

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

August 20, 2021

Webinar/Zoom

9 a.m. – 3 p.m.

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**Agenda**

Call to Order

**\*Agenda Changes**

**\*Approval of Minutes**

June 14, 2021 Board of Trustees' Meeting

Exhibit A

**Reports**

College Updates – A Year in Review and the Year Ahead

Unaudited Income Statement

Exhibit B

**Trustee Work Session**

Community Linkage Review

Trustee Recruitment Sub-Committee

Board Trainings

Board Evaluation

Board Roles and Elections

Chair, Vice Chair, Legislative Action Committee Liaisons, Foundation Liaison

Exhibit C

Exhibit D

**\*Discussion/Action:**

Cash Reserves Target Update & Board of Trustees' Reserves FY 2021

Board Meetings Annual Schedule

Exhibit E

Exhibit F

**Executive Session**

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

**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 542-4801 as soon as possible to allow sufficient time to make arrangements.*

# Exhibit A

Columbia Basin College  
Board of Trustees' Meeting Minutes  
June 14, 2021  
Zoom Webinar  
Beers Board Room 4:00 p.m.

Board Members in attendance: Kedrich Jackson, Allyson Page, Bill Gordon, Holly Siler, Kimberly Harper  
Rebekah Woods, President & Secretary to the Board, Deb Severin

In Person: Cheryl Holden, Michael Lee, Eduardo Rodriguez, Brian Dexter Ronda Rodgers, Alex Thornton Abby DeSteeze, Brian Moreno, Jeff Hylden, Yoselin Mendez

Webinar Panelists: Camie Glatt, Jay Frank, Jason Engle, Erin Fishburn, Bruce Walker, Collin Wilson, Bailey Maya, Ronn Campbell, Shea King, Jessica Miller, Ann Wright, Michelle Stewart, Theresa Woehle, Prashant Magar, Missy Ihnen, Brian Moreno, Melissa McBurney, Anne Lundquist, Anthology, Melia LaCour

Board Room Audience

The Agenda	The Discussion	Action
Call to Order		Meeting called to order by Chair Jackson at 4:01 p.m.
Pledge of Allegiance	President Woods led the Pledge of Allegiance	
Agenda Changes	Discussion - None	Trustee Siler moved and Trustee Harper seconded the motion to approve the agenda as written. Approved unanimously.
Approval of Minutes	May 10, 2021 Meeting Minutes Discussion – Request to remove Trustee Harper comment, as she was not present at the May meeting.	Trustee Siler requested removing Trustee Harper comments. Trustee Siler moved and Trustee Gordon seconded the motion to approve the minutes as amended. Approved unanimously.
<u>Celebrating Excellence</u> <b>Educator of the Year</b> Bruce Walker, Associate Professor of Music <b>Downbeat Award-Winning Production</b> Collin Wilson, Associate Professor of Music Bailey Maya, Student <b>Kennedy Center Festival</b> Ronn Campbell, Senior Associate Professor of Theatre Shea King, Adjunct Instructor <b>CBC Wellness Committee – Z08 Award</b> Jessica Miller, Director for Employee Benefits & Wellness Ann Wright, Human Resource	Dr. Michael Lee, Vice President for Instruction, introduced the Arts & Humanities celebrating excellence participants: Bruce Walker for receiving the Educator of Year Award in Music, Collin Wilson and Baily Maya, student, for receiving the Downbeat Award Winning Production, and Ronn Campbell and Shea King for receiving the Kennedy Center Festival Award. Bruce thanked the College, Collin shared that the for the first time a student wrote the ensemble composition, and Ronn recognized students, Kailee Sisounthone & Kaitlyn Dove, thanking them for their work. Chair Jackson shared he is amazed at the talent CBC produces for Art, Music and Theatre.  Camilla Glatt, Vice President for HR & Legal Affairs introduced Jessica Miller, Director for Employee Benefits & Wellness and Ann Wright, HR Consultant, coordinators for the Z08 Award and the work they have accomplished regarding wellness. CBC has won this distinguished award for the second year. Because of remote operations, they were virtually challenged; however, they were able to provide wellness activities for the CBC community. Ann thanked the CBC Wellness Committee. There was discussion about Argent Road expansion and would that include expanding bike lanes to campus.	

