COLUMBIA BASIN COLLEGE
BOARD OF TRUSTEES MEETING
April 12, 2024
Beers Board Room & Virtual
7:00 a.m.

Agenda
Call to Order

Pledge of Allegiance

Agenda Changes*

Approval of Minutes*
Exhibit A: March 15, 2024 Board of Trustees Meeting

Linkage with Community
Science Bowl Leadership
 Brandi Zuger, Science Bowl Coordinator, Science and Engineering Education Consultant, PNNL
 Ann Wright-Mockler, Senior STEM Ed Consultant, PNNL
 Evangelina Shreeve, Chief Diversity Officer and Director of STEM Education, PNNL

Celebrating Excellence
Outreach & Recruitment Team – celebrating work on the Open House & FAFSA

Melanie Casciato, Director for Student Recruitment	Jason McCollum, Reentry Navigator
	Cassandra Miller, Financial Aid Outreach
Prisco Blanco, Financial Aid Outreach	Estreyita Rosales, Financial Aid Outreach
Erika Espinoza, College Outreach & Recruitment	Jennifer Silva-Gutierrez, Financial Aid Outreach
Berenice Gamez, Financial Aid Outreach	Celia Vargas, Financial Aid Outreach
Colleen Hall, Financial Aid Outreach	Debbie Verling, Program Support Supervisor
Emily Draynak, College Outreach & Recruitment	Vanessa Wertz, College Outreach & Recruitment
Yolanda Maltos, Financial Aid Outreach	

Student Ambassadors

Cici Acevedo	Lizbeth Garcia-Lopez
Betzayra Aguilar	Daniela Gonzalez Sepulveda
Jayden Allcock	Diana Lopez
Karla Chavez	Colby Muchlinski
Jasmine Chavez	Miranda Roby
Danna De Anda Solis	Samuel Lemiex
Yessenia Farias Rodriguez	Puntipa "Poy" Thiamloet
Walter Garcia	Maryam Younes

Remarks
By Administration
    President Rebekah Woods, Exhibit B: CBC in the News
    Dean for Accreditation & Assessment Melissa McBurney
    Foundation Executive Director/CEO Erin Fishburn
By ASCBC Student Representative Brandon Ponce-Ruelas, Exhibit C: ASCBC Awards, Events & Graduation
By Faculty Senate Chair Brad Powell
By AHE Representative Chris Herbert
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: CBC Institutional Progress Fall Update 2023-24

Discussion
Exhibit G: First Consideration – ASCBC Services and Activities Budget

Discussion/Action*
Exhibit H: Second Reading – Board Policies Governance Process GP-5 through GP-8
Exhibit I: First Reading – Board Policies Board-Staff Linkage BSL-1 through BSL-5

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 Event Date

April 2024

12	CBC Board of Trustees Meeting, 7am, Beers Boardroom, CBC Pasco Campus
15	Pasco City Council Regular Meeting, 7pm, 525 N Third Ave, Pasco
16	ACT Trustee Tuesday, 8 – 9am, the ACT Education Committee is pleased to offer its members professional development opportunities. Topic: 2024 Legislative Session outcomes and presentation of initial findings from legislative priority survey. Trustee Tuesday Registration Link
22 – 24	NW Commission on Colleges & Universities Evaluators @ CBC
22	Pasco City Council Workshop Meeting, 7pm, 525 N Third Ave, Pasco
23	Pasco School Board Meeting, 6:30pm, Board Room, 1215 W Lewis St, Pasco
23	Richland School Board Meeting, 6:30pm, 6972 Keene Road, West Richland
24	Kennewick School Board Meeting, 5:30pm, 1000 W 4th Ave, Kennewick
25	Tri-Citian of the Year, 6pm Social & 7pm Dinner/Program, Three Rivers Convention Ctr
26	CBC Spring Teaching & Learning Day, 7am, CBC Pasco Campus

May 2024

2 – 3	ACT Spring Conference, Yakima Valley Community College
4	Hawk Trot, 10am, CBC Pasco Campus
4	CBC Night Out with the Dust Devils, 5:30pm, GESA Stadium, 6200 Burden Blvd, Pasco
6	Pasco City Council Regular Meeting, 7pm, 525 N Third Ave, Pasco
8	Kennewick School Board Meeting, 5:30pm, 1000 W 4th Ave, Kennewick
13	Newly Tenured Faculty Reception, 3pm, Thornton Courtyard, CBC Pasco Campus
13	CBC Board of Trustees Meeting, 4:30pm, Beers Boardroom, CBC Pasco Campus
13	Pasco City Council Workshop Meeting, 7pm, 525 N Third Ave, Pasco
14	Pasco School Board Meeting, 6:30pm, Board Room, 1215 W Lewis St, Pasco
14	Richland School Board Meeting, 6:30pm, 6972 Keene Road, West Richland
15	CBC Wellness Fair, 10am-2pm, SRC, CBC Pasco Campus
18	AACCES Senior Night, 6pm, Three Rivers Convention Center, Kennewick
20	Pasco City Council Regular Meeting, 7pm, 525 N Third Ave, Pasco
22	Kennewick School Board Meeting, 5:30pm, 1000 W 4th Ave, Kennewick
27	Memorial Day Observed, CBC Campus Closed
28	Pasco School Board Meeting, 6:30pm, Board Room, 1215 W Lewis St, Pasco
28	Richland School Board Meeting, 6:30pm, 6972 Keene Road, West Richland

CBC Board Meetings

CBC Events

Trustee Professional Development / Conferences

Community Events

Community Board Meetings

Holidays

Upcoming Event Dates

June 2024

2	Noche De Familia, 1 – 4pm, Gjerde Center, CBC Pasco Campus
3	Pasco City Council Regular Meeting, 7pm, 525 N Third Ave, Pasco
5	Kennewick School Board Meeting, 5:30pm, 1000 W 4th Ave, Kennewick
7	Multicultural Graduation Celebration, 4pm, Gjerde Center, CBC Pasco Campus
10	CBC Retirement Reception, 3pm, Thornton Courtyard, CBC Pasco Campus
10	CBC Board of Trustees Meeting, 4:30pm, Beers Boardroom, CBC Pasco Campus
10	Pasco City Council Workshop Meeting, 7pm, 525 N Third Ave, Pasco
11	Pasco School Board Meeting, 6:30pm, Board Room, 1215 W Lewis St, Pasco
11	Richland School Board Meeting, 6:30pm, 6972 Keene Road, West Richland
12	BSN Capstone Reception, 4pm, Location TBD
13	Dental Hygiene Pinning, 4pm, Richland High School
13	Registered Nurse Pinning, 5pm, Richland High School
13	ADN Pinning, 7pm, Richland High School
14	CBC Graduation, 4pm & 7pm, Toyota Center, Kennewick
17	Pasco City Council Regular Meeting, 7pm, 525 N Third Ave, Pasco
19	Juneteenth Observed, CBC Campus Closed
24	Pasco City Council Workshop Meeting, 7pm, 525 N Third Ave, Pasco
25	Pasco School Board Meeting, 6:30pm, Board Room, 1215 W Lewis St, Pasco
25	Richland School Board Meeting, 6:30pm, 6972 Keene Road, West Richland
26	Kennewick School Board Meeting, 5:30pm, 1000 W 4th Ave, Kennewick

▢	**CBC Board Meetings**	▢	**Community Events**
▢	**CBC Events**	▢	**Community Board Meetings**
▢	**Trustee Professional Development / Conferences**	▢	**Holidays**

Exhibit A

Columbia Basin College
Board of Trustees Meeting Minutes
March 15, 2024
Hybrid Meeting 7:00 a.m.

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

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

In-Person Attendees: Michael Lee, Cheryl Holden, Elizabeth Burtner, Corey Osborn, Brandon Ponce-Ruelas, Abby DeSteese, Prunelle Aman-Frazier, Imelda Farias, Glendy Ibarra, Rachel Ivanoff, Tyler West, Selene Zapata, Erin Fishburn

Virtual Attendees: Sarah McCalmant, Brad Powell, Jason Engle, Melissa McBurney, Kelsey Myers, Doug Hughes, Daphne Larios, Dan Quock, Rosario Rodriguez-Erechar, Shannon Ardamica-Hall, Brian Dexter, Billy Getty, Josh Ellis, Kay Lynn Stevens

The Agenda	The Discussion	Action
Call to Order		Meeting called to order by Trustee Harper at 7:02 a.m.
Pledge of Allegiance	Trustee Harper led the Pledge of Allegiance.	
Agenda Changes	Administration requests two separate Executive Sessions with the first session providing information related to RCW 42.30.110(1)(g) and the second session providing information related to RCW 42.30.110(1)(i).	Trustee Siler moved and Trustee Page seconded a motion to conduct two separate Executive Sessions and approve the remaining March 15, 2024 agenda as written. Approved unanimously.
Approval of Minutes	Exhibit A: February 9, 2024 Meeting Minutes Discussion - None	Trustee Siler moved and Trustee Rivas de Bredt seconded a motion to approve the February 9, 2024 minutes as written. Approved unanimously.

Celebrating Excellence
  Marketing & Communications/Graphics & Printing Team
    Elizabeth Burtner, AVP for Marketing & Outreach
    Stephanie Hartwig, Director for Marketing & Outreach
    Prunelle Aman-Frazier, Graphic Designer Senior
    Imelda Farias, Graphic Designer
    Glendy Ibarra, Communications Consultant 2
    Rachel Ivanoff, Digital Printing Specialist
    Tyler West, Videographer – Graphic Designer Senior
    Selene Zapata, Communications Consultant 4 - Translator
	Assistant Vice President for Marketing & Outreach, Elizabeth Burtner, shared the newest CBC athletic recruitment video produced and edited by videographer Tyler West. The CBC brand, internally and externally, is because of the hard work by these teams. AVP Burtner shared examples of banners, signage and flyers done by the team. CBC continues to be seen in the marketplace with video spots on KNDU, radio spots and social media on Facebook, Instagram and TikTok.
	
	The newest member of the team is Selene Zapata providing CBC with translation services. Having documents, scholarships and signage in Spanish is already making a positive difference for students.
		Trustees congratulated the Marketing & Communications and Graphics & Printing Team for their work and getting CBC mentioned in our community through local news, e-blasts from the chamber and events coverage – your work is noticed and important to the mission of the College.

Remarks By Administration, President	CBC and WSUTC completed a two week visit with ten students and two professors from **Higashi Nipon International University** (HNIU) and **Fukushima College**, Japan. Later this summer, five students, three from CBC and two from WSUTC, will travel to Japan and visit HNIU. The student exchange is funded primarily through a Japanese government grant to encourage collaboration in areas working on nuclear cleanup. **The Legislature** has concluded for 2024. The budget will include $1.1M to support the BS in Computer Science to a limited number of colleges (15 have applied). Other Legislature designated funds will include Climate Solutions, refugee education, a Center of Excellence for Hospitality providing statewide work but housed at CBC. The **Capital Budget** includes $30M in new funding, $19M for the Bellingham Technical building repairs, $11M for other expenses enabling colleges to come into compliance with the Clean Buildings Act and Climate Commitment Act. **FAFSA changes** and data transfer delays continue. CBC is at 57% of the processed applications compared to this time last year. Financial Aid Outreach Specialists have helped the greater Tri-Cities area to have higher application rates than in previous years and other areas of the state. The **NWAC Basketball Tournament** received a lot of media coverage. The CBC Men's Team finished in the Elite 8 and the CBC Women's Team are in the Final 4 and will play on Saturday (4/16) at 7pm. CBC has a table for eight individuals at the **Tri-Citian of the Year event** on April 25. If any of the trustees are interested in attending, please let Dr. Woods know.	
By CEO, Foundation	Erin Fishburn gave an update of Foundation activities. • The Foundation closed scholarship applications on February 29 with 1,350 applications (100 more than last year) and will begin awarding later in March. With the application now in Spanish, twenty-five applicants completed the Spanish language version. • The Foundation hosted the first alumni gathering at the men's and women's basketball games on February 21. There were forty alumni in attendance. • Planning is currently underway for the economic update event on March 28. It is an opportunity to bring endowment donors together with our investment advisors for a presentation. • February wrapped up the CBC employee giving campaign. We had nine new individuals sign up for payroll deductions and over $3,000 in one-time donations. Annually, approximately $42,000 will be raised through these donations. • The Foundation Board is currently reviewing the 990 and in process of reviewing and updating policies. • An RFP for auditing services has gone out and proposals are due at the end of March. The Foundation is hoping to have someone in place by fiscal year end.	

By ASCBC	ASCBC student representative, Brandon Ponce, gave an update of upcoming ASCBC activities. Club Rush will be back at the beginning of spring quarter by popular demand. The Wellness Fair, for both employees and students, is planned for May 15 and a student "field day" is in the planning process for June 6 with free food, a dunk tank, inflatables and free caricature drawings.	
By Faculty Senate Chair	Faculty Senate Chair, Brad Powell, gave an update on faculty business. Faculty Senate's most recent meeting was March 1 where Dean Engle presented student survey feedback on teaching modalities, they heard recommendations for keynote speakers, received rubric training for spring quarter and had a discussion regarding recent safety concerns from documented occurrences on campus. The Faculty Affairs Committee selected Kevin Gannon, from Queens University of Charlotte, for a Welcome Week speaker addressing "strategies for students using AI in a critically informed way."	
By AHE	No AHE Representative was present at the meeting.	
By Board Members	Trustee Siler Trustee Siler participated in the February 14 entrance call with CBC auditors. February 15, she attended the CBC Foundation Board meeting and February 21 – 24 attended the NW Regional Equity Conference. Trustee Siler is looking forward to the CBC ag student's annual plant sale in April. Trustee Page Trustee Page attended the CBC Athletic Hall of Fame event (2/23). Trustee Rivas de Bredt Trustee Rivas de Bredt enjoyed meeting with Dr. Woods recently, attended a Trustee Tuesday event focused on "managing disruptions" and had an opportunity with the Latino community to meet with the WA Attorney General, Bob Ferguson. Trustee Rivas de Bredt will serve as the new treasurer of the TC Hispanic Chamber. Trustee Jackson Trustee Jackson had an opportunity to attend several NWAC basketball games, attended the CBC Hall of Fame event (2/23) and was recently asked to serve as treasurer for the Columbia Ability Alliance Board (formerly Columbia Industries). Trustee Harper Trustee Harper attended the CBC Hall of Fame event (2/23), the Miss Juneteenth scholarship fashion show and is busy with The Links STEM events at the Richland Community Center.	
Public Comments	Abby DeSteese, CBC employee, told trustees about recent Soroptimist scholarship events awarding $51,000 in scholarships, part of these awards going to 23 CBC students. March 2 was the "Dream It, Be It" event for high school girls held on the CBC Pasco campus featuring Dr. Woods as the keynote speaker. In addition to hearing from Dr. Woods, students heard from a career panel, made dream boards and participated in Zumba. CBC Student Ambassadors volunteered at the event. Soroptimist scholarships will be awarded the end of April.	

Reports
   Exhibit C: Cash Balance Report
 	
   Exhibit D: Variance Report
 	
   Exhibit E: Executive Limitations Monitoring Reports EL-7 and EL-8
	Vice President for Administrative Services, Eduardo Rodriguez, provided highlights from the Cash Balance Report and the Variance Report.
	
	President Woods presented interpretations and evidence for each statement on the Executive Limitations Monitoring Reports EL-7 and EL-8. The only significant change is on EL-7, item #8. When we compare the number of students year-to-year (same number of students), the amount owed by students is nearly double. This is due to a no drop policy for non-payment last year (2022-23) as we worked through changes in ctcLink and delays to financial award packages.	

