COLUMBIA BASIN COLLEGE
BOARD OF TRUSTEES MEETING
April 14, 2023
Beers Board Room & Virtual
7:30 a.m.

Agenda
Call to Order

Pledge of Allegiance

Agenda Changes*

Approval of Minutes*
Exhibit A: March 17, 2023 Board of Trustees Meeting

Linkage with Community
Higashi Nippon International University (HNIU) Student Exchange
    Mark Triplett, PNNL (retired) and HNIU Student Exchange Coordinator
    Noriko Ryder, CBC Adjunct Professor, Japanese Culture Club Advisor, HNIU Student Exchange

Celebrating Excellence
Professional Agriculture Student Club (PAS)
    Kerrin Bleazard, Professor of Agriculture, PAS Club Advisor
    Jason Stout, Agriculture Instructor, PAS Club Advisor
    Ceci Acevedo-Baraja, CBC Student
    Rosalio Garza, CBC Student
    Paul Hudak, CBC Student
    Charlie Little, CBC Student
    Max Wahl, CBC Student

Report
Exhibit B: CBC Institutional Progress Fall Update 2022-23

Remarks
By Administration
    President, Exhibit C: CBC in the News
    CEO, Foundation
By ASCBC
By Faculty Senate Chair
By AHE
By Board Members

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

Reports
Exhibit D: Cash Balance Report
Exhibit E: Variance Report

Discussion*
Exhibit F: First Consideration – ASCBC Services and Activities Budget
Exhibit G: First Reading – Board Policies Board-Staff Linkage BSL-1 through BSL-5

Consent Agenda*
Exhibit H: Board Policies Governance Process GP-5 through GP-8

Adjournment

*(Requires motion/approval)

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

Upcoming Dates:

April 2023
- Jazz Unlimited Guest Artist, Friday, April 14, 6:30 p.m., CBC Theatre, CBC Pasco Campus
- 10th Anniversary Celebration of CPCCo Planetarium, Tuesday, April 18, 1:00 p.m., CBC Pasco Campus
- Artist Reception & Gallery Talk by Crow's Shadow, April 18, 2:30 p.m., P201, CBC Pasco Campus
- CBC Teaching & Learning Professional Development Day, April 27, CBC Pasco Campus
- CBC Teaching & Learning Keynote Speaker, David R. Katz III, April 27, 8:30 – 10:00 a.m., Gjerde Center, CBC Pasco Campus

May 2023
- Newly Tenured Faculty Reception, Monday, May 8, 2:30 p.m., Thornton Courtyard, CBC Pasco campus
- CBC Board of Trustees Meeting, Monday, May 8, 4:00 p.m., Beers Board Room, CBC Pasco campus
- ACT Spring Conference, May 15 – 16, Marcus Whitman Hotel, Walla Walla
- Hawk Trot, May 20, 9:00 a.m., CBC Pasco Campus
- AACCES Senior Awards Night, May 20, 6:00 p.m., Holiday Inn on the River, 802 George Washington Way, Richland
- CBC Spring Play – TBA, May 25 – 27, 7:00 p.m., CBC Theatre, CBC Pasco Campus
- CBC Campus Closed – Memorial Day observed, May 29
- CBC Concert Band, May 30, 7:00 p.m., CBC Theatre, CBC Pasco Campus

June 2023
- NWAC Hall of Fame, June 1, 6:00 p.m., Pasco Red Lion, Honoring CBC Athletic Director Scott Rogers and the 2001 CBC Baseball Team
- CBC Night at the Dust Devils, June 3, 6:00 p.m., GESA Stadium, Pasco
- Learning Conversations & Reception – Securing the Supply Chain, June 6, 6:00 p.m., Thornton Courtyard Atrium, CBC Pasco Campus
- CBC Orchestra & Choir Concert, June 6, 7:00 p.m., CBC Theatre, CBC Pasco Campus
- CBC Jazz Night, June 8, 7:00 p.m., CBC Theatre, CBC Pasco Campus
- Retirement Reception, June 12, 2:30 p.m., Thornton Courtyard, CBC Pasco Campus
- CBC Board of Trustees Meeting, June 12, 4:00 p.m., Beers Board Room, CBC Pasco campus
- Dental Hygiene Pinning Ceremony, June 15, 5:00 p.m., Gjerde Center, CBC Pasco Campus
- CBC Commencement, June 16, 7:00 p.m., Toyota Center, Kennewick
- Nursing Pinning Ceremony, June 17, 10:00 a.m., Richland High School Auditorium, Richland
- CBC Campus Closed – Juneteenth observed, June 19
- State Board Meeting, June 28 – 29, CBC Board Room, CBC Pasco Campus
- Dinner with State Board, CBC Board of Trustees and Cabinet, June 28, 5:00 p.m., CBC Pasco Campus