<p>Consultant 2 Michelle Stewart - Human Resource Consultant 2 Theresa Woehle, Secretary Senior Alex Thornton, Director for Student Recreation &amp; Wellness Jamie Duncan, Assistant Director for Student Recreation &amp; Wellness Prashant Magar, Assistant Professor of Computer Science Missy Ihnen, Human Resource Consultant 1</p>		
<p><u>Linkage with Community</u> Brian Moreno, Vice Chair, Washington State Commission on Hispanic Affairs</p>	<p>President Woods introduced Brian Moreno from WA Commission on Hispanic Affairs and thanked him for all the work he has accomplished so they can launch this fall. His vision and tenacity is why we are at this point.</p> <p>Brian shared Career Connect Tech was a collaborative effort to bring IBM's P-TECH model to Washington state. In short summary, P-TECH is an international program to develop a diverse workforce from populations historically underrepresented in particular industries such as tech. The program connects higher education, K-12 instruction, and industry partners, to graduate students in 4 to 6 years with an industry-recognized credential, paid work experience, and an interview for available jobs.</p> <p>Additionally, Brian stated in Washington, we spent the last four years working with stakeholders to implement the program in three communities. That work was funded in 2020 via an intermediary grant from Career Connect Washington. The three pilot communities are Pasco, Kirkland, and Everett. Locally, Career Connect Tech has received its Career Launch endorsement from Career Connect Washington. The partners in Tri-Cities are Columbia Basin College, the Pasco School District, LIGO Hanford, the Pacific Northwest National Laboratory, and HMIS. The program will be launching this fall by bringing students to the New Horizons High School located on CBC's campus. This will allow students to seamlessly transition from their high school content and curriculum to CBC's. Lastly, Career Connect Tech Pasco will be joining IBM's global P-TECH network, which will be announced this fall. The global network includes programs in over 260 schools across 26 countries with more than 600 industry partners.</p> <p>For more information on the program, its model, and Career Connect Washington, I've included links below.</p> <p>P-TECH Model - <a href="https://www.ptech.org/">https://www.ptech.org/</a> Career Connect Tech (Pasco) - <a href="https://cctwashington.org/">https://cctwashington.org/</a> Career Connect Washington - <a href="https://careerconnectwa.org/">https://careerconnectwa.org/</a></p>	
<p><u>Discussion</u> <u>CBC Strategic Plan Update</u> Melissa McBurney</p>	<p>Melissa summarized the Strategic Plan and process they followed with a DEI lens and shared they don't have a name for the plan as of yet, but they are asking the community. The Plan provides clarity of our mission and vision and why students come to our campus.</p>	