Discussion/Action Exhibit F: First Reading – Board Policies Governance Process GP – 5 through GP - 8	Based on the Board's alignment with the Carver Governance Model, moving the Naming of Facilities (GP-7) and Emeritus Designation (GP-8) to Governance Process GP-3: Board Job Descriptions (approved at the February 9, 2024 BOT meeting) would eliminate GP-7 and GP-8. After Board discussion, it was decided to move this agenda item to the April 12, 2024 BOT meeting agenda to provide additional time for deliberation and review by the trustees.	Trustee Rivas de Bredt moved and Trustee Siler seconded a motion to move Board Policies Governance Process GP – 5 through GP-8 to the April 12, 2024 Board meeting for final review. Approved unanimously.
Consent Agenda Bachelor of Science in Computer Science	CBC's accrediting body, Northwest Commission for Colleges and Universities, requires the Board to approve degrees that are a higher level than the college already offers. The College is working towards offering a Bachelor of Science in Computer Science and the Board needs to approve CBC to offer Bachelor of Science degrees.	Trustee Siler moved and Trustee Rivas de Bredt seconded a motion to approve CBC to offer Bachelor of Science degrees. Approved unanimously.
Break from 7:59am to 8:03am	Break from public meeting.	
Executive Session #1 RCW 42.30.110(1)(g): To review the performance of a public employee.	The Board went into the first Executive Session at 8:03 a.m. and will return the public meeting at 8:18 a.m. (15 minutes).	
Return to Public Meeting at 8:18am	The Board returned to the public meeting at 8:18 a.m. to announce the executive session would be extended to 8:35 a.m. (17 minutes).	
Discussion/Action Consider faculty candidates for continued probationary status and tenure.	The Board returned to the public meeting at 8:35am. Each trustee has had the opportunity to read the tenure review reports and recommendations of the tenure review committees. The following faculty probationers, having been recommended for renewal or tenure by their respective Tenure Review Committees, are presented for the Board's approval. • 1st year probationers – Alicia Briones (Criminal Justice), Amber Casolari (Economics), Carrie Chaney (Nursing), April Heitzman (Radiologic Technology), Eudelio Martinez (Intercultural Studies), Charles May (Transitional Studies – ELA), Levi Sheletovskiy (Engineering Technology) and Samuel Whitecotton (Automotive Technology).	Trustee Jackson moved and Trustee Page seconded a motion to approve all continuing probation for 1st year probationers, all 3rd year probationers are granted tenure for the 2024-2025 academic year, and 2nd year probationers, except for Kindra Steenerson, are approved continuing probation. Approved unanimously.

	• 2nd year probationers – Muhammad (Bilal) Ahmad (Computer Science), Emily Cates (Biology), Patricia Eamon (Adult Basic Education), Mary Ellwein (Nursing), Braden (Brady) Godwin (Biology), Aabha Humphrey (Computer Science), Catherine (Cat) Johnson (Nursing), Hoewoon Kim (Mathematics), Theodore (Ted) Lane (Physics/Engineering), Martijn Oostrom (Mathematics), Wendy Paup-Lefferts (Education), Hannah Rives (Education), Michael (Mike) Scott (Music), Kindra Steenerson (Theatre), JR Trautvetter (Nuclear Technology) and Lee Williams (Project Management). • 3rd year probationers – Shannon Ardamica-Hall (Communications), Colin Bradley (Chemistry), Billy Getty (Automotive Technology), Melissa Johnson (History) and Sarah Rogers (Surgical Technology).	
Executive Session #2 　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.	The Board went into the second Executive Session at 8:37 a.m. and will return the public meeting at 8:59 a.m. (22 minutes).	
Return to Public Meeting	The Board returned to the public meeting at 8:59 a.m.	
Adjournment	Trustee Harper adjourned the meeting at 8:59 a.m.	
	Next Board of Trustees Meeting Beers Board Room & Zoom Webinar April 12, 2024 - 7:00 a.m.	

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Kimberly Harper, Chair

Exhibit B

CBC in the News

March 2024

KNDU-TV: NWAC 2024 Basketball Championship to bring estimated $400,00 to Tri-Cities

KNDU-TV: Tri-Cities Area Journal of Business is looking to recognize an exceptional young professional

KNDU-TV: CBC's Health Sciences Program receives student support funding

KNDU-TV: Columbia Basin College free forklift classes

SWX: CBC women reach NWAC Elite Eight, Walla Walla women into Final Four

SWX: CBC Women Ready for Final Four

SWX: CBC, Walla Walla women fall in NWAC Final Four

Tri-City Herald: Tri-Cities women shoot their way to NWAC basketball's championship Final Four

Tri-City Herald: CBC men's and women's teams in NWAC basketball championship tournaments

Tri-City Herald: From homeless to hoop dreams. How a Tri-Cities athlete fought his way to NCAA D1 offers

Tri-City Herald: CBC men open NWAC men's basketball championship tournament with a victory

Tri-City Herald: 8 things to know about the NW event bringing thousands of athletes, $400K to Tri-Cities

Tri-City Herald: CBC men eliminated from NWAC championship tournament. Hawks women now take the stage

AppleValleyNewsNow: Columbia Basin College's Running Start program offers summer funding for 2024

ApplyValleyNewsNow: 51st Regional High School Art Awards at Columbia Basin College

Union-Bulletin: District 16 lawmakers schedule town halls in Walla Walla, Columbia Basin

Nisqually Valley News: SPSCC men's team headed to conference championships

Washington State Department of Natural Resources: Certified Burner Program Fall 2024 Class at CBC

Lynden Tribune: Nooksack Valley Esports are more than gaming (with gallery)

FieldLevel: Olivia Willis Announced Commitment to Play Women's Volleyball at Columbia Basin College

Fieldlevel: Josh Kreta Announces Commitment to Play Baseball at Columbia Basin College

The Chronicle of Higher Education: Utility Worker 2- Grounds & Landscape

HigherEdJobs: Assistant Professor of Welding Technology Full-Time Tenure Track

Exhibit C

ASCBC Leadership Awards• Events• Graduation•

First Annual ASCBC Student Leadership & Excellence Awards

ASCBC is excited to announce our first Student Leadership & Excellence Awards where we highlight CBC's student leaders around campus. These nominations are open to any CBC student. Ceremony will be May 20th. Food will be served at 4p.m. and awards will begin at 4:45p.m. Bottom of the page, you will find the different categories as well as the nomination links. If you have any questions, please email clubs@columbiabasin.edu This years theme is Hollywood so dress to impress! Faculty/Staff, please RSVP Here.

Important Graduation Information

Interested in signing up to assist for cap/gown distribution? Sign up here!
Cap/Gown student pickup begins May 28th. More information about graduation and pickup dates can be found on the CBC Graduation Page.
We are now accepting applications for a student graduate speaker for the 4p.m. and 7p.m. ceremony. If you have any questions, please email graduation@columbiabasin.edu
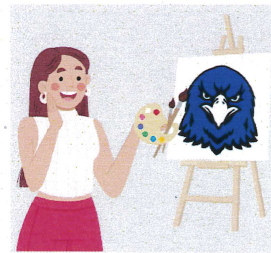
04.10

Tote Bag Craft Day

Students can stop by the Sunroom from 11a.m.-1p.m. to decorate a re-usable tote bag!

04.17

Friendship Bracelet & Canvas Painting

Students can stop by the Sunroom between 11a.m.-1p.m. for a study break and create a friendship bracelet or paint a mini canvas!

04.18   ASCBC PAS Plant Sale

The PAS Club will be hosting their annual plant sale! They have about doubled the size of their plantings this year, so there should be plenty of annual flowers and basic vegetables available.

04.22   ASCBC Club Rush

ASCBC will be hosting a Spring Club Rush for students! This quarters theme is the 70's! ASCBC will be hosting a BBQ outdoors so please stop by the SRC between 10a.m.-2p.m. and check out the amazing clubs that we have on campus!

04.23   2024 Spring Career & Internship Fair

11 AM to 3 PM
Columbia Basin College is partnering with WSU Tri-Cities, and WorkSource for the Spring Career Fair. Join us in the CTE Building on CBC's Pasco campus to meet recruiters and learn about career and internship opportunities available to YOU.

04.24

Arbor Day Celebration

Please join the Sustainability Committee from 1p.m.-2p.m. on the Northside of the SRC to learn and see the process of planting trees. ASCBC will be providing free shirts to students (while supplies last).

05.01

AANHPI Celebration

Join ASCBC at 11a.m. inside the Gjerde Center to kick off the month of May in celebrating Asian American and Native Hawaiian/Pacific Islander Heritage Month. Free food provided!
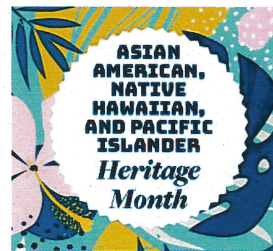
05.07

Lego Flowers

Join ASCBC inside the T-Building Atrium between 11a.m.-1p.m. and collect a Lego flower to put together! Lego flowers include roses, daffodils, sunflowers and lotus.

05.09 — Picnic with the President

Join President Woods and Vice President for Student Services, Chery Holden for a BBQ and conversation! Located in the picnic area between 12p.m.-1p.m.

05.15 — Wellness Fair

CBC's Wellness Committee will be hosting the Wellness Fair between 10a.m.-12p.m. inside the SRC. Explore a wealth of wellbeing resources from campus departments as well as community organizations - all FREE!

05.16 — Sunny Succulents

Back by popular demand! Join ASCBC and ASC in decorating your own plant pot and planting your own succulent! Stop by the picnic area between 11a.m.-1p.m.

05.20 — ASCBC Student Leadership & Excellence Award Ceremony

Join ASCBC in celebrating the amazing students at CBC that have excelled and gone above and beyond as well as celebrating faculty/staff and departments that have supported them along the way. Food served at 4p.m. and award ceremony to begin at 4:45p.m.
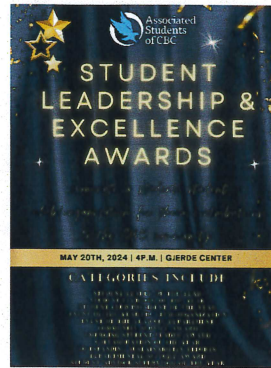
05.22 — Furry Friends & Free tacos!

ASCBC Helping Hands Club will be teaming up with the Tri-Cities Animal Shelter to showcase adoptable animals! Stop by the Northside entrance of the SRC between 12p.m.-3p.m. and see what furry friends are on campus and free tacos for students (while supplies last)!

06.01 — ASCBC SQUAD Club PRIDE PROM

Please join ASCBC's SQUAD Club for their annual PRIDE PROM....FantaSEA! Doors open at 7p.m. Costumes are welcome and encouraged, but not required! Pride

Prom is designed to promote awareness and acceptance of our local LBTQIA community, ages 16 and up.

06.06

ASCBC Field Day

Stop by the Northside of the SRC between 10a.m.-2p.m. for free food, dunk tank, inflatable fun, free caricature drawings and so much more! Help us in celebrating the end of the academic year!

The weather is getting better so come on out and support our Spring Sports Teams!

Men & Women's Golf:
Columbia Basin Invitational | April 7th/8th | Meadow Springs Country Club

Join the Men's Baseball Team at the Baseball Complex at the following home games:
April 10th | 1p.m. | VS. Spokane
April 20th | 1p.m. | VS. Yakima Valley
April 24th | 1p.m. | VS. Walla Walla
May 1st | 1p.m. | VS. Wenatchee Valley
May 11th | 1p.m. | VS. Blue Mountain

Join the Women's Softball Team at the Softball Complex at the following home games:
April 13th | 12p.m./2p.m. | VS. Yakima Valley
April 30th | 2p.m./4p.m. | VS. Wenatchee Valley
May 10th | 2p.m./4p.m. | VS. Treasure Valley
May 11th | 12p.m./2p.m. | VS. Blue Mountain

ASCBC Student Leadership & Excellence Awards Nomination Links

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Student Leader of the Year
https://forms.office.com/r/YzNF2ZQrfi?origin=lprLink

Community Service Award
https://forms.office.com/r/aLpz1y1Rqj?origin=lprLink

Outstanding Sustainability Efforts
https://forms.office.com/r/06ivtnRaFp?origin=lprLink

Student Club President of the Year
https://forms.office.com/r/BcS01UTDUa?origin=lprLink

Emerging Student Leader Award
https://forms.office.com/r/B35KdUiNB9?origin=lprLink

Collaboration of the Year
https://forms.office.com/r/jCa0KgriKL?origin=lprLink

Event of the Year-CBC Department
https://forms.office.com/r/q91AvX8yQf?origin=lprLink

Department Support Award
https://forms.office.com/r/vkZmuAJ6GU?origin=lprLink

Student Club/Organization of the Year
https://forms.office.com/r/ay41wFv8fe?origin=lprLink

Event of the Year-CBC Club/Organizations
https://forms.office.com/r/1LBZJTXkn6?origin=lprLink

Student Club/Organization Advisor/Supervisor of the Year
https://forms.office.com/r/zDWJksFTZj?origin=lprLink

Exhibit D

Columbia Basin College

Cash Reserve Report February 2024 Month End

Assets		FY2024 - Feb	
Cash			
In Bank	1000070	$	24,565,265
Petty Cash	1000020	$	5,504
Total Cash		**$**	**24,570,769**
Investments			
Short Term (0-365 days)	1000040-1000050		
	1020000-1020030	$	5,003,537
Long Term (>365 days)	1110003-1110060	$	15,586,987
Total Investments		**$**	**20,590,524**
Accounts Receivable			
Current	1010100	$	739,997
Unbilled	1010050	$	925,346
AR - Other	1010060	$	128,530
Allowance for AR	1010110	$	(34,240)
Total AR		**$**	**1,759,633**
Inter/Intra Gov Receivables			
Due from Fed	1010150	$	123,527
Due from Other Gov	1010160	$	330,283
Due from Other Agency	1010180	$	16,981
Total Inter/Intra Gov Receivables		**$**	**470,791**
Total Assets		**$**	**47,391,716**
Liabilities			
Current Liabilities			
Accounts Payable	2000010	$	1,463,329
Accrued Salaries Payable	2011010	$	-
Due to Other Agency	2012050	$	176,303
Sales/Use Tax	2010070	$	46,554
Accrued Liabilities	2001070	$	-
COP Current Year P&I Due	2050010	$	1,512,250
Total Current Liabilities		**$**	**3,198,436**
Total Liabilities		**$**	**3,198,436**

Cash Balance			
(ASSETS less LIABILITIES)		$	44,193,280
Dedicated Balances	Account		
Student Supported Capital	1000070	$	2,840,462
3.5% - Institutional Financial Aid	1010190	$	699,018
Students S&A	1000070	$	2,263,474
Bookstore Operating Reserves	1000070	$	2,034,078
Technology Fee	1010190	$	577,504
Parking Fees	1010190	$	1,011,280
Basic Food Employment and Training	1000070	$	94,717
Total		**$**	**9,520,532**
Reserves Policy - BOT Policies on Reserves			
Unplanned Capital Repair and Replacement		$	2,000,000
Capital Facilities Projects		$	18,136,632
Operating Reserve		$	10,920,000
Planned Future Operations		$	827,274
Emergencies		$	3,000,000
Total		**$**	**34,883,906**

Operating Reserves Balance		
Existing Reserve balance less Dedicated Reserves and Emergency Reserves	$	(211,157)

Exhibit E

Fiscal Year 2324 Operating Funds Variance   **As of Fiscal Month End: February 2024**

						EXP/BDGT	EXP/REV	REV/BDGT
State Alloc	001, 24J, 08A	EXP BDGT	$	39,466,774		58.92%	61.39%	95.98%
		EXP	$	23,254,402				
		REV (Alloc)	$	37,880,532				
Local Fees	148	EXP BDGT	$	3,365,095		45.29%	54.23%	83.51%
		EXP	$	1,523,934				
		REV	$	2,810,144				
Local Tuition	149	EXP BDGT	$	22,267,004		51.79%	79.25%	65.35%
		EXP	$	11,531,164				
		REV	$	14,551,110				
Contracts	146	EXP BDGT	$	2,548,671		40.68%	18.50%	219.87%
		EXP	$	1,036,673				
		REV	$	5,603,725				
YTD Total		EXP BDGT	$	67,647,543		55.21%	61.38%	89.94%
		EXP	$	37,346,173				
		REV	$	60,845,512				

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   66.67%

Notes: State Allocation Schedule #7

	Account	BDGT		EXP	EXP/BDGT
Salaries and Wages	5000003	$	39,171,822	$	23,160,029	59.12%
Benefits	5010003	$	13,574,167	$	7,924,272	58.38%
Contracted Services	5050003	$	3,056,625	$	1,526,276	49.93%
Goods & Routine Services	5030003	$	3,192,311	$	1,055,348	33.06%
Other Expenses	5081004	$	2,526,829	$	1,547,887	61.26%
Utilities	5060003	$	1,680,000	$	873,939	52.02%
Travel	5080004	$	671,794	$	202,238	30.10%
Capital Expenses	5040003	$	725,156	$	180,551	24.90%
Grants, Scl. ships,Fellowships	5020003	$	1,352,315	$	875,633	64.75%
Debt Expenditures	5110003	$	1,696,525	$	-	0.00%
YTD Total		$	67,647,543	$	37,346,173	

Print Date: 4/4/2024

Exhibit F

CBC Institutional Progress Fall Update: 2023-24
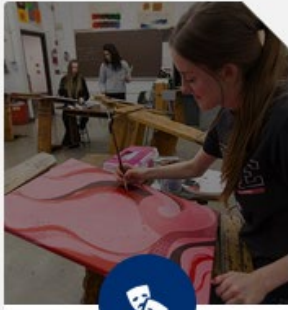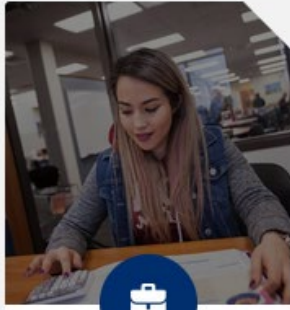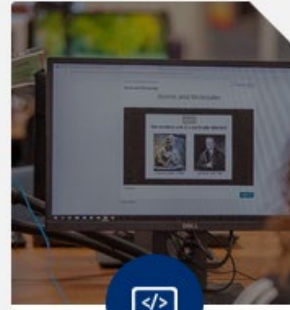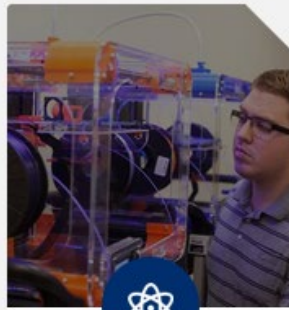
April 5, 2024

Columbia Basin College
Authored by: Institutional Research

Contents

Executive Summary

With only one term in the 2023-24 academic year behind us, a few key metrics are reported here to get a sense of our **first term performance** (Table 1, First Column). This can allow CBC to assess our most important outcomes heading to the end of the year (Table 1, Last Column).