Exhibit A

Columbia Basin College
Board of Trustees Meeting Minutes
March 17, 2023
Hybrid Meeting 7:30 a.m.

<u>Board Members in attendance</u>: Ofelia Rivas de Bredt (virtual), Allyson Page (virtual), Kimberly Harper (virtual), Kedrich Jackson (in person)
<u>Board Secretaries</u>: Rebekah Woods - President & Secretary to the Board, Ronda Rodgers - Recording Secretary
<u>In-Person Attendees</u>: Eduardo Rodriguez, Cheryl Holden, Elizabeth Burtner, Brian Dexter, Jason Engle, Abby DeSteese, Doug Hughes, Kim Tucker, Mary Ellwein, Kristina Wildenborg, Kay Feliciano-Nguyen, Sarah Rapoza, Cat Johnson, Ember Wissenbach, Jeff Rivera, Ying Yu
<u>Virtual Attendees</u>: Corey Osborn, Laura Burns, Sarah McCalmant, Erin Fishburn, Brad Powell, Krystal Lancaster, Kevin Hartze, Doug Hughes, Jesus Mota, Fatima Machado, Sarah North, Rod Taylor Melissa McBurney, Vicki Domina, Kyle Winslow, Lane Schumacher, Kelsey Myers, Daphne Larios, Joshua Ellis, Danielle Plesser

The Agenda	The Discussion	Action
Call to Order		Meeting called to order by Trustee Rivas de Bredt at 7:31 a.m.
Pledge of Allegiance	Trustee Rivas de Bredt led in the Pledge of Allegiance.	
Agenda Changes	No changes to the agenda.	Trustee Jackson moved and Trustee Page seconded the motion to approve the March 17, 2023 agenda as written. Approved unanimously.
Approval of Minutes	February 10, 2023 Meeting Minutes Discussion - None	Trustee Jackson moved and Trustee Page seconded the motion to approve the February 10, 2023 meeting minutes as written. Approved unanimously.

<u>Celebrating Excellence</u>
  CBC Nursing Program & ACEN Accreditation
    Doug Hughes, Dean for Health Sciences
    Kim Tucker, Director for Nursing Programs
    Laura Burns, Senior Associate Professor of Nursing
    Kay Feliciano-Nguyen, Senior Associate Professor of Nursing
    Leslie Irwin, Senior Associate Professor of Nursing
    Becky Phillips, Associate Professor for Nursing
    Kristina Wildenborg, Associate Professor of Nursing (Acute Care)
    Krystal Lancaster, Associate Professor of Nursing
    Mary Ellwein, Assistant Professor of Nursing (Mental Health/Acute Care)
    Sarah Rapoza, Assistant Professor of Nursing
	Dr. Michael Lee, Vice President of Instruction, introduced those in attendance representing the CBC Nursing Program. The Associate Degree nursing program had a very successful accreditation site visit from Accreditation Commission for Education in Nursing (ACEN) in February. The program was found to be in compliance with all Standards with no areas needing development and two noted strengths: Resources and Outcomes. The accreditation team, for the first time ever, recommended a program for the full eight years of accreditation. They said the program was the gold standard – an exemplar for other programs.
	
	The BSN nursing program just finished the site visit for accreditation on Wednesday, March 15 with the Commission on Collegiate Nursing Education (CCNE). The program was found to be in compliance with all Standards and Key Elements with no compliance concerns. Dr. Lee recognized Susan Campbell, Phyllis Morris and Kira Tomlinson – faculty in the BSN program.
	
	Kim Tucker, Director for Nursing Programs, praised the wonderful CBC Nursing Program team and was very appreciative for two great accreditation site visits.
		Trustee Rivas de Bredt and President Woods applaud this great program and thanked the faculty and staff for their hard work and dedication to student success.

