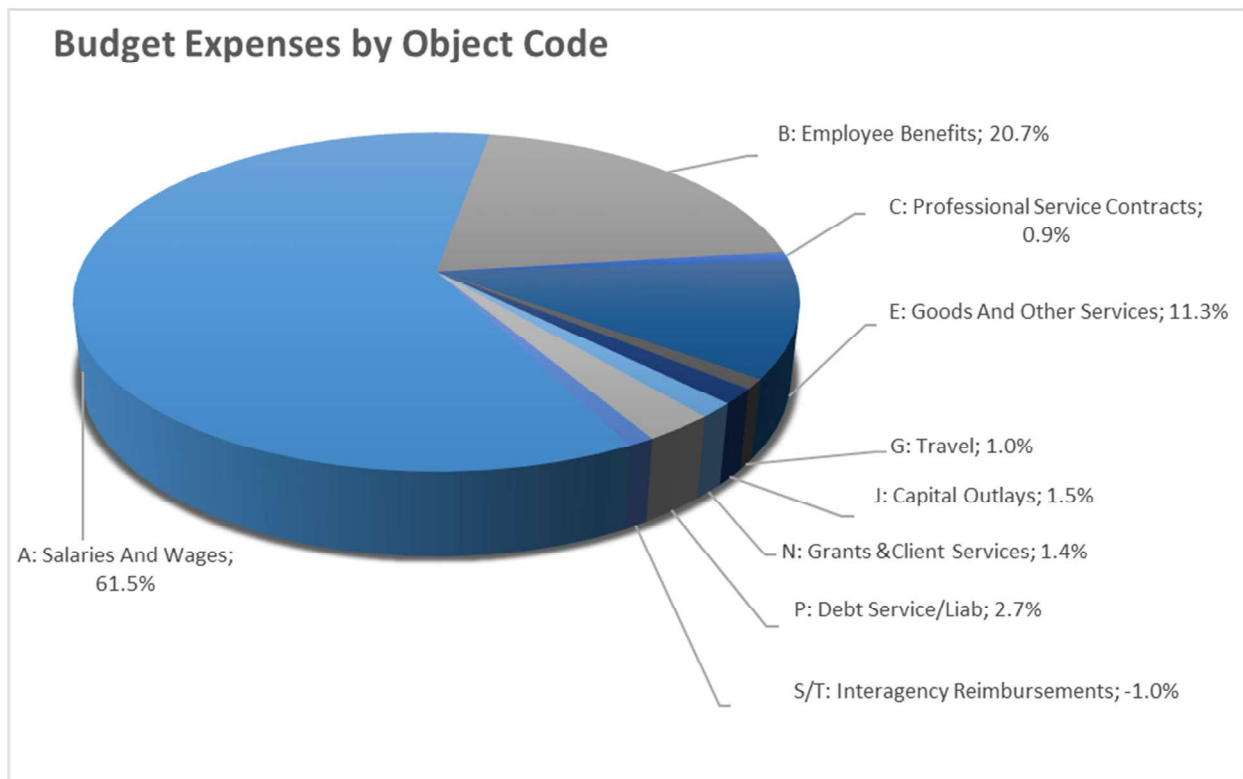


Exhibit H

S&A Budget	2020-21	2021-22	2022-23	
Projection & Continual Expenses				
Service & Activities Fee	\$ 1,500,000.00	\$ 1,500,000.00	\$ 1,470,000.00	
ASCBC Salaries (continual)	\$ 217,000.00	\$ 217,000.00	\$ 217,000.00	
Food Pantry Pilot (up to 2 years)			Pilot Complete	
Student Support Account (COVID-19 related)	\$ 71,600.00	\$ 71,600.00	Combined w/below	
Emergency Fund for S&A Funded Groups	\$ 18,018.00	\$ 18,018.00	\$ 89,618.00	Renaming to ASCBC Support
Organizations				
Orchestra	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	Orchestra
Band	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00	ASCBC
Vocal Music	\$ 55,255.00	\$ 55,255.00	\$ 55,255.00	Band
Drama/Theater	\$ 60,600.00	\$ 60,600.00	\$ 60,600.00	Vocal Music
Baseball	\$ 39,000.00	\$ 39,000.00	\$ 39,000.00	Drama/Theater
Men's Basketball	\$ 29,000.00	\$ 29,000.00	\$ 29,000.00	Athletics
Men's Soccer	\$ 27,000.00	\$ 27,000.00	\$ 27,000.00	WEC
Men's Golf	\$ 13,000.00	\$ 13,000.00	\$ 13,000.00	Manages One Budget
Women's Basketball	\$ 29,000.00	\$ 29,000.00	\$ 29,000.00	
Volleyball	\$ 29,000.00	\$ 29,000.00	\$ 29,000.00	
Women's Soccer	\$ 27,000.00	\$ 27,000.00	\$ 27,000.00	
Women's Golf	\$ 13,000.00	\$ 13,000.00	\$ 13,000.00	
Softball	\$ 29,000.00	\$ 29,000.00	\$ 29,000.00	
Services				
Services Managed by ASCBC				
Service	\$ 9,500.00	\$ 9,500.00	\$ 9,500.00	
Travel/Training	\$ 14,200.00	\$ 14,200.00	\$ 14,200.00	
Office Expense	\$ 13,500.00	\$ 13,500.00	\$ 13,500.00	
Progressive Club Funding	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	
Activities	\$ 45,000.00	\$ 45,000.00	\$ 45,000.00	
Music Copyrights	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	
Game Room	\$ 34,175.00	\$ 34,175.00	\$ 34,175.00	
Services Managed outside of ASCBC				
Veterans Resource Center	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	
Athletic Promotions	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	
Game Management	\$ 85,000.00	\$ 85,000.00	\$ 85,000.00	
Esvelt Gallery	\$ 23,430.00	\$ 23,430.00	\$ 23,430.00	
Academic Success Center	\$ 75,351.00	\$ 75,351.00	\$ 75,351.00	