Table 1. List of Key Leading Indicators from Fall Term and Their Target Indicators

Fall Term Leading Indicators (Results as of Fall Term)		Target Indicators (Forecasts to End of Year)
Completion (2 Years and 1 Term)	➜	**Completion (3 Years)**
1st Term 10 Credit Attainment	➜	**1st Year 30 Credit Attainment**
1st Term College Level English	➜	**1st Year College Level English**
1st Term College Level Math	➜	**1st Year College Level Math**
Other Key Performance Indicators		
Year 2 Credit Attainment (30 Credits)	➜	45 Credit Attainment (2 Years)
Retention Fall to Fall (*Actual*)		
1st Term Course Success (2.0 or Better)	➜	1st Year Course Success (2.0 or Better)

The following sections review:

- our main takeaways from this term - "Strengths and Opportunities",
- a quick note on our enrollment patterns over time,
- after which we present one-page reviews of each early measure.

Mission Fulfillment Fall Results (Overall Strengths and Opportunities)

In sum, in most areas of institutional focus, CBC has demonstrated long term growth. The positive news is in indicators of long-term outcomes where we have not yet seen appreciable progress like this before (Completion and Equity) and metrics where we did not fare as well this Fall (Credit Attainment and math especially) are coming off of very strong gains in previous years. Put together into Table 2, current year results do not look particularly exemplary, yet a wider lens on most of these key indicators do point to more success over a longer period.

Metrics where we are most vulnerable currently – Retention, English, and Equity[1] – are also metrics for which our institutional emphasis has been most recent and for which we might expect progress in the next 3-5 years given our institutional investments. Table 2

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[1] Equity, we are reminded, is in a larger context we are reminded is not easily addressed fully by a few interventions at CBC or can be measured with the kind of precision we expect of other metrics. Nonetheless, for us, and given the magnitude of achievement differences, HSI equity is one of the best opportunities CBC has to make sustained gains in performance over time.

summarizes and highlights "Overall Year to Year Change" in our Fall Term Indicators and how they stack up in their equity performance level and longer-term trends.

Table 2. Key Leading Indicator Performance Summary

Fall Update Leading Indicators (Results as of Fall Term)	Starting Cohort Academic Year	Fall Term Indicator Change	3-Year Fall Term Indicator Change	*Current* HSI Equity Difference (Leading Indicator)+	HSI Equity / Opportunity 5-Year Trend ++
Completion (2 Years and 1 Term)	2021-22	**2.7**	**3.9**	**None***	➔
1st Term 10 Credit Attainment	2023-24	**-2.7**	**3.0**	**None**	↗
1st Term College Level English	2023-24	**-4.7**	-1.8	Small	➔
1st Term College Level Math	2023-24	**-2.1**	-1.4	**Large**	➔
Year 2 Credit Attainment (30 Credits)	2022-23	-0.1	**3.5**	Small	↗
Retention Fall to Fall	2022-23	**-3.3**	-0.1	**None**	↗
1st Term Course Success (2.0 or Better)	2023-24	1.1	**7.3**	**Large**	↗

*Completion plus Transfer has shown historical gaps, but very little in completion only
+p.12 demonstrates thresholds, what we mean by "Small" and "Large"
++5-year trends track meaningful association over 6 years (positive or negative)

Notable Strengths:

- *The 2021-22 Cohort Completion is up heading into our final two terms* and appears on track to be our strongest completion cohort in the last decade. If these data are true to form through year end, it is an encouraging sign that a lot of the work we had started – and continue in Guided Pathways and Inclusivo – is paying off in our longer term results.

- *Additional long-term changes are evident over the last three years* (3 Year Change column Table 1) in our Fall measures, even while year to year changes gave some ground, and are encouraging corroborating evidence of progress.

- HSI opportunity gaps are less stark this year than last. While there are two large and meaningful gaps in these predictive measures and our struggles with first term course success equity continues, our long-term trends (5 year trends) are largely positive this year or holding steady over five years.

Areas of Opportunity:

- *Our retention from Fall to Fall has see-sawed down and up since COVID and has dipped again in Fall of 2023*. There are many moving parts here, so we might overinterpret what is happening any one term. The leading explanation for the volatility in the last years is likely related to one of the many changes we may have seen around COVID and institutional and student reactions to those changes.

- *Fall leading metrics this year are not as rosy as they might have been in the past* – 10 Credit Attainment, College English, and College math all giving some ground in early measures. The good news, if we can glean that from these, is that Fall has been an inconsistent leading metric in English and math due to the specific Fall enrollment patterns that delay the immediate realization of college credit in these areas. Additionally, these are mostly areas in which we have been exceptionally strong, or have seen some real promise, since 2019-20.

While we understand that the entire CBC ecosystem requires attention to student success, the added programmatic investment in the following are aimed where our data suggest we can improve most in this report:

- InsideTrack advising and EAB in Title V (Retention),
- I-BEST English with supports, and
- a sustained focus on equity with an HSI lens in instruction, hiring, and advising in Title V and *Inclusivo* (Equity)

A few changes in this table deserve note based on what we see this year in our results.

(1) The goal of measurement is not only to reflect absolute levels year to year, but some measure of *sustained* progress. This year, we had a couple instances of "whiplash" where previous losses and gains reversed themselves or were inconsistent. To check ourselves a bit on how we might use these data, we have included a **"3-Year Change"** and a **"5-Year Equity Trend"** to help us gain a more complete understanding of overall trends. Of course, the actual trends since 2009-10 are included here for more detail in the rest of the report – in both measures and in equity – to tell a more complete story. When we do so, we are reminded by these charts not to overemphasize one-year changes in our metrics. For parity differences especially, the challenge is even more pressing to look for even higher thresholds of consistency and appreciate variance much more.

(2) Some of the Fall term measures were changed slightly when looking at how closely they relate to student outcomes and in listening to advice / best practices of others in research. One was Year 2 Credit Attainment of 30 College Level Credits where the typical student did not attain 45 college credits after 4 terms, but 30 credits included both the higher achieving students and those who have progressed less quickly, but have substantial college credits. Another was Year 1 Credit Attainment of 10 College Level Credits, where we were reminded that significant numbers of students who start part-time, take developmental courses, or do not complete a course will also be "on track" for 30 college credits, but not fully captured in our measures.

Again, what we see in the early data is more promising than not and moving in the right direction in important areas. Many of these measures still have a bit of room to exceed our expectations by the end of the year. We can characterize this year so far as *consolidating gains in a post-COVID environment*. CBC has gotten used to, or more accurately, *IR has gotten used to* exceeding institutional expectations that consolidation

feels less than exciting. Nonetheless, in a year of more challenges and change, making inroads into our main area of 3-Year Completion and holding gains in other early indicators – while boring – is still important.

The "Why" of Guided Pathways Measures and New Student Trends

Guided Pathways: Why We Chose These Indicators to Measure Progress

Degree completion has proven to be the primary driver of both student and public value of the community college. CBC's direct value to students and the public is completion and transfer, including the completion of a bachelor's degree. That conclusion is founded on broad-based, repeated/replicated research over several decades. Additionally, the value of a degree, and the predictors of completing a degree, provide the basis for educational interventions to affect completion – which are embodied in many Guided Pathways interventions. With completion as the goal, in October 2018, CBC presented indicators based on new Board Policies (Mission, Vision, and Values) that center upon degree completion and critical basic conditions, predictors of degree completion. Those indicators were refined and updated in December 2021 after the first three-year cycle.

This report looks at measures as of Fall 2023 to get a sense of what we might expect by the end of the year on some of our key performance indicators. None of these measures are ironclad predictors of future performance, but are still reliable measures to ground our expectations and look forward.

The Student and Public Value of CBC Degree Completion is High. In 2022, Lightcast, formerly Economic Modeling LLC ("EMSI"), conducted an independent review of CBC's ROI for students, the taxpayer, and a net social impact. Their review showed that student investment in CBC was returned 6.7 times (only measurable benefits), with an annual rate of return of 19.8% and the annual rate of return for taxpayers was 1.2%. On average, associate's degree completers earned $5,800 more annually than their peers with only a high school diploma. However, we know many of our Associate of Applied Science Degree programs earn significantly more than the "average" such as our Allied Health programs, Computer Science, Cyber Security, Engineering Technology, Career and Technical Education programs and more.[2]

The "Steps to Success" as Predictors of Completion: The Importance of Early Indicators[3]. While degree completion is the goal, it is often not a particularly timely metric. Three years is a long time to wait for a final referendum on what has been

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[2] Education Research and Data Center, State of Washington Office of Financial Management (https://erdc.wa.gov/data-dashboards/earnings-for-graduates)

[3] Moore, C., Offenstein, J., & Shulock, N. (2009). *Steps to success: Analyzing milestone achievement to improve community college student outcomes.* California State University, Sacramento, Institute for Higher Education Leadership & Policy. See also Washington State Board for Community and Technical Colleges (2007), Student Achievement Initiative (SAI).

accomplished three years prior and we know that a student's pivotal year is their first year. This puts a premium on finding the best early indicators of ultimate student success to use as a guide. While not an exact science, a handful of meaningful leading indicators of degree completion provide a foundation for this report – course success, retention, completion of gateway courses, and timely credit attainment. Importantly, again, these indicators take less time to reliably assess – typically after the close of each academic year.

Not only are these early indicators timely, but they historically do an excellent job in helping us forecast longer term student outcomes.[4] Thirteen indicators – many of which are included in this report – are most important in external research. We repeat every year (every month across campus that "the first year in a student's career is pivotal for their long-term success" – establishing a new identity as a college learner, "lighting the fire" of that new journey, and making real progress in credit attainment. Within the first year, we can argue that *the very first term in a student's career is the most important part of that year*.

Toward New End States: New Student Trends and the CBC Running Start Program

This last year was the end of a three-year cycle of institutional Mission Fulfillment reporting for the purposes of Board End States. Next year, a new set of End States will be constructed at a high level to comport with the Carver Model of Institutional Governance. Within that high level framework, Institutional Research will continue to report institutional metrics (also called KPIs "Key Performance Indicators" in wider parlance) to faithfully represent CBC's progress and opportunities.

As part of the transition to a new cycle, we will be looking at modifications that keep the best of what we have and making modifications as needed to reflect our own growth and needs in the CBC of 2024 and beyond – making necessary tradeoffs between comprehensiveness, clarity, and content coverage. Toward this, a few facts about CBC may help us highlight some of these – namely in continuing to center equity and being mindful of a few trends: the profile of our increasing demand from "completely new" students (including students of color and being mindful of economic struggles) and the growth of the Running Start program.

In previous reports we have mentioned the FTEC (First Time Entry Cohort), which is the data source for much of this report. CBC receives a data file a few months after the term ends (and SBCTC Data Services and Research is always looking to get this closer to real time) that identify New Students by SBCTC definition. The quality of these data are usually the best available, and the data definitions stay constant from year to year, enough so that it is IR's most reliable source for consistent "cohort" data.

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[4] Yanagiura, T. (2020). Should Colleges Invest in Machine Learning? Comparing the Predictive Powers of Early Momentum Metrics and Machine Learning for Community College Credential Completion. CCRC Working Paper No. 118. *Community College Research Center, Teachers College, Columbia University*.

New Student Trends

"New Students" is one of our most vital, yet complicated and time-consuming measures to get right. In a community college, we have developed a saying in IR "if it can happen in a community college, it will". All this is to say an extended thank you to our colleagues at the SBCTC Research and Data Services who enable us to look good by preserving meaning in multi-page definitions so we can present it here and interpret it with confidence. That said, there is much we can learn from these data to complement what we see our results - the most basic of which is displayed in Figure 1 – a snapshot of new Summer and Fall starts at CBC.

Looking at our "new students" reveals a couple of telling observations that augment our look at enrollment and our results.

- **One observation is that CBC is trending recently to more "completely new" students** and fewer "transfer-in" students. (Figure 1)
- Another observation is how **Running Start students have rivaled enrollment of our more "traditional" student body**. Running Start student career and career profile is an increasing presence on the CBC campus. (Figures 1 and 2)

Figure 1 is a breakdown of our biggest incoming student cohorts (not including Transitional Studies or BAS students).

- "Dual Enrollment" is our Running Start students,
- "First Time Ever in College" are students who have never been to a post-secondary institution before CBC, and
- "First time Ever at Institution" are our transfer-in students.

We can see our COVID rebound in the yellow and dark blue that drive our first-time enrollment gains in the last two years, while the light blue transfer-in students continue to decline. This is also important to note since the light blue "transfer-ins" have historically performed at least 5% better than their "completely new to college" peers in 3 Year Completion and a full 8% better at CBC than our "completely new" cohort.

Figure 1. New Students Trending Up and Running Start Continuing Upward Climb

First Year Student Cohort
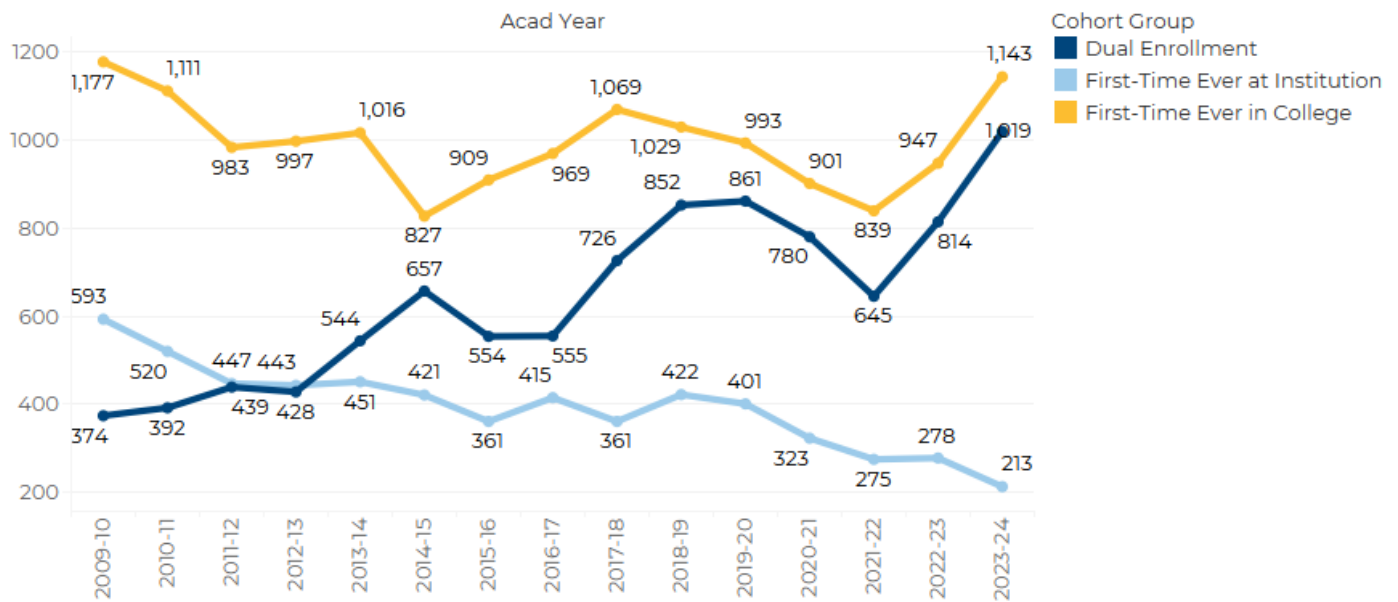
The lesson for us is that we see a CBC student body today that we did not have just 7-10 years ago – a heavier proportion of students who are "completely new" to college, students, who by overall enrollment are 1/3rd more likely to be in the bottom SES quintile than 10 years ago (separate from Transitional Studies), and a steady increase in students who are in historically underserved groups – notably Hispanic students – and we might understand the context and demands of today's CBC better – which all point to a more pressing need for support going forward.