Cat Johnson, Assistant Professor of Nursing (Acute Care) **Ember Wissenbach**, Student and President of ASN Nursing Club **Jeff Rivera**, Technology Services Support Technician 2 **Ying Yu**, Senior Associate Professor of Library Services		
<u>Remarks</u> By Administration, President	Today is the last day of **winter quarter** with finals scheduled for next week and spring quarter beginning April 3. The **choir and jazz concerts** were this week – the first time since COVID with a full band. **Registration** is ongoing with student registrations up by 3.1% over last year. CBC hosted the first group of **students from Higashi Nippon International University** (HNIU), Fukushima, Japan. There were three students doing an exchange visit in the U.S. They spent time at both WSU-TC and CBC. Our Japanese Culture Club, advised by Noriko Ryder, our Japanese Instructor, hosted an event on campus for students. President Woods will be returning to Olympia on Wednesday, March 22 to meet with **legislators**. CBC student and Legislative Action Committee member, Zoey Hudlow will be joining President Woods on the visits. The **NWAC Championships**, hosted on the CBC campus, are very exciting with both the CBC men's and women's teams advancing to the final four. The women's game is scheduled for Saturday, March 18 at 1pm and the men's game scheduled for 7pm. CBC will host the June **meeting of the State Board** on June 28 and 29.	
By CEO, Foundation	Erin Fishburn gave an update of Foundation activities. The scholarship cycle wrapped up with 1116 applications. Review of applications will continue through Sunday, March 19 and then the awarding process will begin. Nursing scholarships will open on June 1. The Foundation will be awarding $800,000 in scholarships between the current scholarship cycle and nursing scholarships. The Gift Acceptance Committee is hosting an Economic Outlook event on March 30. The Foundation investment advisors will be there to give an update on their expectations for the rest of the year. Power of Connection is scheduled for October 12. The Foundation is working on securing sponsors and getting marketing materials ready to go. A spring appeal is going out this month and the spring newsletter, focused on cyber security, will go out next month. The Athletics Hall of Fame dinner and auction grossed $54,000.	

	The Foundation Board is currently working on updating all of their policies, procedures and completing evaluations.	
By ASCBC	Director for Student Activities, Alice Schlegel, gave the ASCBC update. In addition to all of the activities mentioned on the ASCBC Newsletter (Exhibit C), next week three clubs will provide food events for students preparing for finals – PTK, Kairos and LDSSA clubs. On the second Wednesday in April, the 12th at 1:00 p.m., there will be an Arbor Day celebration with the planting of four trees on the north side of the SRC. Jobs Nursery will provide planting instruction and expertise to students volunteering to plant trees. Students are completing the S&A budget which will go to Cabinet over spring break and to the CBC Board of Trustees at their April meeting.	
By Faculty Senate Chair	Faculty Senate Chair, Brad Powell, began by thanking the planning committee for Teaching & Learning Day for providing a great selection of professional development sessions. One of the breakout sessions provided time for the Climate Fellowship cohort to meet. There are fifteen faculty working to develop new or revised curriculum for fall of 2023 incorporating climate justice. Faculty Senate is moving to a nomination process for the faculty commencement speaker. Senators will vote to approve a faculty speaker – a way to recognize and celebrate one of their colleagues. With the newest AI disruption, students are always at the forefront of technology. Faculty continue to have conversations with students and are working with student conduct to have clear guidelines around new AI technology.	
By AHE	No AHE representative present.	
By Board Members	<u>Trustee Jackson</u> Trustee Jackson attended a couple of the basketball tournament games this past week. He also attended a Girl Scout Award Ceremony in Spokane where his wife was an awardee. <u>Trustee Harper</u> Trustee Harper attended the Athletics Hall of Fame dinner, the Ag Council as part of MyTri2030, the Crushing Cancer breakfast to raise funds for cancer research and the Art Helps event, sponsored by LINKS and WOW. The EMERGE members were volunteers at the Art event focused on mental health and continue to have meetings on Friday and a service project/event on Saturdays. The Inclusion Council convenes again next week. <u>Trustee Page</u> Trustee Page attended the Athletic Hall of Fame dinner with many of the other trustees. <u>Trustee Rivas de Bredt</u> Trustee Rivas de Bredt attended the Athletic Hall of Fame dinner, met with Trustees of Color to discuss how to make resources available and will attend the Tri-Cities Hispanic Chamber of Commerce annual dinner tonight. CBC and LULAC will share a table at this event.	
<u>Public Comments</u>	No public comments.	