By, Faculty Senate Chair	<p>in the academic year which included but not limited to, activity kits dispersed to students, student activities, weekly lessons on leadership, mindfulness, Earth awareness activities, etc. Yoselin thanked several departments and CBC's continued support of ASCBC and student government.</p> <p><u>Molly Mooney</u> No report. Molly had to leave early and was planning on introducing Jeff Hylden, Adjunct Chemistry instructor, as the new Faculty Senate Chair. Jeff introduced himself to the Board, Cabinet and audience.</p> <p><u>Tim Harris</u> No report.</p> <p><u>Holly Siler</u> 5/18: WS ACT Spring Conference 5/18: Mid-Columbia Chapter of Public Relations Society of America: COVID's Impact on Higher Ed, Speakers: Maegan Murray (WSU-TC) / Lance Kissler (EWU) / Jodi Walker (U of I) 5/20: Meeting w/ Dr. Woods 5/21: WS ACT DEI Committee 5/22: CBC Annual Juried Student Art Exhibit 5/25: WS ACT DEI Committee Trustee Recruitment Sub Committee 6/2: Topping Off Ceremony 6/4: Dean Meetings w/ Lobdell, Taylor, Engle 6/9: WS ACT Board Meeting 6/11: Coffee &amp; Conversation w/ Dr. Kira Mauseth 6/14: Campus Tour</p> <p><u>Bill Gordon</u> Spent an hour with a 1:1 with President Woods, she's doing a great job as President.</p> <p><u>Kimberly Harper</u></p> <ul style="list-style-type: none"> <li>• Met with Trustee Siler and several deans to discuss their division work and how they align with the mission, vision and values.</li> <li>• Participated in a Pasco campus tour.</li> </ul> <p><u>Allyson Page</u> Thanked the staff and can attest to the work CBC is accomplishing. CBC is ahead of the curve regarding DEI work.</p> <p><u>Kedrich Jackson</u></p> <ul style="list-style-type: none"> <li>• Attended the Pasco Police Department monthly Community Advisors meeting.</li> <li>• Attended the Benton Franklin Transit ("BFT") meeting with the commissioners because of the linkage to CBCs role in the community and students using the BFT. BFT continues to have public hearings regarding ridership and empty buses and budgets. President Woods stated students rely heavily on the bus system and it</li> </ul>	
By, AHE		
By, Board Members		

<p><u>Reports</u></p> <p>Financial Statement</p> <p><u>Discussion</u></p> <p>August Board of Trustees Retreat</p> <p><u>*Consent/Action</u></p> <p>Second Reading: Board Policies Executive Limitations EL 1-3</p> <p>Final Consideration – Annual College Budget</p> <p><u>Public Comments</u></p>	<p>would be huge hit to students.</p> <ul style="list-style-type: none"> <li>• Attended the legislative breakfast at Sterling's. A recap of what the last legislative session was like with highlights on the non-collegial behavior at the national level has permeated to Washington state was discussed.</li> </ul> <p>Eduardo Rodriguez provided highlights from the Cash Balance and Fund Variance Report.</p> <p>Discussion – Trustee Siler suggested adding the following to the agenda:</p> <p><u>Exhibit G – Agenda Additions</u></p> <ul style="list-style-type: none"> <li>• Community Linkage Review <ul style="list-style-type: none"> <li>○ Can we have a copy of the “GP-3 ... Board Job Descriptions” added to the packet for this conversation?</li> <li>○ Can we have a copy of page 51 (it has pg.4 at the bottom...but is page 51 of the combine pdf) of the attached Carver Model training binder added to the packet for this conversation?</li> </ul> </li> <li>• Trustee Recruitment Sub-Committee <ul style="list-style-type: none"> <li>○ Can we have a copy of “Bylaws Article VIII...Committees” added to the packet for this conversation?</li> </ul> </li> <li>• CBC Board Trainings 2021-2022 <ul style="list-style-type: none"> <li>○ Jedi</li> <li>○ DEI</li> <li>○ Carver Model</li> </ul> </li> </ul> <p><u>Exhibit H – Annual Calendar</u></p> <ul style="list-style-type: none"> <li>• Add F1 Reminder in January</li> <li>• Dr. Woods or staff delivering strategic plan progress reports. President Woods will provide progress reports under the “President’s Report” portion of the monthly board meeting.</li> </ul> <p>Discussion - None</p> <p>Approved</p> <p>Discussion - None</p>	<p>Trustee Gordon moved and Trustee Page seconded the motion to move accept EL 1-3 as is. Approved unanimously.</p> <p>The Board moved and seconded the motion to approve the Annual College Budget.</p>
<p><u>Executive Session</u></p> <p>Adjourned – 6:30 p.m., expected to return 10 minutes</p> <p>Returned - 6:40 p.m.</p>	<p>RCW 42.30.110(1) (g): To review the performance of a public employee.</p>	
<p>Discussion/Action</p>	<p>Candidate for continued probationary status and granting of tenure – Cathy Pattee.</p>	<p>Trustee Siler moved and Trustee Harper seconded the motion to grant tenure to Cathy Pattee. Approved unanimously.</p>