Running Start Trends

The other highlight this year has been the continued strength of Running Start students in our first-year Summer and Fall enrollment. In Fall of 2016, Running Start was 28.7% of first-time enrollment, and in Fall of 2024, it is 42.9%. This has affected our raw enrollment in a few ways, which is a short and incomplete list of many influences, some of which are detailed here:

- Overall enrollment has been buoyed by these strong Running Start incoming classes.

- Figure 2 shows these students comprise a significant portion of students who enroll at CBC as "regular" students *after their high school dual enrollment period is done*. In the Fall of 2023, 740 students enrolled at CBC as "former Running Start" students.

- Running Start has also provided some historical enrollment (and financial) stability for CBC. When one cohort goes down in enrollment, the other does not necessarily do the same every year, essentially diversifying our portfolio of incoming students. CTCs across the system have experienced declining first-year enrollments for quite

9

some time, and different CBC programs (Running Start, BAS, Apprenticeships, etc.) have insulated us somewhat against that macro-level trend – of which Running Start is one. It has also made up for the loss of transfer-in students we have experienced in the last years.[5]

- The demographic of Running Start students has shifted toward being 30% Hispanic (Fall 2016) to 43% Hispanic (Fall 2023) and have leaned slightly more toward being male (44% compared to 41%) and coming from the Pasco School District (in proportion to relative high school enrollment increases in Pasco over the last decade).

- Course demand has not been uniform in Running Start. It has leaned toward requirements for high school graduation in the home school, which have created some pockets of uneven course enrollment. Strong demand for some introductory coursework (ENGL&101 – 1,892, SOC&101 - 850, NUTR&101 - 733, and ART&100 - 728) and proportionally higher demand in particular subjects like History (146, 147, and 148 all above 80% of course enrollment) and Political Science (above 80% of course enrollment).

- Additionally, student outcomes are quite different than their HS graduate peers – much higher in many areas, which is the reason for their inclusion in this report. The CBC 2029 goals of 55% completion or transfer in 3 years was established, in part, due to their strong academic performance which has exceeded 55% completion or transfer by year 3 consistently.

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[5] While it is an open question of "how many" of these students would be attending CBC post-graduation if not for Running Start (and do not, therefore, contribute to enrollment increase in the long run), IR finds significant overlap to be unlikely. To the extent they are not additional students, our observations about enrollment trends at CBC in our service area (lower enrollment after high school in proportion to our service area population) might have been unnecessarily pessimistic.

What is not in doubt is that Running Start is a top tier win for students – and the program has an exemplary evidence base. Our student performance indicates that Running Start academic outcomes are substantially better than "traditional students", not to mention in cost of college credit to students and families is substantially lessened. "What Works Clearinghouse" (Institute for Education Sciences / USED) has compiled Running Start evaluations, and the evidence of positive impact (and large positive impact) is substantial. The maturity of this program and the persistence of many of these students after high school is another reason for us to track these students in our larger institutional data reporting.

Figure 2. Since 2014-15, As Running Start Students Increase, More Stay on at CBC to Finish
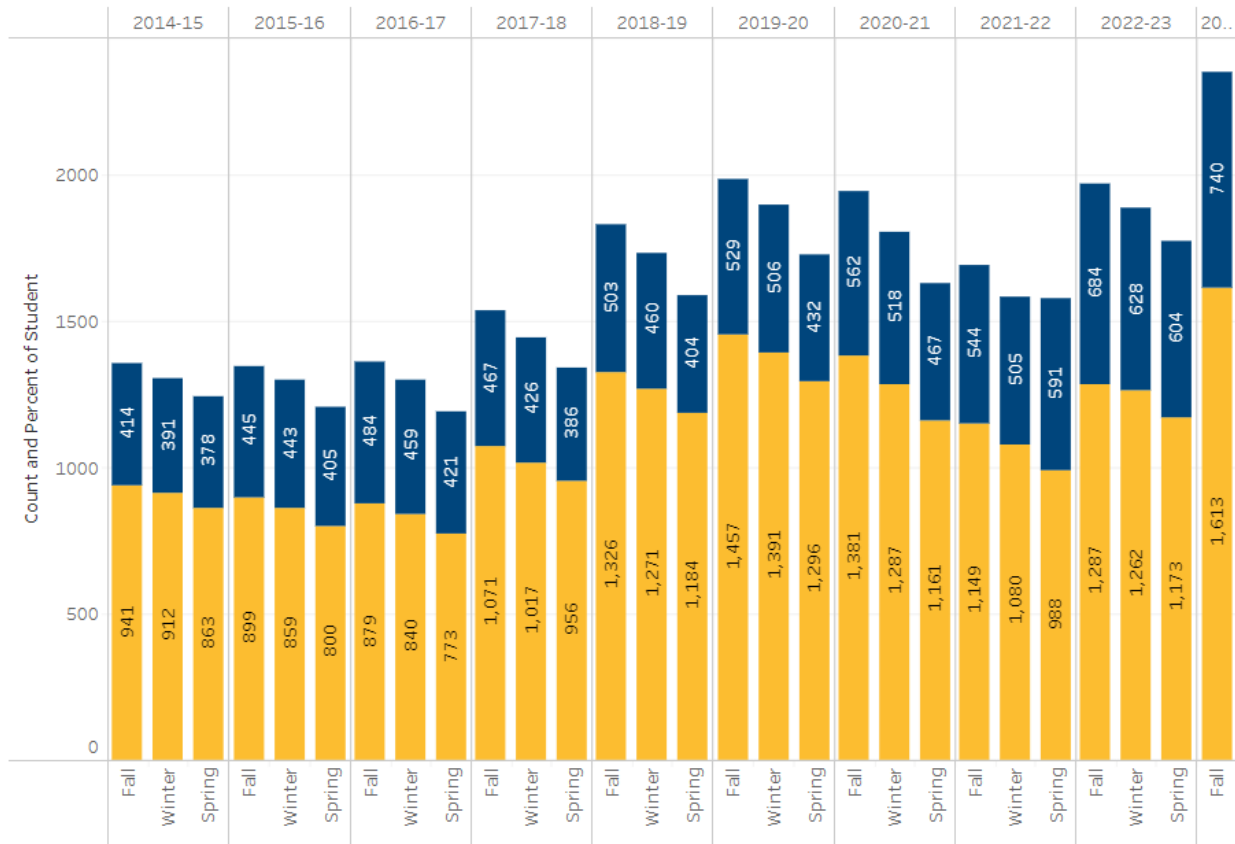
Charts: Fall Leading Indicators and Year End Forecasts

This report is meant as a "Fall Term Update" of a key subset of Mission Fulfillment measures in order to get a very preliminary read on what 2023-24 results might look like – **in that first term (Fall 2023)**. Historically, most of these have done a passable job of forecasting and/or are of particular interest on their own. With any prediction about the future: "past results do not guarantee future returns" and even some first look data from the Fall have been a surprise.

The following pages show more detail of each measure:

- historical charts of our leading indicators in the Fall (updated in the Fall of 2023),
- what those changes might imply as a forecast to the end of the year, and
- potential equity/disparity changes.

Leading Indicators and Forecast to End of Year

Charts of changes in leading Indicators from the Fall term (All Students and Hispanic Students). These are mostly percentages taken "as of the end of the Fall 2023 term".

We also consider what our target measures might look like at the end of the year based upon our leading indicators. These measures are extremely simple forecasts based on the most recent years of data projected forward (since 2009-10). In a couple cases, forecasts are not optimal (English and math College Credit), but provide the best information we have in what are important end of year outcomes. The others are historically consistent enough that they can be reliable "best estimates".

HSI Equity / Disparity Profile

Charts of changes in disparity between Hispanic and Non-Hispanic students (HSI focus). As we have in previous reports, we look at the magnitude of difference and characterize the size as:

- "not appreciably different from parity" (<2.0% Green),
- "small, but meaningful disparity" (between 2.0% and 5.0%), and
- "large and meaningful disparity" (>5.0% Red)

3 Year Degree Completion or Transfer (College Goal #1)

Leading Indicator: Degree Completion After 2 Years and 1 Term (Fall 2023)

For the cohort starting in the 2021-22 Academic Year, 3 Year Completion rates by the end of Fall before the end of the 3rd year were at the top of the historical range for All Students (25.5%) and Hispanic Students (25.1%). Our expectation for last year was for completion rates to increase, and this result is in line with our expectations based on early indicators.

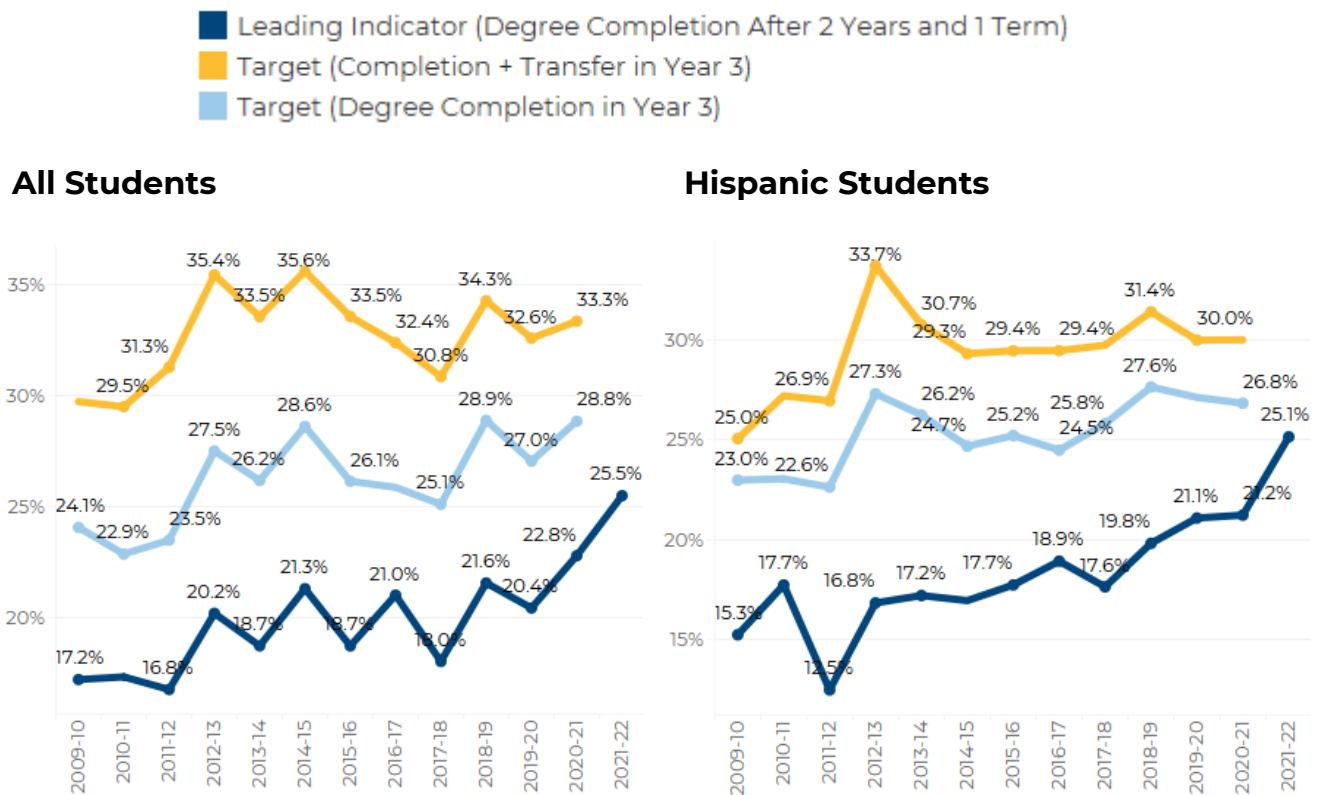**Figure 3a. Leading Indicator Point to Gains in Completion by End of Year**

Table 3. Forecasts for Completion Metrics

	Fall Term	% yearly change	3-Year Completion Forecast	% forecast change	3-Year Completion and Transfer Forecast	% forecast change
All Students	25.5%	**+2.7%**	31.9%	**+3.1%**	37.0%	**+3.7%**
Hispanic Students	25.1%	**+3.9%**	29.1%	**+2.3%**	32.5%	**+2.5%**

Based on the early indicators, our best forecast for 3 Year Completion is 31.9%, and for Completion + Transfer, 37.0% - both would be all time highs). This is the kind of result we

hoped for last year, and a great sign for the coming years. The only caveat is that this is the lowest "incoming enrollment year" we have had in the midst of COVID (~1,100 students compared to ~1,200 in the years before and after) and student composition and experience may differ from what is typical.

What is the HSI Equity Profile for this Leading Indicator?

Last year there was a meaningful gap in these completion rates by this time, however this year the gap has returned to a short-term level that we might consider approximately equal in terms of size and trending in a slightly positive direction overall.

While "Completion by Year 3" has demonstrated excellent parity in outcomes, a main area of concern continues to be when we consider "Completion + Transfer by Year 3", where large and meaningful differences persist, a large portion of which reflects a gap in transfer.

Figure 3b. Leading Indicator Point in Completion by Year 3 Has An Excellent Equity Track Record
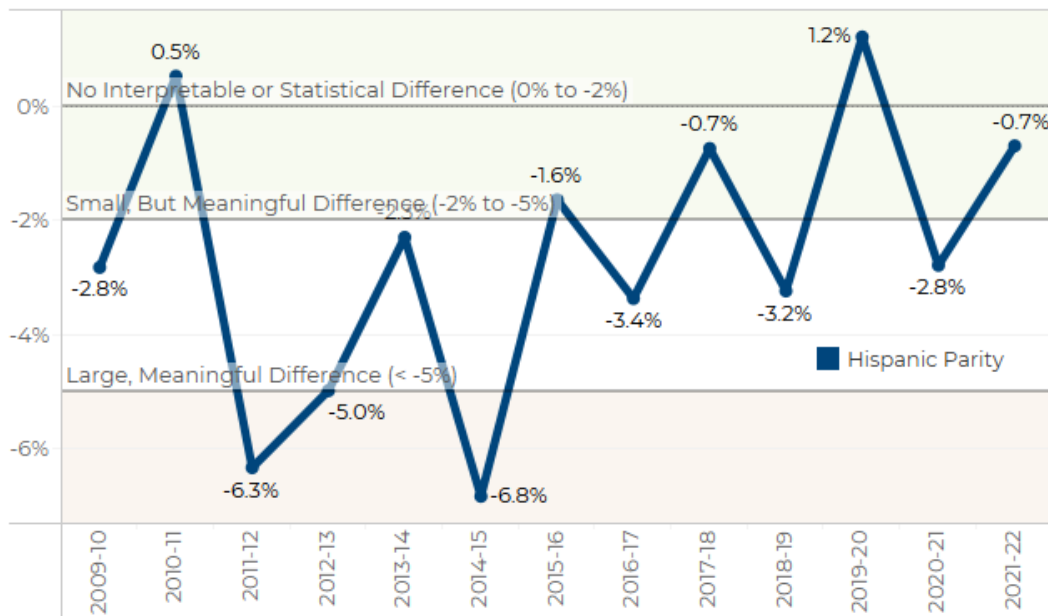
30 Credit Attainment (College Goal #2)

Leading Indicator: 10 College Level Credits in First Term[6]

This measure is included for two reasons – one being that it is the closest leading indicator we have that might look forward to one of our college goals: attaining 30 college credits by year end. The other is that this is the closest proxy for whether students are getting a true jump in the first term, with less emphasis on full-time enrollment and developmental course obligations. This year, 10 college level credit attainment has dipped to 58.4% overall (-2.3%), but has remained on a strong trajectory.