Disability Testing	\$ 32,670.00	\$ 32,670.00	\$ 32,670.00	
Grants in Aid (Athletic scholarships)	\$ 131,040.00	\$ 131,040.00	\$ 131,040.00	
Talent Grants (Drama)	\$ 18,000.00	\$ 18,000.00	\$ 18,000.00	
Talent Grants (Vocal Music)	\$ 25,800.00	\$ 25,800.00	\$ 25,800.00	
Talent Grants (Band)	\$ 22,500.00	\$ 22,500.00	\$ 22,500.00	
Talent Grants (Orchestra)	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	
Childcare Reimbursement	\$ 52,500.00	\$ 52,500.00	\$ 52,500.00	
Travel Reimbursement for Low Income Students	\$ 37,800.00	\$ 37,800.00	\$ 37,800.00	
Planetarium	\$ 8,200.00	\$ 8,200.00	\$ 8,200.00	
Prefunded Clubs				
Hockey Club	\$ 15,588.00	\$ 15,588.00	\$ 15,588.00	
Automotive Performance Club	\$ 5,000.00	\$ 5,000.00	Not Active	
SkillsUSA	\$ 25,000.00	\$ 25,000.00	Not Active	
Splitting Image	\$ 14,000.00	\$ 14,000.00	\$ 14,000.00	
Tech Club	\$ 5,900.00	\$ 5,900.00	\$ 5,900.00	
Professional Agricultural Student Org (PAS)	\$ 11,000.00	\$ 11,000.00	\$ 11,000.00	
Psych Club	\$ 13,300.00	\$ 13,300.00	\$ 13,300.00	
Game Club	\$ 8,178.00	\$ 8,178.00	\$ 8,178.00	
Dental Hygiene	\$ 5,295.00	\$ 5,295.00	\$ 5,295.00	
Cyberhawks	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	
Phi Theta Kappa (PTK)	\$ 8,100.00	\$ 8,100.00	\$ 8,100.00	
	20-21 Total:	2021-22 Total:	2022-23 Total:	
	\$ 1,500,000.00	\$ 1,500,000.00	\$ 1,470,000.00	

Service & Activities Budget Recommendation 2022-23

Detailed Report

S&A Fee Projection and Scaled Increase:

The S&A Fee is now reaching the state maximum and will continue to increase to meet the state maximum annually after this year. This scaled increase was approved by both student government and the Board of Trustees almost five years ago. The goal was to reach the state maximum by increasing the fee by \$1.00 per year until we reached the allowable State Board maximum. This gentle increase has not overburdened the students, but it has allowed our S&A funded programs ample funding to remain competitive with CTCs across the state whose S&A fees are currently and continue at the state maximum. In general, it will also assist with rising expenses such as travel costs and the increase to minimum wage.