Adjournment: 6:41 p.m.	Next Board of Trustees' Meeting Zoom Webinar Beers Board Room Board Retreat - August 20, 2021 – 9:00 a.m. – 3:00 p.m. (No July meeting)	
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Kedrich Jackson, Chair



# Exhibit B

**Columbia Basin Community College**  
**Statement of Revenues, Expenses and Changes in Net Position**  
**For June 30, 2021 (Unaudited)**

	<b>FY2021</b>	<b>FY2020</b>
	<b>JUNE 2021</b>	<b>JUNE 2020</b>
<b>Operating Revenues</b>		
Student tuition and fees, Gross	25,544,796	23,954,565
Auxiliary enterprise sales	1,136,374	2,924,134
State and local grants and contracts	19,086,140	17,888,254
Federal grants and contracts	2,845,877.24	2,387,995
Other operating revenues	130,088	1,050,289
<b>Total operating revenue</b>	<b>48,743,276</b>	<b>48,205,236</b>
<b>Operating Expenses</b>		
Salaries and wages	33,588,839	30,469,130
Benefits	11,279,425	10,529,684
Scholarships and fellowships, Gross	21,754,185	20,573,099
Operating Expenses	9,365,616	5,586,667
Purchased services	1,963,589	2,910,986
Depreciation	3,796,041	4,048,515
Supplies and materials	2,332,682	2,302,824
Utilities	1,219,255	1,120,172
<b>Total operating expenses</b>	<b>85,299,633</b>	<b>77,541,076</b>
<b>Operating income (loss)</b>	<b>(36,556,357)</b>	<b>(29,335,841)</b>
<b>Non-Operating Revenues</b>		
State appropriations	30,220,729	26,514,369
Federal non-operating revenue	9,696,885	2,162,993
Federal Pell grant revenue	8,361,991	9,317,484
Investment income, gains and losses	344,696	549,321
<b>Total non-operating revenue</b>	<b>48,624,301</b>	<b>38,544,166</b>
<b>Non-Operating Expenses</b>		
Building fee remittance	1,764,047	1,769,570
Innovation fund remittance	455,713	460,326
Interest on indebtedness	1,774,468	424,777
<b>Total non-operating expenses</b>	<b>3,994,228</b>	<b>2,654,673</b>
<b>Net non-operating revenues (expenses)</b>	<b>44,630,073</b>	<b>35,889,493</b>
<b>Income or (loss) before other revenues, expenses, gains, or losses</b>	<b>8,866,008</b>	<b>6,553,653</b>
Capital appropriations	3,171,929	656,843
<b>Increase (Decrease) in net position</b>	<b>11,245,644</b>	<b>7,210,496</b>