Reports		
Student Survey and Focus Groups	Dean for Organizational Learning, Dr. Pär Jason Engle, provided the Board with an update on the CBC Student Survey and Focus Group Project. Together with co-leads Eudelio Martinez, Intercultural Studies Instructor, and Elizabeth Burtner, Assistant Vice President for Communications & External Relations, Dr. Engle conducted a student survey and focus groups with the objectives of re-establishing an avenue for student feedback, trying to be economical with student time, implementing ideas of "importance" along with "satisfaction" while being more collaborative and cross-departmental. They began with 100 potential questions and reduced the questions to just nineteen in the final survey. The written survey was provided to students in November 2022 in both Spanish and English. They received 501 raw responses: 51% Hispanic, 22% Running Start, 34% Age 25+, 70% Women and 70% Full Time. Three student focus groups, with 10 – 15 students per group, met on March 13 to review survey results and provide context to the responses. Two of the groups were a sample of all students from the respondents and one group had Hispanic students only. Groups were asked to comment on all eight areas of interest: registration, scheduling, financial aid, completion coaches, belonging, campus activities, connectedness and the web site. During the focus groups, Eudelio Martinez was encouraged to see a variety of students participating – knowing their opinions matter. A takeaway observed by Elizabeth Burtner was the importance of "how" we communicate with students. She recommends auditing how departments communicate with students to reduce barriers and improve student success.	
Cash Balance Report Variance Report	VP for Administrative Services, Eduardo Rodriguez, provided highlights from the Cash Balance and Variance Repots. He noted a reserve balance fluctuation over the past few months due to fluctuations in payables and receivables. These fluctuations will level out as we stabilize our systems and personnel. These reports were formatted for the Legacy system and Administrative Services is working to reformat the reports for FY 2023-2024 to better reflect information provided through ctcLink.	
Executive Limitations Monitoring Reports EL-7 and EL-8	President Woods noted on EL-7, section 8, the College is currently reviewing the processes around student debt. Final decisions about these processes will be reflected the next time EL-7 is brought to the Board.	
Discussion Board Policies Governance Process GP-5 through GP-8	No proposed revisions at this time. Board Policies Governance Process GP-5 through GP-8 will move to the consent agenda at the April 14, 2023 Board of Trustees meeting.	
Consent Agenda Board Policies Governance Process GP-1 through GP-4	No proposed revisions at this time.	Trustee Jackson moved and Trustee Harper seconded a motion to approve the Board of Trustees Board Policies Governance Process GP-1 through GP-4 as written. Approved unanimously.

Executive Session
    Moved to Executive Session at 8:45 a.m.
    Expected return to Public Meeting at 9:05 a.m.
	RCW 42.30.110(1)(g): To review the performance of a public employee.	

Return to Public Meeting at 9:05 a.m.	The CBC Board of Trustees returned to the public board meeting at 9:05 a.m. A newly tenured faculty reception will be held on Monday, May 12, 2023 from 2:30 – 4:00pm in the Thornton Courtyard honoring newly tenured faculty.	Trustee Page moved and Trustee Harper seconded a motion to not renew the probationary faculty appointment of Gary Glatt, and to renew the probationary faculty appointments for all remaining first- and second-year probationary faculty on the tenure-track process. Trustee Page also moved and Trustee Harper seconded a motion to grant tenure for all third-year probationary faculty who have now successfully completed the three-year tenure track process. Approved unanimously.
Adjournment: 9:06 a.m.	Trustee Rivas de Bredt adjourned the public meeting at 9:06 a.m.	
	Next Board of Trustees Meeting Beers Board Room & Zoom Webinar Friday, April 14, 2023 - 7:30 a.m.	