Figure 4a. Fall Credit Attainment (10 Credit Completion) Falls, But Still Remains Historically High

All Students

Hispanic Students

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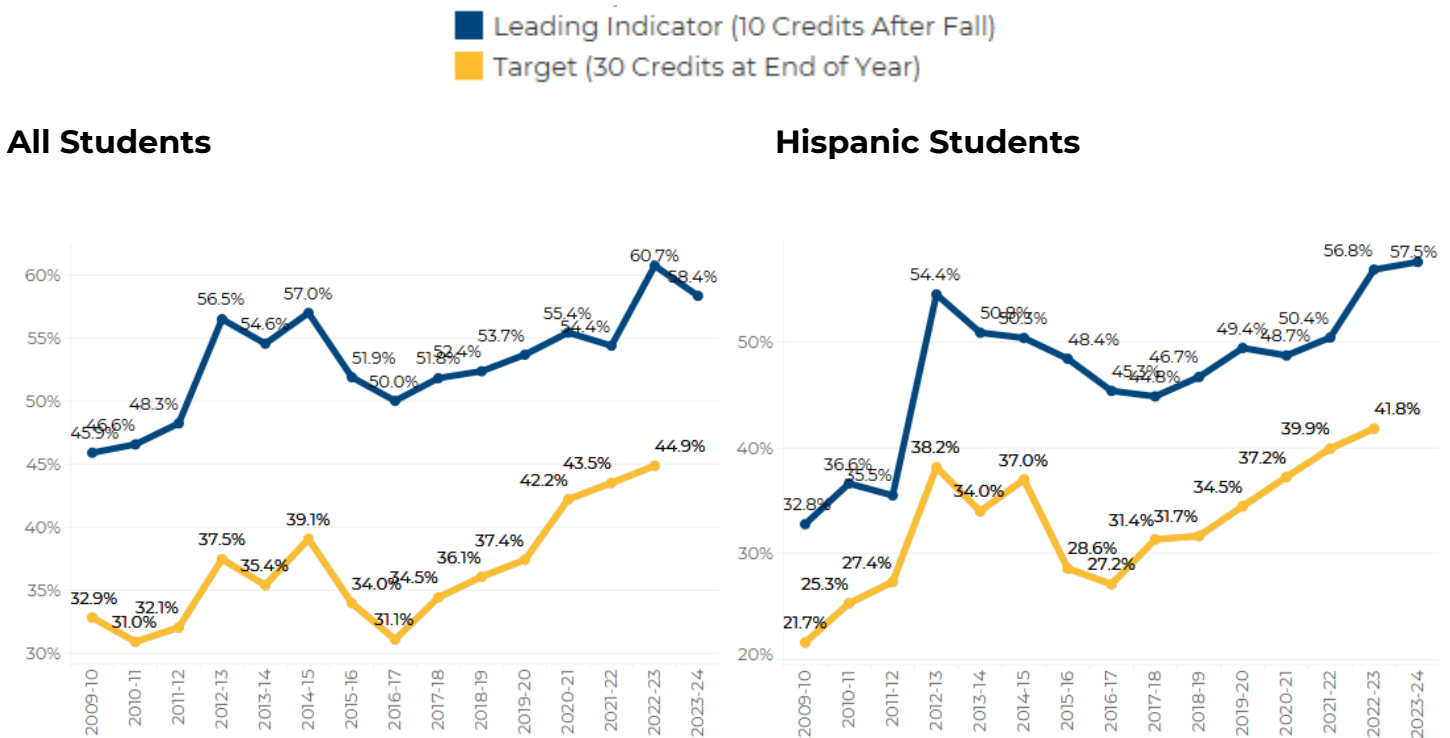
[6] The 10 College Credit threshold in the first term was far more predictive of last year's results which deviated considerably (underestimate). A higher credit threshold often indicates whether or not a student chooses to take a full time load, which has demonstrated correlation with socioeconomic status and the choice may vary due to.

15

**Table 4. End of Year Forecasts for 30 Credit Metric**

	Fall Term Indicator	% yearly change	30 Credit Forecast	% forecast change
All Students	58.4	**-2.3%**	41.6%	**-3.3%**
Hispanic Students	57.5	+0.7%	40.8%	-1.0%

Last year's prediction was higher than the result by year end, so the change here reflects some of that – even while modified to be more inclusive - leaves plenty of room for optimism. The last three years have been records for CBC in this important leading indicator, so a projected downtick this year overall, while disappointing, still shows a strong upward trend.

What is the HSI Equity Profile for this Leading Indicator?

In terms of equity and parity, this measure has historically had large gaps. Previously, only one of the last 14 years shows anything better than a "large" difference, though the gap moderates somewhat as we get to "30 College Credits". This year marks the second reading of relatively parity in the last 14 years.

Figure 4b. Fall Credit Attainment (10 Credit Completion) Equity Shows Improvement This Year
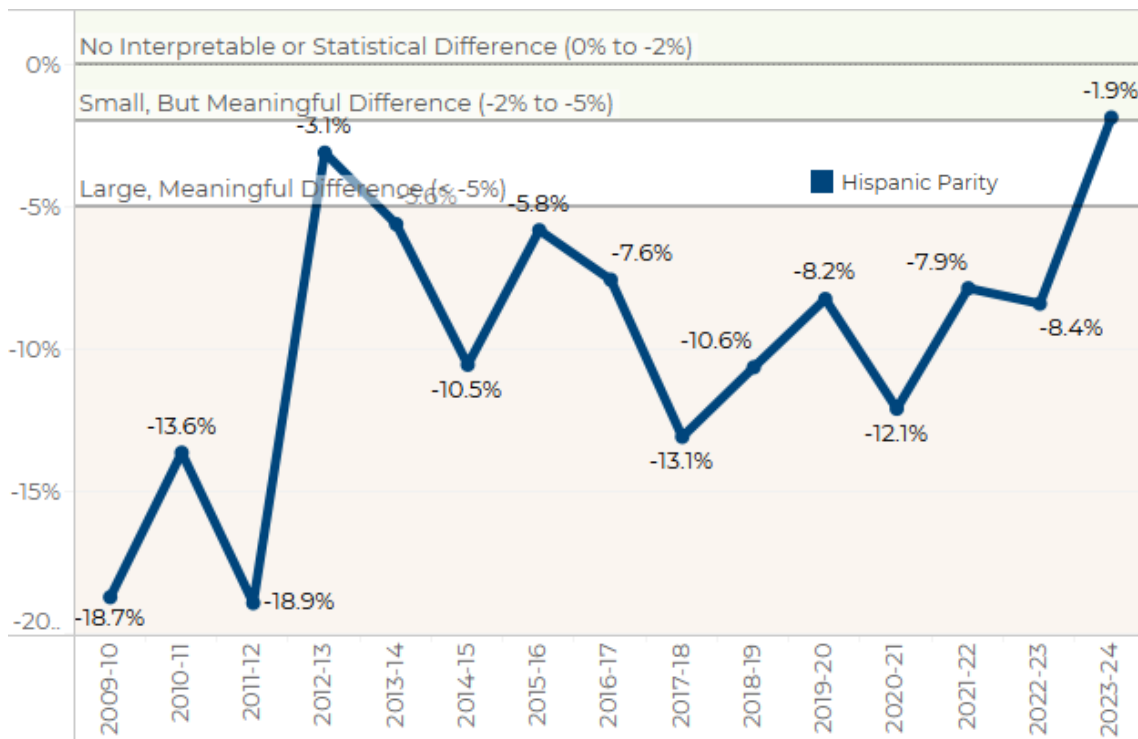
# College English Completion (College Goal #3a)

Leading Indicator: Completion of First Year College English After One Term

After a big jump two years ago in this measure to 18.8% from 12.4%, we see first term English completion decrease to 10.6%, at the level of the several years prior. Forecasting in this area is quite weak due to competition for early Fall seats in English Composition from an historically strong Running Start class this Fall. If there is more upward pressure than anticipated in Winter and Spring due to students entering Composition later, it would not be surprising, but we might expect from this early number that first-year English will likely decline again. On the bright side, this also marked our first Fall term with I-BEST English support – and while enrollment was relatively sparse in the Fall, those enrollments have increased in Winter. If we are able to fast-track new Summer enrollments from Running Start (Summer Running Start opens to all students this Summer) and continue success in I-BEST, we might expect higher levels in the coming years.

Figure 5a. First Term English Drops for Second Year (Low Predictive Power)
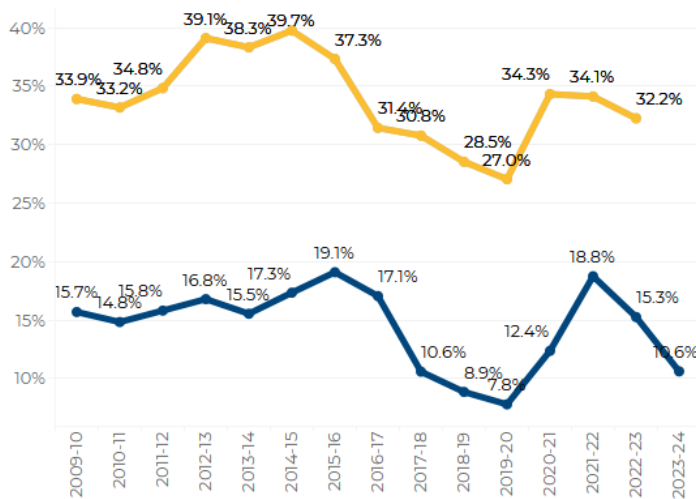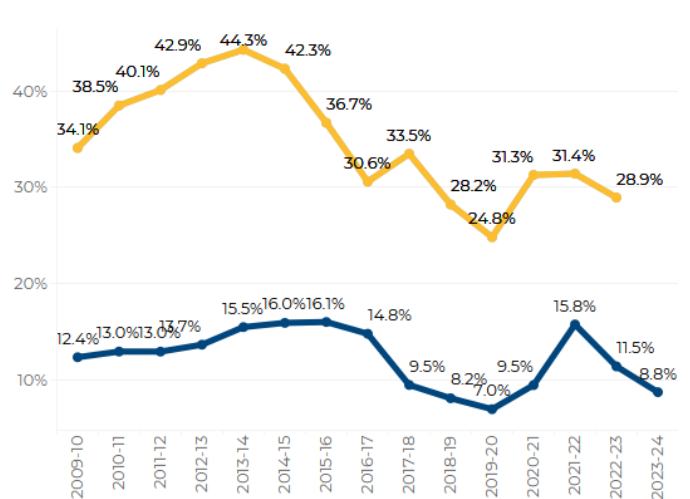
Table 5. End of Year Forecasts for English

	Fall Term	% yearly change	First Year English Forecast	% forecast change
All Students	10.6%	**-4.7%**	30.6%	-1.6%
Hispanic Students	8.8%	**-2.7%**	29.8%	+0.7%

Early English has not been well-predicted by Fall results and that disconnect has increased with the increase in Running Start students who take the class typically in the Fall. During COVID, a leading indicator increase to 18.8% (+6.4%) in the Fall was followed up by a year-end total that was slightly down by year end to 34.1% (-0.3%). That lack of recent "model confidence" translates to only a modest forecasted drop to 30.6%.

What is the HSI Equity Profile for this Leading Indicator?

The first term English completion leading indicator rebounded what was a "large and meaningful difference" to a smaller difference. Historically this indicator has had small or no meaningful difference, but the disparity had widened during COVID and after.

Figure 5a. First Term English Shows Smaller Difference (Low Predictive Power)
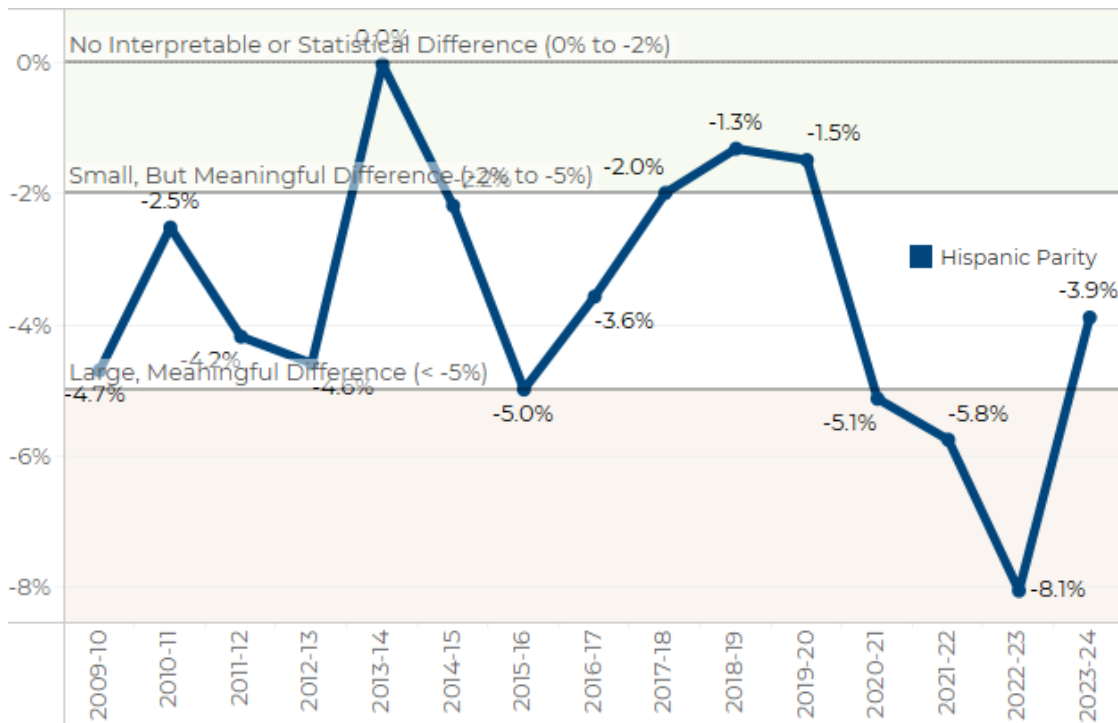
Math Completion (College Goal #3b)

Leading Indicator: Completion of First Year College Math After One Term

Normally, math completion in the first term is accomplished by students who place immediately into college math. Before new placement (transcript-based), this was less frequent. Since COVID, alternate placement into college level has been more common. While performance overall has gone down a bit, 14.1%, and 10.6% for Hispanic students, it is above pre-COVID baselines and still represents some of the most motivated and highly placed students. Because of this, we are not confident about the exact size of the impact on end of year results, but it is highly likely that we see another down year- even if still comfortably above historical averages.