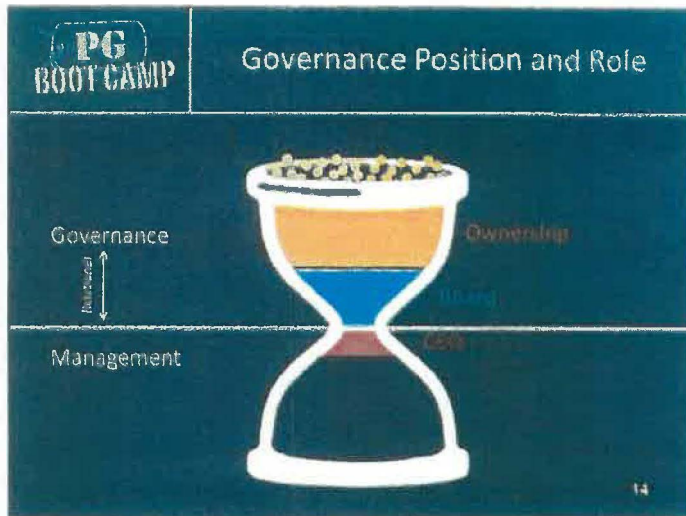
# Exhibit C

**POLICY TYPE: GOVERNANCE PROCESS GP-3**

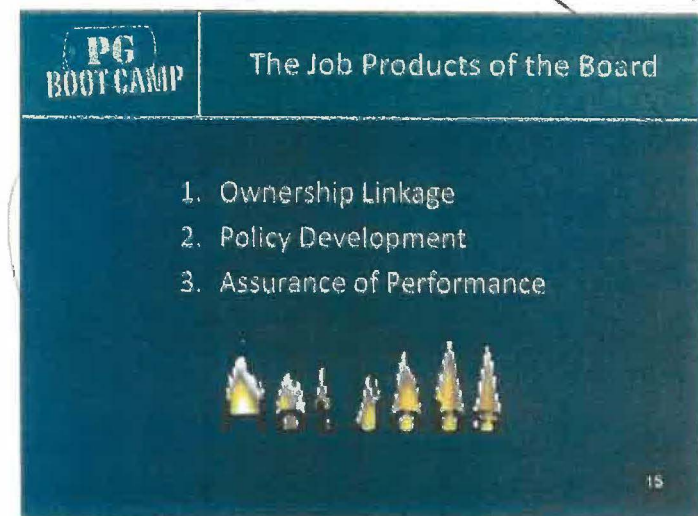
***POLICY TITLE: BOARD JOB DESCRIPTIONS***

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

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

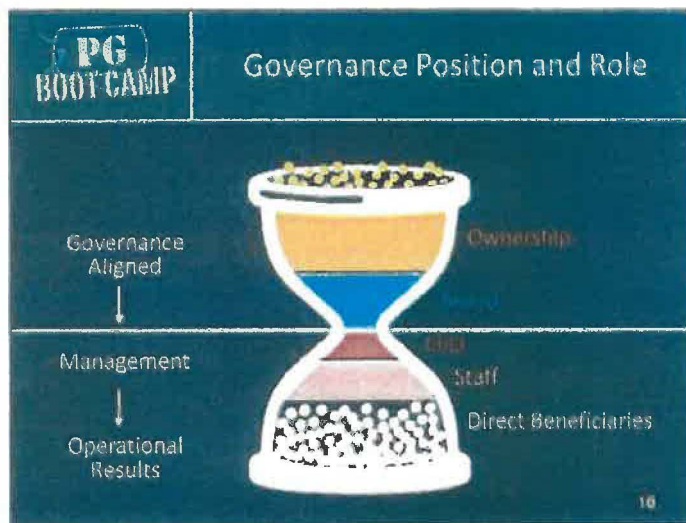


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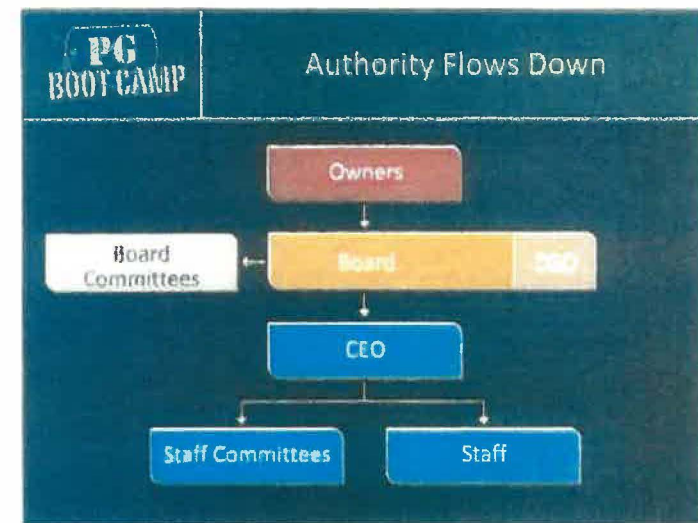