However, for the 2022-23 academic year, the mild increase will allow our total S&A projection to be slightly lower than the current year. This is due to our current and projected decrease in enrollment. Even though we are optimistic that our enrollment will bounce back next year, we would like to stay conservative in our projection.

FY22: \$11.10 = \$1,500,000

FY23: \$11.93 = \$1,470,000 (keeping in mind the possible 15% reduction in enrollment)

*FY23 represents the current S&A state maximum for the 2021-22 academic year. We will increase our S&A fee to this amount for FY23, and then we will continue to increase to maintain the state maximum in future years.

Background & Proposed Plan:

This year we had a delayed start to student government. When the student leaders were hired in November/December, they went through S&A Budget training. As part of this training, we discussed the current situation with COVID-19 which involved limited travel, lower enrollment, and the hybrid involvement of our student body in extracurricular activities. Due to our lower enrollment, our S&A projection for the upcoming year has reduced, but we have also seen some of our S&A funded groups discontinue. With this in mind, the ASCBC executive council under guidance of the Director of Student Activities would like to continue the plan that was implemented last year and the year prior. We will continue to fund all current S&A groups at the same level as this year, excluding any groups that have dissolved over the past two years. With the funding from these two discontinued groups along with the gentle increase of the S&A fee, we will negate our decreased enrollment, which means all other groups should be able to retain their funding at the current level. The current Student Support Account and the S&A Emergency Fund will be moved into a centralized account called ASCBC Support where new proposing groups can ask for annual funding, and current groups can ask for one-time bumps to their accounts if needed. Newly qualifying groups will be given preference, but we anticipate funding remaining after those new groups are awarded. The process for asking for extra funding to bump a budget is underway and will hopefully involve a larger S&A budget committee comprised of both student government and students-at-

large. And as always, 2022-23 allocations will not be implemented until July if approved by the Board of Trustees at their May or June meeting. Typically, this implementation happens on July 1. However, with our transition to ctcLink, it will happen after July 5.

Rationale for the Current Plan:

1. With classes being heavily online until winter quarter, it has been difficult for many of our S&A funded groups to fully operate. Because of this, the groups have limited data or information to present to a budget committee. And in some cases, our S&A funded groups have been severely hindered due to the COVID-19 infection waves and the lack of comfort or ability to travel. This inactivity is not a choice, and it seems unfair to penalize groups for something outside of their control. This is why we are recommending that all groups remain at the same level of funding if at all possible.
2. It also seems both an unkindness and a hardship to ask S&A funded groups to project their needs for next year, when many of us will have to rebuild our services, programs, and activities to re-achieve our previous standards of participation.
3. Running a comprehensive S&A Budget Committee – even under normal circumstances – is difficult, but running one where the student members haven't been able to witness or understand the full scope of these S&A programs in which they are judging could be construed as unfair and may have unintended consequences for S&A funded groups who are already struggling with the current situation.
4. With a reduction in enrollment and a modest increase in S&A fees next year, the S&A projection would hold true to the current year with some modest adjustments internally. It only seems fair that we freeze amounts at their current position for those groups who have made it through the pandemic.

Recommendation:

It is recommended that the 2022-23 budget follow this plan and the spreadsheet provided.

Exhibit I



Community College District 19
Board of Trustees

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 College operating organization is delegated through the President, so that all authority and accountability of the College 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.



Community College District 19 Board of Trustees

POLICY TYPE: BOARD-STAFF LINKAGE BSL-4

POLICY TITLE: PRESIDENT JOB DESCRIPTION

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

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

1. Organizational Collegeaccomplishment of the provisions of Board policies on *Ends*.
2. Organization Collegeoperation 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 one (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.