Figure 6a. First Term Math Dips (Low Predictive Power)
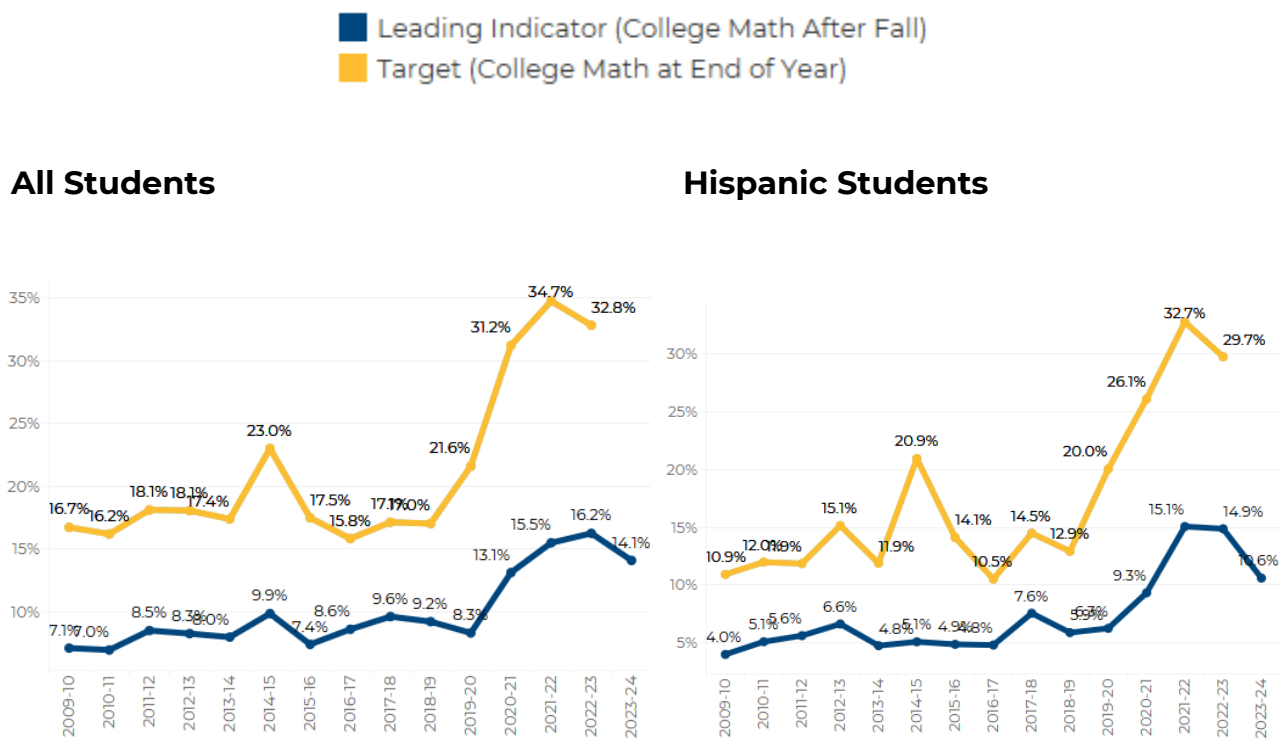
Table 6. End of Year Forecasts for Math

	Fall Term	% yearly change	First Year Math Forecast	% forecast change
All Students	14.1%	**-2.1%**	30.3%	**-2.5%**
Hispanic Students	10.6%	**-4.3%**	23.8%	**-5.9%**

The forecast for the end of year (30.3%) is lower than last year, but the gains realized over COVID have gone back to pre-COVID levels. This said, absent catching up in the next terms unexpectedly, we are currently on track to have a second straight decrease.

What is the HSI Equity Profile for this Leading Indicator?

In the equity area, this year has dipped to a large gap in performance in the Fall, comparable to the lows in 2014-15, but volatile enough that five year trends remain flat overall.

Figure 6a. First Term Math Equity Dips (Low Predictive Power)
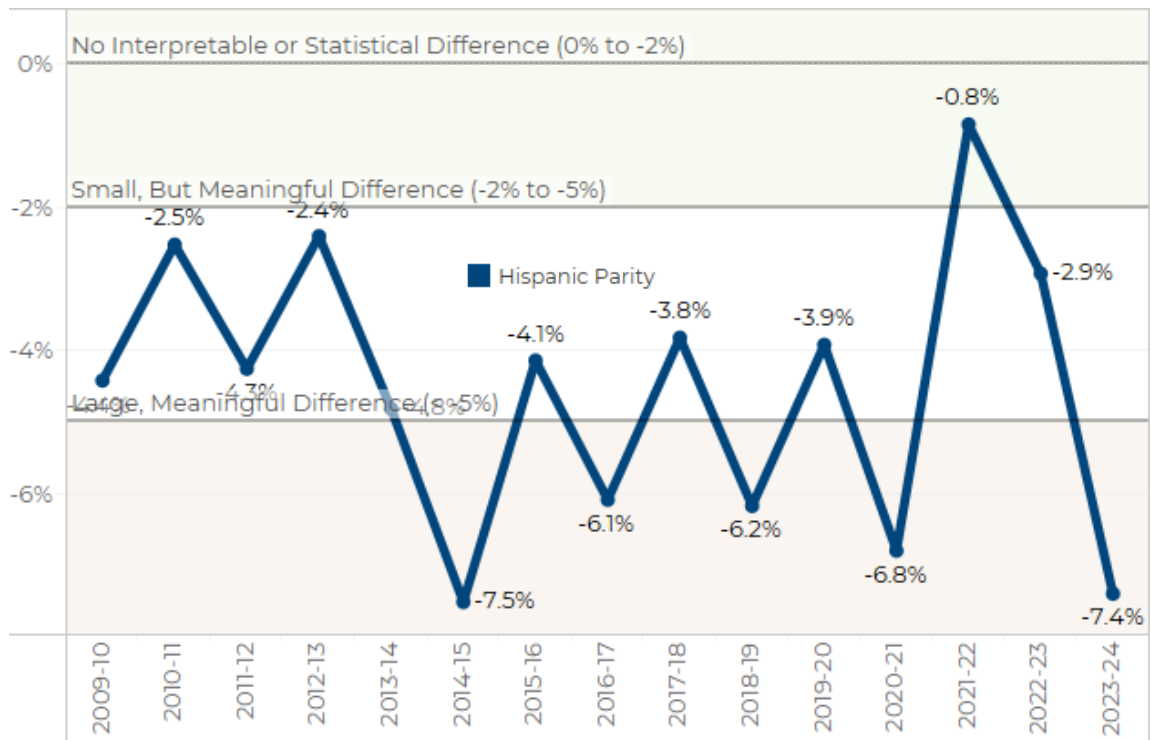
45 College Credit Attainment by Year 2

Leading Indicator: 30 College Credit Attainment After 1 Year and 1 Term

For the cohort starting in the 2022-23 Academic Year, 30 Credit Attainment rates by the end of Fall were relatively flat at the upper end of the historical range for All Students (44.8%) and for Hispanic Students (43.8%). Students who attain 45 credits by the end of their second year have historically completed or transferred more than 80% of the time. This sole second year touchstone, if able to predict 45 credit attainment well, would be a positive sign that we could see completion gains sustained.

Figure 7a. 30 Credit Attainment After Fall of Second Year Holds After Hitting 6-Year High
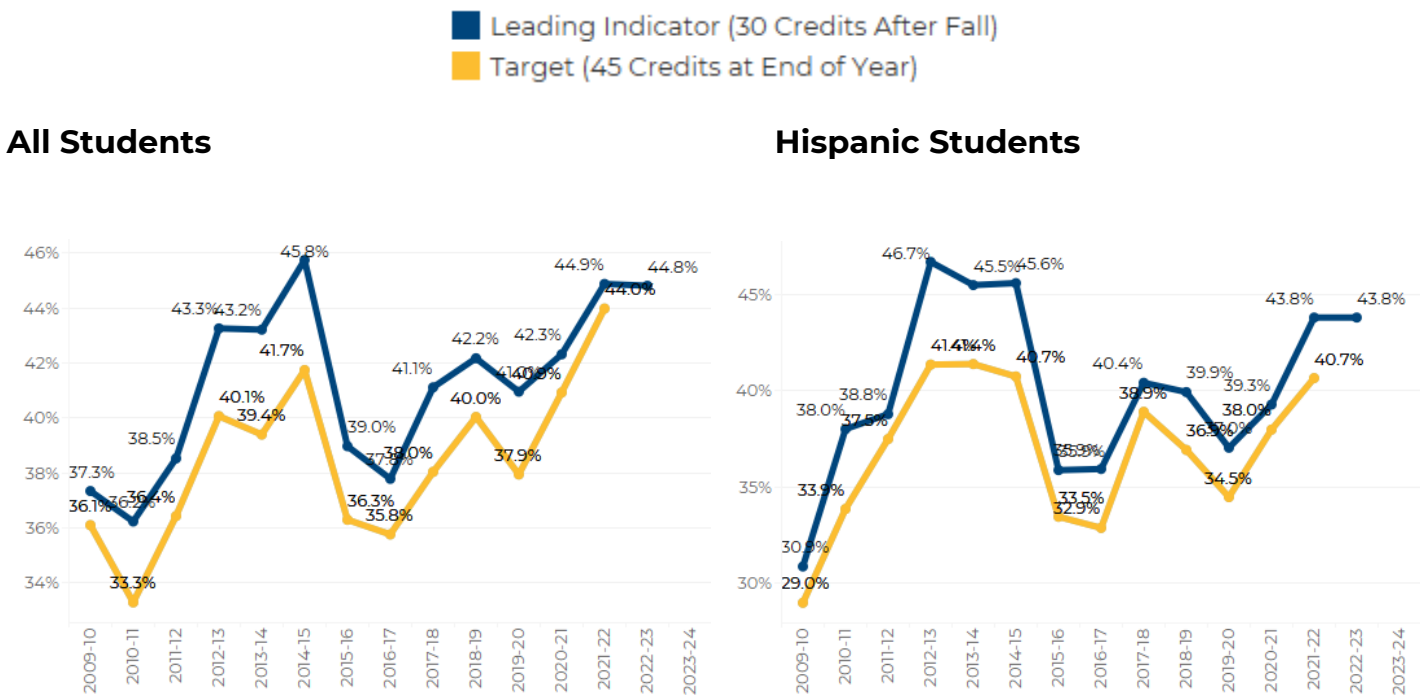
Table 7. End of Year Forecasts for 45 Credit Metric Is Relatively Flat to Decreasing

	Fall Term Indicator	% yearly change	Second Year 45 Credit Forecast	% forecast change
All Students	44.8%	-0.1	42.0%	**-2.0**
Hispanic Students	43.8%	0.0	40.1%	-0.6

Based on the early indicator, our best forecast for 45 credits by the end of the year should pull back only slightly from gains made in the last 6-7 years by the end of the year to 42.0%.

What is the HSI Equity Profile for this Leading Indicator?

This year the equity difference remained small. Historically, the leading indicator has been small, but meaningful in most years recently, and more favorable before 2015-16.

Figure 7b. 30 Credit Attainment After Fall of Second Year Holds Steady This Year
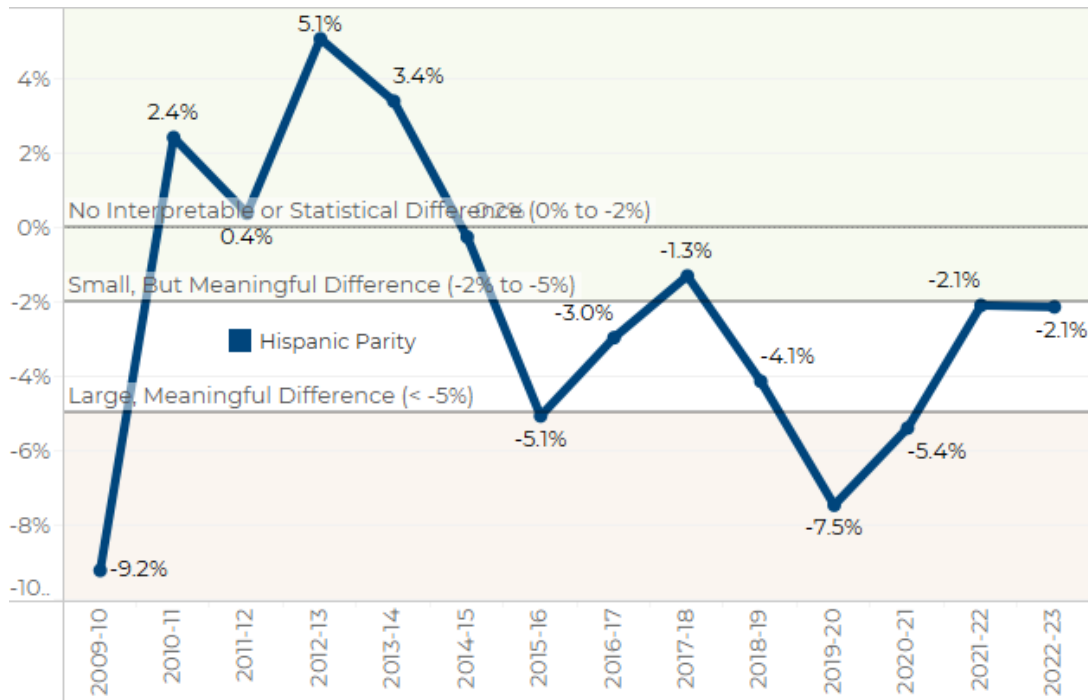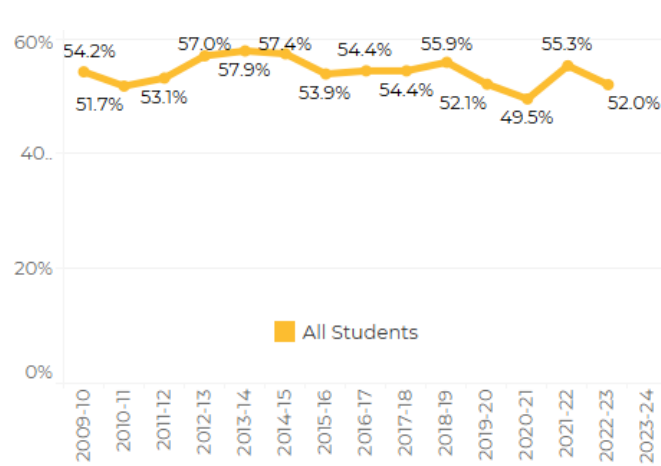
Fall to Fall Retention

Fall to Fall Retention (Actual/Final Data)

For the cohort starting in the 2022-23 Academic Year, Fall to Fall Retention was a bit of a surprise again, reverting to below historical averages. Because students who aren't retained often do not return, this measure puts a theoretical ceiling on subsequent results. Because retention rates are below our 2029 2029 goals, Fall to Fall will necessarily need to increase and investments in caseload advising and first year success is key to that effort. Typically, it is very difficult to "re-recruit" students who have made the decision to leave, and less difficult than providing students with compelling experiences and reasons to stay.

Figure 8a. Retention See-Saws Again Down to 52% Overall

All Students   **Hispanic Students**
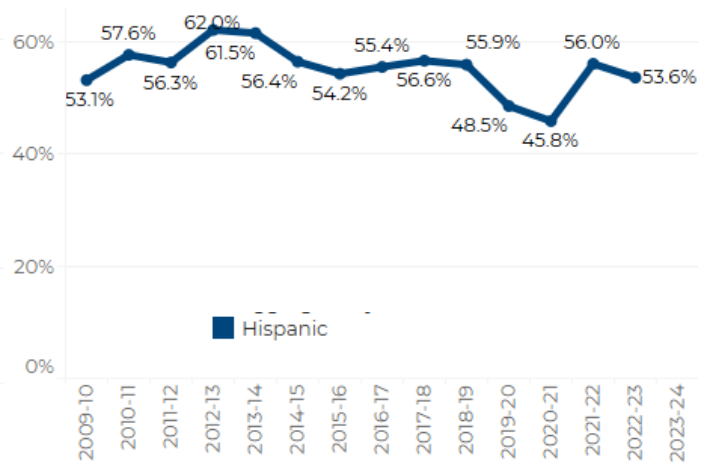
Table 8. Retention See-Saws Again Down to 52% Overall

	Fall Results	% yearly change
All Students	52.0	**-3.3**
Hispanic Students	53.6	**-2.4**

What is the HSI Equity Profile for this Indicator?

As far as equity and parity, Fall to Fall retention has been a unique historical strength of CBC and we have been recognized for this in the past. COVID years saw equity gaps increase and retention fall overall and that fall was driven primarily by Hispanic students, but parity in retention has come back to what were historical norms – bolstered again by our Hispanic student population.