15

3 things  
have to do  
not to  
be delegated



16



17

# Exhibit D

## **BY-LAWS**

### **POLICY TYPE: GOVERNANCE PROCESS**

#### ***POLICY TITLE: BY-LAWS OF COMMUNITY COLLEGE DISTRICT 19***

The Board of Trustees of Community College District 19, under the authority vested in said Board by the Laws of the State of Washington, hereby adopt the following By-Laws.

### **Article VIII COMMITTEES**

- Section 1.**     ***Board as a Whole.*** The Board of Trustees shall act as a Committee of the Whole for the conduct of its business.
- Section 2.**     ***Special Committees.*** Special committees of Board members may be appointed by the Chair of the Board upon authority of the Board with such powers and duties and for such term as the Board may determine.
- Section 3.**     ***Board Minutes.*** Minutes of the proceedings of each committee shall be kept and as soon as practical after a meeting a copy of said minutes shall be mailed or delivered to each member of said committee and remaining members of the Board of Trustees and the President of the college.

# Exhibit E



# FY 2021 - Estimated Cash Balances - COLUMBIA BASIN COLLEGE

<b>ASSETS</b> <b>FY2020-2021</b>			
<b>CASH</b>			
1110	In Bank	\$	11,247,998
1120	Undeposited	\$	-
1130	Petty	\$	5,504
<b>Total</b>		<b>\$</b>	<b>11,253,502</b>
<b>INVESTMENTS</b>			
1210	Investments(ST/LT)	\$	22,416,270
<b>Total</b>		<b>\$</b>	<b>22,416,270</b>
<b>ACCTs RECEIVABLE</b>			
1312	Current	\$	731,128
1318	Unbilled	\$	-
1319	Other	\$	13,718
1342	Allowance for Accts Rec	\$	(35,504)
<b>Total</b>		<b>\$</b>	<b>709,342</b>
<b>INTER/INTRA GOV RECEIVABLES</b>			
1350	Due From State Treasurer	\$	3,207,806
1351	Due From Fed	\$	5,504,500
1352	Due From Other Gov	\$	1,275,514
1354	Due From Other Agency	\$	1,163,816
<b>Total</b>		<b>\$</b>	<b>11,151,636</b>
<b>TOTAL ASSETS</b>		<b>\$</b>	<b>45,530,750</b>
<b>LIABILITIES</b>			
<b>CURRENT</b>			
5111	Accts Payable	\$	2,757,961
5124	Accrued Salaries Pay	\$	2,676,074
5150	Due To State Treasurer	\$	2,599,867
5154	Due To Other Agency	\$	149,520
5158	Sales/Use Tax	\$	6,630
5199	Accrued Liabilities	\$	-
5173	COP Current Year P&I Due	\$	610,000
<b>Total</b>		<b>\$</b>	<b>8,800,051</b>
<b>TOTAL LIABILITIES</b>		<b>\$</b>	<b>8,800,051</b>

Cash Balance			
(ASSETS less LIABILITIES)		<b>\$</b>	<b>36,730,699</b>
<b>Dedicated Balances</b>			
1110	<a href="#">Student Supported Capital</a>	\$	2,566,180
1110	<a href="#">3.5% - Needy Student Aid</a>	\$	363,951
1110	<a href="#">Students S&amp;A</a>	\$	1,529,378
1110	<a href="#">Bookstore Operating Reserves</a>	\$	500,000
1110	<a href="#">Technology Fee</a>	\$	1,749,361
1110	<a href="#">Parking Fees</a>	\$	641,473
1110	<a href="#">Basic Food Employment and Training</a>	\$	202,138
<b>Total</b>		<b>\$</b>	<b>7,552,481</b>
<b>Reserves Policy - (BOT Policies on Reserves)</b>			
		Values	
	<a href="#">Operating Reserve</a>	\$	8,600,000
	<a href="#">Unplanned Capital Repair and Replacement</a>	\$	2,000,000
	<a href="#">Real Estate Debt Fund</a>	\$	1,100,000
	<a href="#">Planned Future Operations</a>	\$	3,300,000
	<a href="#">Capital Facilities Projects</a>	\$	15,075,000
	<a href="#">Emergencies</a>	\$	2,000,000
<b>Total</b>		<b>\$</b>	<b>32,075,000</b>
<b>Operating Reserves Balance</b>			
Existing Reserve balance less Dedicated Reserves and Emergency Reserves		<b>\$</b>	<b>(2,896,782)</b>