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Holly Siler, Chair

Exhibit B

CBC Institutional Progress
Fall Update: 2022-23
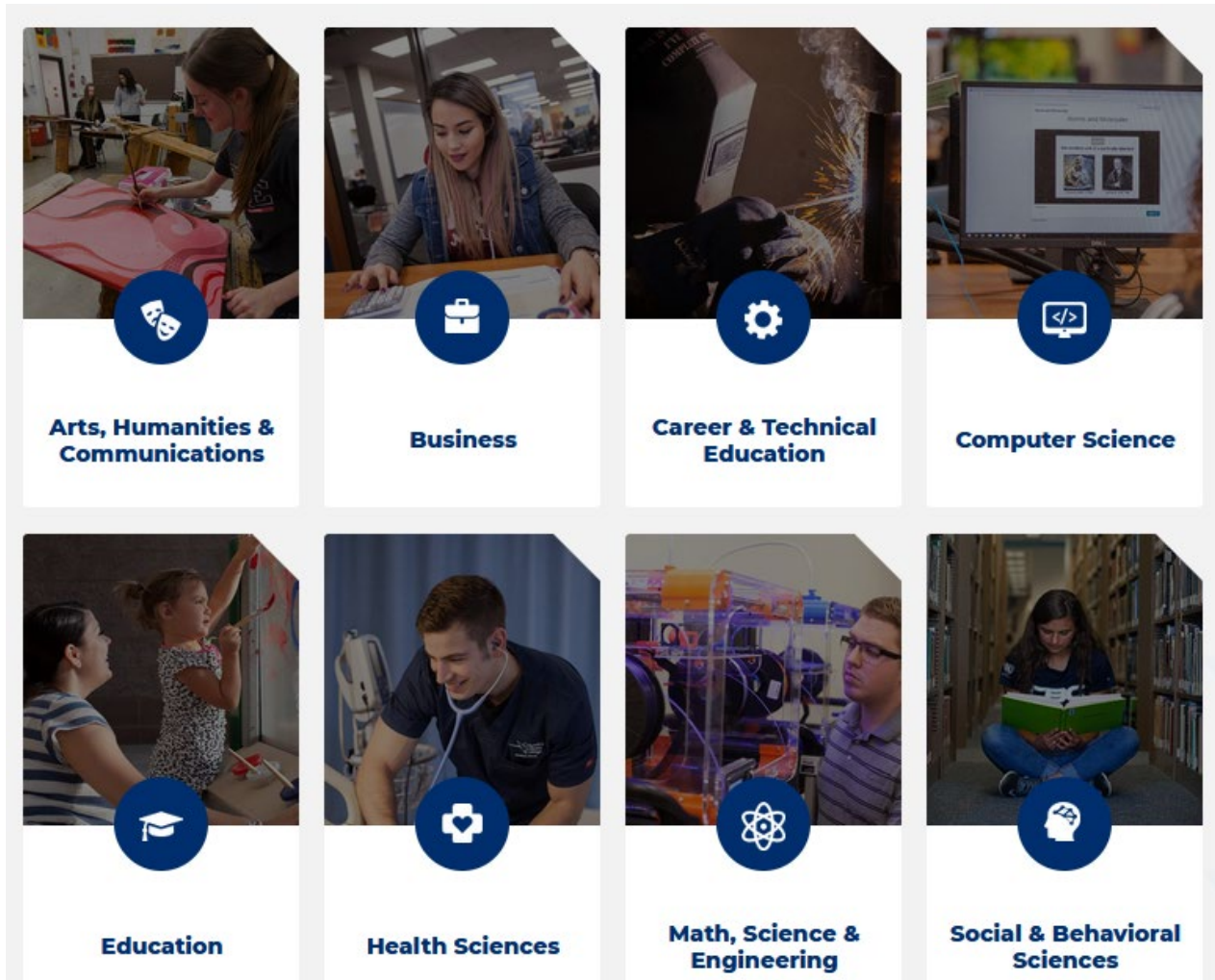
April 14, 2023

Columbia Basin College
Authored by: Institutional Research

Background

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 2022 to get a sense of what we might expect by the end of the year on our 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.

The "Steps to Success" as Predictors of Completion: The Importance of Early Indicators[1]. While degree completion is the goal, it is not a particularly timely metric. Three years is a long time to wait for a final referendum on what has been accomplished three years prior. 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.[2] 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*.

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[1] 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).
[2] 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.*

Executive Summary

With only one term in the 2022-23 academic year behind us, a few key metrics are sufficient to get a sense of our **first term performance** and additionally where we are likely to land by the end of the year. It also helps give us a jump on any emerging trends or opportunities if any exist.