Figure 8b. Retention Equity Historically Strong
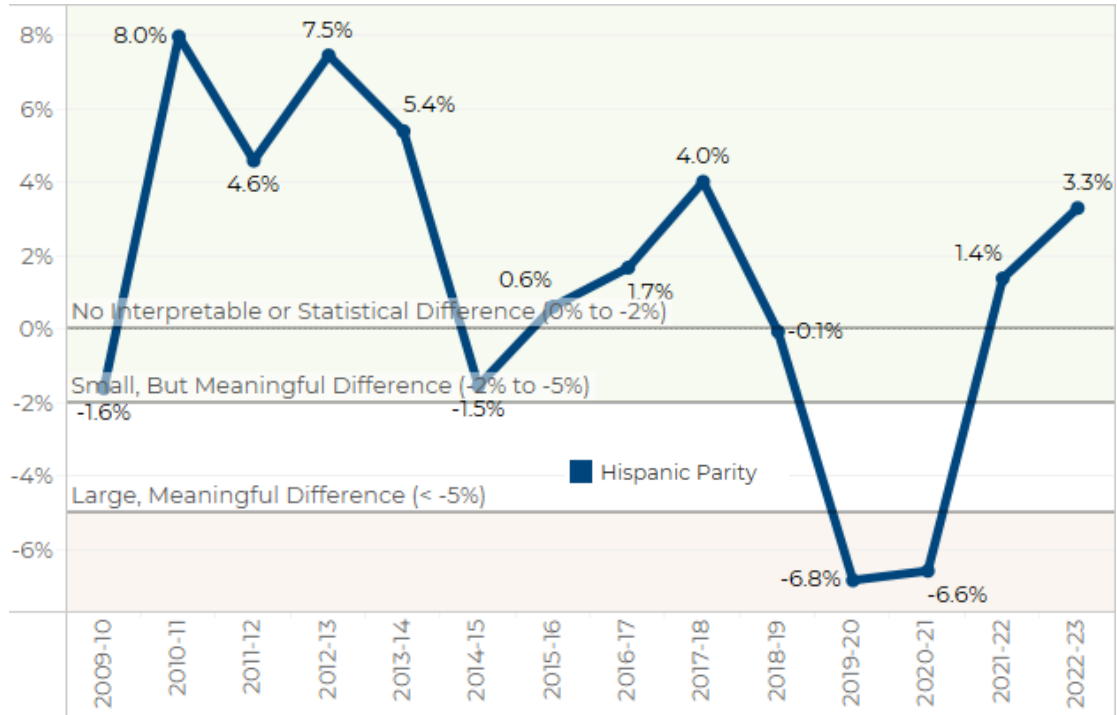
Course Success

Leading Indicator: After One Term, Course Success ("On Track")

While GPA averages are not reliable predictors of 3 Year Completion, *a full year of grades over the 2.0 mark is a surprisingly good predictor of on-time graduation.* We call this avoidance of unsuccessful course results "On Track" – and the more courses you take, the more a student can risk an adverse life event or situation that interrupts a student's career and confidence as a learner (consistency over a full year is lower than a single term). First term and first year are two pivotal times to poll this measure.

Here, we see a modest uptick in the proportion of students who succeeded in all their coursework in their first Fall term 2023 to 74.0%. Last year, Winter and Spring results curiously did not move in lockstep with Fall results. Nonetheless, again, Fall course success measures are at historic highs and could lead to end of year rebound in "On Track" performance to the end of the year.

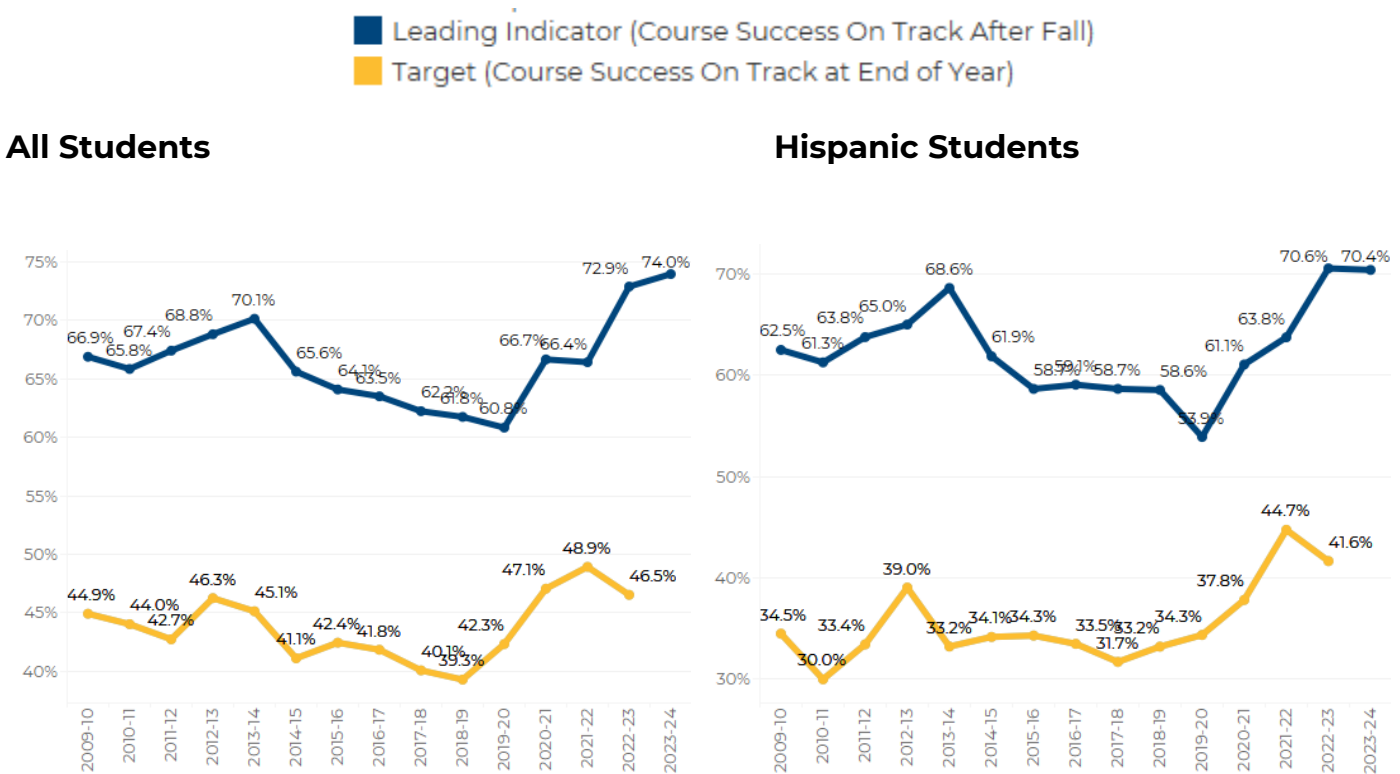**Figure 9a. Course Success After Fall Holds at Higher Levels**

Legend:
■ Leading Indicator (Course Success On Track After Fall)
■ Target (Course Success On Track at End of Year)

All Students

Hispanic Students

Table 9. End of Year Forecasts for Course Success (Year 1) Are Mixed

	Fall Term	% yearly change	First Year Course Success Forecast	% forecasted change
All Students	74.0	+1.1	48.4	+1.9
Hispanic Students	70.4	-0.2	38.9	**-2.7**

Course success rates had significantly outperformed prediction two years in a row before last year's divergence and with last year's divergence, inexplicably, first term course success has been a poor leading indicator, particularly for Hispanic students – a result which is true to the numbers, but does not match any reasonable intuition. It is more likely that both Hispanic students and Non-Hispanic students see comparable result to last year.

What is the HSI Equity Profile for this Leading Indicator?

Just like its companion measure at the end of the year, course success at the end of Fall, is a "large" gap. The history here has been typically of large and persistent gaps – one of the most striking regularities in equity – and equity challenges – we have at CBC. Again, since the measure is cumulative by year end, any **additional** difference that persists would push this measure even lower by year's end, so a nominally flat recent trend is not terribly encouraging – combined with a large gap and the likelihood that this will grow by year end.

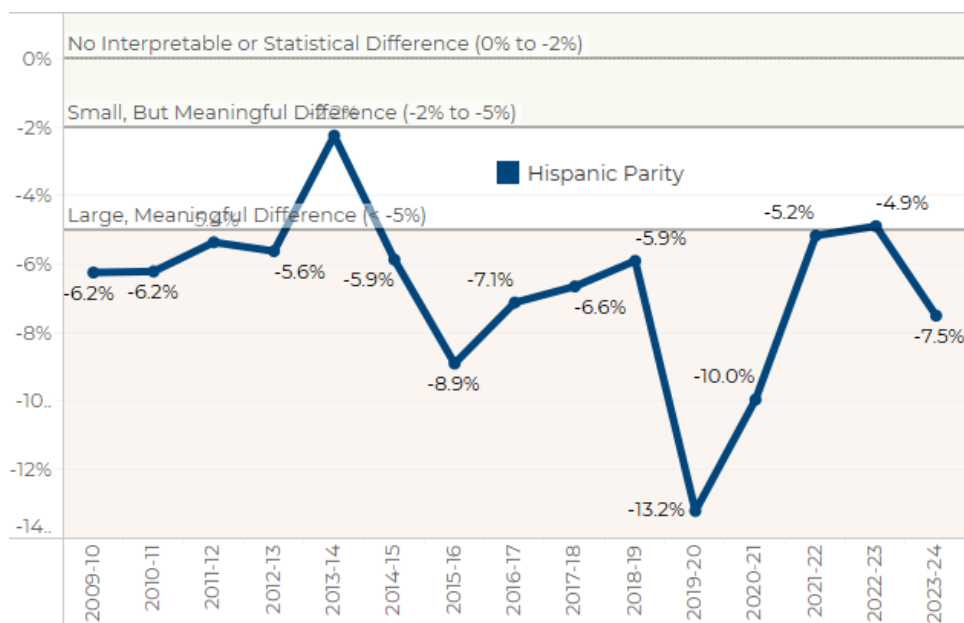**Figure 9b. Course "On Track" Success Differences Remain Very High**

Exhibit G

S&A Budget Final Draft	2022-23	2023-24	2024-25	2024-25	NOTES
Projection & Continual Expenses					
Service & Activities Fee Projection	$ 1,470,000.00	$1,558,000.00	$1,800,000.00	$1,800,000.00	
ASCBC Salaries (continual)	$ 217,000.00	$ 230,000.00	$ 237,336.00	$ 237,336.00	
Graduation			$ 40,000.00	$ 40,000.00	
Supplemental ASCBC Support Account	$ 87,618.00	$ 83,344.00	$ 67,555.00	$ 67,555.00	
Sub-Total to Allocate	$ **1,165,382.00**	$**1,244,656.00**	**$1,562,664.00**	**$1,562,664.00**	
Organizations			**REQUESTED**	**APPROVED**	
Orchestra	$ 5,000.00	$ 5,000.00	$ 19,000.00	$ 19,000.00	Orchestra
Band	$ 35,000.00	$ 40,367.00	$ 45,778.00	$ 45,778.00	ASCBC
Vocal Music	$ 55,255.00	$ 61,200.00	$ 65,000.00	$ 65,000.00	Band
Drama/Theater	$ 60,600.00	$ 52,600.00	$ 52,600.00	$ 52,600.00	Vocal Music
Baseball	$ 39,000.00	$ 40,000.00	$ 44,800.00	$ 44,800.00	Drama/Theater
Men's Basketball	$ 29,000.00	$ 30,000.00	$ 30,450.00	$ 30,450.00	Athletics
Men's Soccer	$ 27,000.00	$ 28,000.00	$ 30,000.00	$ 30,000.00	WEC
Men's Golf	$ 13,000.00	$ 13,500.00	$ 14,325.00	$ 14,325.00	
Women's Basketball	$ 29,000.00	$ 30,000.00	$ 30,450.00	$ 30,450.00	
Volleyball	$ 29,000.00	$ 30,000.00	$ 30,000.00	$ 30,000.00	
Women's Soccer	$ 27,000.00	$ 28,000.00	$ 30,000.00	$ 30,000.00	
Women's Golf	$ 13,000.00	$ 13,500.00	$ 14,325.00	$ 14,325.00	
Softball	$ 29,000.00	$ 30,000.00	$ 33,000.00	$ 33,000.00	
Esports			$ 82,505.00	$ 61,950.00	
Services					
Services Managed by ASCBC					
Service	$ 9,500.00	$ 11,500.00	$ 11,500.00	$ 11,500.00	
Travel/Training	$ 14,200.00	$ 14,200.00	$ 14,200.00	$ 14,200.00	
Office Expense	$ 13,500.00	$ 13,500.00	$ 13,500.00	$ 6,750.00	
Progressive Club Funding	$ 40,000.00	$ 50,000.00	$ 60,000.00	$ 52,500.00	
Activities	$ 45,000.00	$ 50,000.00	$ 60,000.00	$ 52,500.00	
Music Copyrights	$ 5,000.00	$ -	$ -	$ -	
Game Room	$ 34,175.00	$ 34,175.00	$34,175.00	$ 34,175.00	
Services Managed outside of ASCBC					
Veterans Resource Center	$ 10,000.00	$ 12,010.00	$ 11,518.00	$ 11,518.00	
Athletic Promotions	$ 1,500.00	$ -	$ -	$ -	
Game Management	$ 85,000.00	$ 86,500.00	$ 95,000.00	$ 95,000.00	
Esvelt Gallery	$ 23,430.00	$ 26,550.00	$ 27,000.00	$ 27,000.00	
Academic Success Center	$ 75,351.00	$ 82,470.00	$ 87,036.00	$ 87,036.00	
Disability Testing	$ 32,670.00	$ 41,500.00	$ 47,600.00	$ 47,600.00	
Grants in Aid (Athletic scholarships)	$ 131,040.00	$ 148,560.00	$ 170,808.00	$ 170,808.00	
Talent Grants (Drama)	$ 18,000.00	$ 18,000.00	$ 18,000.00	$ 18,000.00	
Talent Grants (Vocal Music)	$ 25,800.00	$ 31,800.00	$ 36,000.00	$ 36,000.00	
Talent Grants (Band)	$ 22,500.00	$ 24,000.00	$ 27,000.00	$ 27,000.00	
Talent Grants (Orchestra)	$ 3,000.00	$ 3,000.00	$ 6,000.00	$ 6,000.00	
Childcare Reimbursement	$ 52,500.00	$ 52,500.00	$ 52,500.00	$ 52,500.00	
Travel Reimbursement for Low Income Students	$ 37,800.00	$ 37,800.00	$ 37,800.00	$ 37,800.00	
Planetarium	$ 8,200.00	No Proposal	$ 10,800.00	$ 10,800.00	
Higashi Nippon International University Inter-University Exchange Project			$ 9,548.00	$ 2,800.00	
MESA	-	-	$ 15,500.00	$ 15,005.20	
Prefunded Clubs					
Hockey Club	$ 15,588.00	$ 15,588.00	$ 13,726.00	$ 13,726.00	
Splitting Image	$ 14,000.00	$ 6,000.00	No Proposal	No Proposal	
Tech Club	$ 5,900.00	No Proposal	No Proposal	No Proposal	
Professional Agricultural Student Org (PAS)	$ 11,000.00	$ 18,800.00	$ 31,311.00	$ 27,731.00	
Psych Club	$ 13,300.00	No Proposal	No Proposal	No Proposal	
Game Club	$ 8,178.00	No Proposal	No Proposal	No Proposal	
Dental Hygiene	$ 5,295.00	$ 9,300.00	$ 22,760.00	$ 11,616.96	
Cyberhawks	$ 5,000.00	$ 15,600.00	$ 22,750.00	$ 10,000.00	
Phi Theta Kappa (PTK)	$ 8,100.00	$ 12,500.00	$ 16,000.00	$ 14,521.16	
Chemistry Club		$ 4,450.00	No Proposal	No Proposal	
DECA	$7,000	$22,186	$ 44,483.00	$ 31,278.59	
LULAC			$ 15,390.00	$ 11,995.00	
Hawk Cycling			$ 31,660.00	$ 16,070.09	
	2022-23 Total:	**2023-24 Totals**	**2024-25 Totals**	**2024-25 Totals**	
	$ **1,165,382.00**	$ **1,244,656.00**	$ **1,565,798.00**	$ **1,455,109.00**	

Service & Activities Budget Recommendation 2024-25
Detailed Report

This document can be used to better understand the three-year budget recommendation spreadsheet. This is a recommendation by the Service & Activities (S&A) Budget Committee.