Board of Trustees' Reserve by Policy FY21		
	Purpose	Amount
<b>Current Operations</b>	<i>Campus cash flow needs</i>	
	2 months operating expense	<b>\$8,600,000</b>
<b>Emergencies</b>	<i>Unforeseen natural or manmade disasters and pandemics to support business continuity &amp; recovery actions</i>	<b>\$2,000,000</b>
<b>Unplanned Capital Repair &amp; Replacement</b>	<i>Covers largest potential system failure</i>	
Building System	Core systems such as: plumbing, electrical, HVAC, etc.	\$1,000,000
	Failing roof systems	\$1,000,000
		<b>\$2,000,000</b>
<b>Real Estate Debt Fund</b>	<i>Provides for real estate acquisition and debt needs of CBC not easily funded from State sources</i>	
Dept Fund Reduction		\$1,100,000
		<b>\$1,100,000</b>
<b>Planned Future Operations</b>	<i>Future new program offerings by project</i>	
ctcLink Implementation		\$1,800,000
Culinary Program		\$1,500,000
		<b>\$3,300,000</b>
<b>Capital Facilities Projects</b>	<i>Covers current and planned capital projects</i>	
Future Classroom Building	2023 Construction Project \$25M	\$5,000,000
Argent Street Widening and 20th Crosswalk	Future Project Share	\$1,325,000
Student Rec Center	Local Funding Portion	\$8,000,000
840 Building Deomolition		\$750,000
		<b>\$15,075,000</b>
<b>BOT Designated Reserves</b>		<b>\$32,075,000</b>

# Exhibit F

# CBC Board of Trustees 2021-22 Calendar of Meetings

## September 2021

S	M	T	W	Th	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

## October 2021

S	M	T	W	Th	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

## November 2021

S	M	T	W	Th	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

## December 2021

S	M	T	W	Th	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

## January 2022

S	M	T	W	Th	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

## February 2022

S	M	T	W	Th	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28					

## March 2022

S	M	T	W	Th	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

## April 2022

S	M	T	W	Th	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

## May 2022

S	M	T	W	Th	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

## June 2022

S	M	T	W	Th	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

## July 2022 – No Meeting

S	M	T	W	Th	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

## August 2022

S	M	T	W	Th	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

## CBC Observed Holidays

Sep 06: Labor Day

Nov 11: Veterans Day

Nov 25: Thanksgiving Day

Nov 26: Native Amer Heritage Day

Dec 24: Christmas Day

Dec 31: New Year's Day

Jan 17: M L King Jr Day

Feb 21: President's Day

May 30: Memorial Day

June 20: Juneteenth

July 4: Independence Day

## Trustee Conferences

Oct 13-16: ACCT Leader Congress

Nov 18: ACT LAC Retreat

Nov 19: ACT Fall Conference

Jan 24: Transforming Lives Dinner

Jan 24: New Trustee Orientation

Jan 25: Winter Legis. Contact Conf.

Feb 6-9: ACCT Natl Legis. Summit

TBD: 2022 ACT Spring Conference

BOT Meeting Times: Sep-Jan 4pm

Feb-Apr 7:30am / May-Jun 4pm

# 2021-2022