Committee Process and Increasing the S&A Fee

This year's committee consisted of four ASCBC student leaders and four students that came from athletics and active club members, Director for Student Activities, Assistant Dean for Student Conduct and Student Life and two representatives from Budget Services. This committee used CANVAS to review 25 proposals that were submitted this year. The committee met on Monday's from 2p.m.-4p.m. for six weeks beginning January 29th, 2024 until March 11th, 2024. Members reviewed proposals beforehand to come ready to meetings to discuss the applications and proposals.

The committee received a later projection from the CBC Business Office for the 2024-2025 academic year than it had last year. The projection for the next academic year lifted to $1,800,000,000.

The Use of S&A Fees

While reviewing the proposals, the committee had robust discussions on how and what constitutes S&A fees. By definition, S&A fees "refers to any college co-curricular or extracurricular activity participated in by students in the furtherance of their education" (Guidelines on the Use of S&A Fees, 2018, p. 2)." Merriam-Webster Online Dictionary describes co-curricular as "being outside of but usually complementing the regular curriculum," and it describes extracurricular as "not falling within the scope of regular curriculum."

The Guidelines on the Use of S&A Fees (GUSAF) and RCW 28B.15.041 also disclose that S&A fees should be used to benefit the student body, as it is part of the tuition they pay to the institution. Therefore, any expenses where community members, faculty members, or community organizations were disproportionately served in comparison to students were also questioned.

With an updated version of the GUSAF being released in October 2018, ASCBC continues to review all S&A supported groups and their activities to see how: 1) they adhere to the definition of S&A fees, extra-curricular activities, and/or co-curricular activities, 2) they directly support the student population and not disproportionately support community activities or instruction, and 3) the programs funded meet measurable standards that can be documented and reported upon annually to show how they are serving currently registered students.

Projection & Continual Expenses

As part of the S&A fee process, the committee continues to support two continual expenses with a new addition of Graduation, now bringing it to three.

- ASCBC/Student Activities Salaries – This allows S&A fees to pay staff and students who contribute to ASCBC/S&A, per the ASCBC Constitution & Bylaws and the GUSAF.
- Supplemental ASCBC Support Account – This account allows the ASCBC Office to support one-time, unexpected expenses for its ASCBC supported groups. Each progressively funded club to receive a minimum of $3,000 for the academic year even after the club funding account exceeds 16 clubs. This ensures that even those clubs who start in winter quarter are given adequate prorated financial support.

- Graduation Support Account- This account will be used to fund items that will be going towards CBC's annual graduation which includes cost of student's graduation regalia (caps, gowns, tassels, stoles) and any informational or graduation events that is put on for graduating CBC students.

Increases to the Technology Fee

No technology fee presentation was given to the 2024 Budget Committee. As part of 2023 Budget Committee, the students were asked to review an increase to the technology fee. This discussion falls outside the annual S&A budget, but an increase to the technology fee does require student government approval. Brian Dexter presented a gentle increase to the tech fee based on inflation and tuition rates. Even though there is not a stated maximum tech fee in the Revised Code of Washington (RCW), it was thought that aligning the tech fee increases with tuition and the S&A fee made sense for our college. All three will now be on the same incremental increase schedule within two academic years. For the next two years, the tech fee will increase by $0.050 per credit per year (FY24 & FY25) and then will align with the tuition and S&A fee rate increase at approximately 2.5% annually thereafter. This was unanimously approved by the student budget committee in 2023.

ORGANIZATIONS

Organizations make a substantial contribution to the mission of the College by representing the College in NWAC Sports or through the co-curricular activities of vocal, instrumental, or dramatic arts.

Orchestra

Total Recommendation: $19,000

- Fully Funded.
- The group asked for more than the previous year because of the growth in size of the program and since building back up post COVID.

Band

Total Recommendation: $45,778

- Fully Funded.
- The group asked for more than the previous year due to need for new and upgrades on equipment and proper supplies and accessories for students and the program.

Vocal Music

Total Recommendation: $65,000

- Fully Funded.
- The group asked for more than the previous year to accommodate to for travel and cost of tours and festivals that program participates in.

ACF-Drama/Theatre

Total Recommendation: $52,600

- Fully Funded.
- The group asked for the same amount as last year.

- The proposal was well written and provided a plan for the funding needed.

Baseball, Basketball (M), Soccer (M), Golf (M), Basketball (W), Soccer (W), Softball, Esports

Total Recommendations for Each Sport:

Baseball- $44,800

Basketball (M)- $30,450

Soccer (M)- $30,000

Golf (M)- $14,325

Basketball (W)- $30,450

Volleyball- $30,000

Soccer (W)- $30,000

Golf (W)- $14,325

Softball- $33,000

Esports- $61,950

- All sports were fully funded exempt for Esports.
- Funds include equipment, travel expenses, and uniforms.
- Esports cost includes $15,000 for team operations which was fully funded but only $46,950 of the $67,505 that was requested for the Comprehensive Esports Program Enhancement Proposal was approved. The issues that were brought up by the committee members were determining if Esports proposal aligned with the use of S&A fees. Because the equipment purchased would be open for student use when not in use for competition, it was determined that it was. It was stated that broadcasting equipment would be needed for the potential new Broadcasting Club that plans to be active in the next academic year. Since that club would be a progressively funded club but the proposal was asking for funding for them, the Broadcasting Club would be getting funded from two different sources which is unfair. We cut the first itemization request of $13,850 completely because the request is for the anticipated Broadcasting Club which does not align with the request of Esports as a potential Athletics Program.
- We funded the second itemization of $18,100 in full for Esports Practice/Competition Set-Up because the committee felt the requested PC's, headsets and monitors are essential to meet competition criteria and quality.
- The third itemization request was for $35,600. Of that, it was voted to cut $2,150 from the $5,150 requested for desks and chairs. The $3,000 to cover gaming chairs. $3,700 was cut for the stage lighting and viewing request since a stage was not approved in this budget and the lighting is already provided in the current Esports Arena. $28,850 was approved out of the $35,600.
- The totals for the second itemization and third itemization request are $46,950, thus only approved $46,950 of the $67,505 requested for the Esports Comprehensive Program Enhancement.
- This is approved as a one-time proposal.

SERVICES

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Service & Activities Budget Recommendation 2024-25
Detailed Report

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Services enhance the student experience either through on-going student involvement (game room, activities, clubs, gallery, etc.), through self-governance (ASCBC operating budgets) or through ways other than activities (tutoring, disability testing, childcare-reimbursement, veterans' resources, etc.).

Service to Students

Total Recommendation: $11,500

- Fully Funded
- Same request as the last academic year.
- This represents one-time service projects for CBC students.

Travel and Training

Total Recommendation: $14,200

- Fully Funded
- Same request as the last academic year. Funds the equipment, supplies and/or travel expenses to training the following groups:
    - Student government
    - Leadership council
    - Clubs and club council
    - Club advisors
    - Student budget committee

Office Expenses

Total Recommendation: $6,750

- Partially Funded
- Voted to cut budget in half to accommodate student clubs' proposal requests to cut as little as possible to meet allocation allowable.
- Funds ASCBC office supplies including supplies for the office art room and copy machine.
- This includes upgrading computers, printers, or other office equipment as needed.

Progressive Club Funding

Progressively Funded Clubs are chartered annually and receive funds in allotments as established by the Office of Student Activities and ASCBC. Clubs must maintain a minimum of nine currently enrolled students/club members.

Total Recommendation: $52,500

- Partially Funded
- Voted to cut budget in half to accommodate student clubs' proposal requests to cut as little as possible to meet allocation allowable.
- This item will still allows clubs that are new or rechartered to received funds but able to use the reserves account if needed.

Activities

Total Recommendation: $52,500

- Partially Funded
- Voted to cut budget to accommodate student clubs' proposal requests to cut as little as possible from them. In case of emergency, clubs can utilize the Reserves account.
- Funds extracurricular activities for the student body.
- The music copyright fee that formerly came out of a separate account has not been combined with this account.

Game Room

Total Recommendation: $34,175

- Fully Funded
- There has been an increase in students using the game room and requests for game room to be open later. This academic year, the game room was able to be staffed until 3p.m. The goal for the next academic year is to hire an additional student worker to staff an evening shift.

Veterans Resource Center

Total Recommendation: $11,518

- Fully Funded
- The center will continue to fund programming for veterans and their families as well as collaborative events with ASCBC for students.
- The funds will also continue a VetsCorps position for the center.

Game Management (Athletics)

Total Recommendation: $95,000

- Fully funded.
- Funds NWAS fees, officials, and insurance.
- This includes the funding for athletic promotions, instead of it being a separate account.

Esvelt Gallery

Total Recommendation: $27,000

- Fully funded.
- Funds exhibits that are open to all students.
- Funds the gallery expenses like student workers, paint, framing, etc.

Academic Success Center

Total Recommendation: $87,036

- Fully funded.
- Funds student tutor wages.

Disability Testing

Total Recommendation: $47,600

- Fully funded.

- Funds will go towards disability and mental health evaluations for students.

Grants in Aid (Athletic Scholarships)

Total Recommendation: $170,808

- Fully funded.
- Fund request increased from last year because of rise in tuition as well as adding on Esports to the Athletics program.
- By fully funding, we are keeping our scholarship amounts competitive with those of other community colleges across the region.

Talent Grants (Drama)

Total Recommendation: $18,000

- Fully funded.
- This provides our student performers tuition scholarship.
- Scholarships help with retention of students and rewards their hard work and talent.

Talent Grants (Vocal Music)

Total Recommendation: $36,000

- Fully funded.
- This provides our students performers tuition scholarships.
- Scholarships help with retention of students and rewards their hard work and talent.

Talent Grants (Band)

Total Recommendation: $27,000

- Fully funded.
- Fully funded.
- This provides our student performers tuition scholarships.
- Scholarships help with retention of students and rewards their hard work and talent.

Talent Grants (Orchestra)

Total Recommendation: $6,000

- Fully Funded
- This provides our student performers tuition scholarships.
- Scholarships help with retention of students and rewards their hard work and talent.

Childcare Reimbursement

Total Recommendation: $52,500

- Fully Funded
- Funds childcare for low-income students.
- This is a retention tool and allows adult-returning student additional support to complete their educational goals.

Travel Reimbursement

Total Recommendation: $37,800

- Fully funded.
- Funds travel expenses for low-income students to take in-person classes.
- ASCBC recognizes that the increase in gas costs is impacting student's ability to attend classes in-person, and we want to assist students with this challenge. We have seen students travel from areas that include but are not limited to Yakima, Sunnyside, Moses Lake and other surrounding cities.
- This is a retention tool and allows students additional support to complete their educational goals.

Planetarium

Total Recommendation: $10,800

- Fully funded.
- Funds the 10-year licensing agreement for two educational films that are used for educational purposes for students and student courses.

Higashi Nippon International University Inter-University Exchange Project

Total Recommendation: $2,800

- Partially funded.
- Majority of proposal requests submitted did not align with proper use of student S&A funds.
- Funds approved include fees to cover cost of educational museums for students, costs for transportation and per diem expenses.

MESA

Total Recommendation: $15,005.20

- Partially Funded.
- Budget Proposal was well written but committee had to make budget cuts across clubs and other services in order to meet allocation.

PRE-FUNDED CLUBS

These clubs meet two of the four criteria in order to apply for the pre-funding with the S&A Budget Committee each year: 1) They compete for the college; 2) They are tied to an instructional department or area; 3) They are part of a national organization; 4) They are a recognized honor society

Hockey Club

Total Recommendation: $13,726

- Fully Funded.
- They asked for a smaller amount this year but have full intentions of playing a full season of hockey in the 2024-2025 academic year.

Professional Agricultural Student Organization (PAS)

Total Recommendation: $27,731

- Partially funded.
- Funds were increased due to the increase in members and competition/travel costs.
- Amendment was made to fund for 10 students and 1 faculty for Nationals.
- If additional students qualify for competitions past ten students, they can ask for those additional students to be funded out of the supplemental ASCBC support account as long as those students meet the ASCBC travel requirements.

Dental Hygiene

Total Recommendation: $11,616.96

- This group was given an increase in funding, but they were not fully funded for their full ask.
- The high increase in funding requests did not align with the inflation chart that Budgeting Services created and was over asking.

Cyberhawks

Total Recommendation: $10,000

- Partially Funded.
- A few items were disproportionate to actual costs; and therefore, scaled back by the committee to a reasonable amount.
- The high increase in funding requests did not align with the inflation chart that Budgeting Services created and was over asking.

Phi Theta Kappa Honor Society

Total Recommendation: $14,521.16

- Partially Funded.
- Some funds that were removed include the Adopt-A-Family since that event would come out of the ASCBC Service Budget.
- This academic year has shown a success in the quarterly study days with many students signing in and studying during Study Day in the T-Building Atrium.

DECA

Total Recommendation: $31,278.59

- Partially Funded
- DECA has proven to be a successful club with placing high in this year's (2023-2024) academic competitions as well as having a high student club member participation.
- The high increase in funding requests did not align with the inflation chart that Budgeting Services created and was over asking.
- Campus Service Project requests were cut for items such as an iPad that can be checked out through TS and other items removed that were not deemed necessary such as décor.

LULAC

Total Recommendation: $11,995

- Partially Funded.
- Partial cuts made due to lack of descriptions of cost for events and travel.
- Some items did not align with proper use of S&A funds and were for community members which is not allowable.

Hawks Cycling

Total Recommendation: $16,070.09

- Partially Funded.
- Budget proposal was not well detailed in itemizations for travel costs. There was confusion in the low cost for local travel, high cost for regional travel compared to national travel. Committee deemed amount not justifiable.
- Budget proposal was not detailed in itemizations for club activities and committee did not find amount justifiable.

Exhibit H

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.

Adopted: 07/01/1997
Revised: 03/21/2022
Last Reviewed: 04/14/2023

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.

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 I

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.

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

1. The Board will direct the President to achieve specified results, for specified recipients, at a specified worth through the establishment of *Ends* policies. The Board will limit the latitude the President may exercise in practices, methods, conduct and other "means" to the ends through establishment of *Executive Limitations* policies.

2. As long as the President uses *any reasonable interpretation* of the Board's *Ends* and *Executive Limitations* policies, the President is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities.

3. The Board may change its *Ends* and *Executive Limitations* policies, thereby shifting the boundary between Board and President domains. By so doing, the Board changes the latitude of choice given to the President. But so long as any particular delegation is in place, the Board and its members will respect and support the President's choices.

4. Only decisions of the Board acting as a body are binding upon the President.
   a. Decisions or instructions of individual Board members are not binding on the President except in rare instances when the Board has specifically authorized such exercise of authority.
   b. In the case of Board members requesting information or assistance without Board authorization, the President can refuse such requests that require, in the President's judgment, a material amount of staff time or funds or is disruptive.

POLICY TYPE: BOARD-STAFF LINKAGE BSL-4
  POLICY TITLE: PRESIDENT JOB DESCRIPTION

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

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

1. College accomplishment of the provisions of Board policies on *Ends.*

2. College operation within the boundaries of prudence and ethics established in Board policies on *Executive Limitations.*

POLICY TYPE: BOARD-STAFF LINKAGE BSL-5

POLICY TITLE: MONITORING EXECUTIVE PERFORMANCE

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

1. The purpose of monitoring is simply to determine the degree to which Board policies are being fulfilled. Information which does not do this will not be considered to be monitoring. Monitoring will be as automatic as possible, using a minimum of Board time so that meetings can be used to create the future rather than to review the past.

2. A given policy may be monitored in one or more of three ways:

   a. Internal report: Disclosure of compliance information to the Board from the President.
   b. External report: Discovery of compliance information by a disinterested, external auditor, inspector or judge who is selected by and reports directly to the Board. Such reports must assess executive performance only against policies of the Board, not those of the external party unless the Board has previously indicated that party's opinion to be the standard.
   c. Direct Board inspection: Discovery of compliance information by a Board member or the Board as a whole. This is a Board inspection of documents, activities or circumstances directed by the Board which allows a "prudent person" test of policy compliance.

3. Upon the decision of the Board, any Governance policy can be monitored by any method, at any time. For regular monitoring, however, each relevant *Ends* and *Executive Limitations* policy will be classified by the Board according to frequency and method.

4. Each June, the Board will conduct a formal evaluation of the President. This Evaluation will focus on the monitoring data on *Ends* and *Executive Limitations* policies provided during the previous year. This Evaluation can be modified to include additional criteria to this basis of focus so long as it is agreed upon with the President, and has been specified 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.