The following are our main takeaways from this year - "Strengths and Opportunities" - and a quick note on our CBC Enrollment patterns over time – after which we present one-page reviews of key measures.

Mission Fulfillment Results (Overall Strengths and Opportunities)

Notable Strengths:
- Our 2021-22 Cohort continues to do well, with 2 Year 45 Credit Attainment by Fall is up substantially two years running (7.1% total to 32.9%), and
- Fall to Fall Retention, which was concerning in the last two years, appears to have rebounded to more historical norms (+5.0% to 50.4%)
- Levels of first term course success is encouraging (+2.0%)
- College level math completion, while not moving substantially in the last two years, has had two years in which Hispanic success rates were at an encouraging level of parity (<2.0%).

Areas of Opportunity:
- Overall levels of college English attainment fell back to the previous year's level (12.5%) after a spike to over 18% last year and exhibited less parity with Hispanic students. It is unclear yet whether this is a one-year artifact of high Fall demand for ENGL&101 (seen before the pandemic) that will "even out", but with new enrollments on the rebound, it is an area we have been watching.
- Three-year completion rates are modestly higher by Fall 2022 and parity is more reasonable with this measure than others, but with the 2020-21 first year leading indicators as strong as they had been, we were expecting a bit more movement. It's still possible that Winter/Spring completions and transfers could lead to better than anticipated performance, but right now the expectations looks simply "good".
- Concerningly large disparities persist in a few leading measures: 45 credit attainment by year 2, 13 credit attainment in Fall (largely a full-time vs part-time phenomenon), and course success.

Table 1 summarizes and highlights "Overall Year to Year Change" in our Fall Leading Indicators and how they stack up in their equity performance level and longer-term trends.

Table 1. Change in Fall Leading Indicators and Year End Forecasts (For Available Indicators)

Fall Update Predictors (results as of Fall Term)	Cohort	Fall Leading Indicator Change	2-Year Change	*Current* HSI Equity Difference (Leading Indicator)	HSI Equity (5-Year Trend)
Three Year Completion	2020-21	1.2%	0.0%	Small	→
Year 2 Credit Attainment 45 Credits	2021-22	**3.9%**	**7.1%**	**Large**	→
Retention	2021-22	**5.0%**	1.5%	**None**	↘
First Term Course Success (2.0 or Better)	2022-23	**2.4%**	**2.0%**	Small	→*
First Term 13 Credit Attainment	2022-23	**-3.8%**	-1.8%	**Large**	→
First Term College Level English	2022-23	**-6.3%**	0.1%	**Large**	↘
First Term College Level Math Completion	2022-23	-1.3%	1.1%	**None**	↗

*"small" can be debated here, as well as the trajectory, but true to category

A few tweaks in this table deserve note based on what we see this year in our results. The holy grail 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 quickly (Retention and English). To check ourselves a bit on how we might use these data, we have included a **"2-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 both measures and in equity – to tell a more complete story. When I do so, I am reminded and chastised often by these charts not to overemphasize one-year changes in our metrics. For parity differences, the challenge is even more pressing to look for even higher thresholds of consistency and appreciate variance much more.

What we see in the early data is more promising than not, and still moving in the right direction in some important areas. Three-year completion (and many of these measures), still has quite a bit of room to exceed our expectations by the end of the year.

The SBCTC First Time Entry Cohort (FTEC)

In previous reports we have mentioned the FTEC without much explanation. We receive a file a few months after the term ends (and SBCTC Data Services and Research is always looking to get this closer to real time), the quality of these data are usually very good, and the data definitions stay constant from year to year, enough so that it is IR's most reliable source for consistent "cohort" data.

The most valuable part of having a standard cohort file is that it reliably identifyies when students start their careers and whether they count as "new students" at any given time. It sounds basic, but it is one of our most vital, yet complicated and time-consuming measures to get right. In a community college, we have developed an IR saying if it can happen in a community college, it will. All this is an extended thank you to our colleagues at the SBCTC who enable us to look good by preserving meaning in multi-page definitions so we can present it here and interpret it with confidence. And I will plug a newer SBCTC researcher and former IR person who has labored on this, Diana Knight, who recently became the custodian of this collection.

That said, there is much we can learn from these data to complement what we see in the 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.

Figure 1. Composition of "New Student Enrollment" by Type and by Entry Term
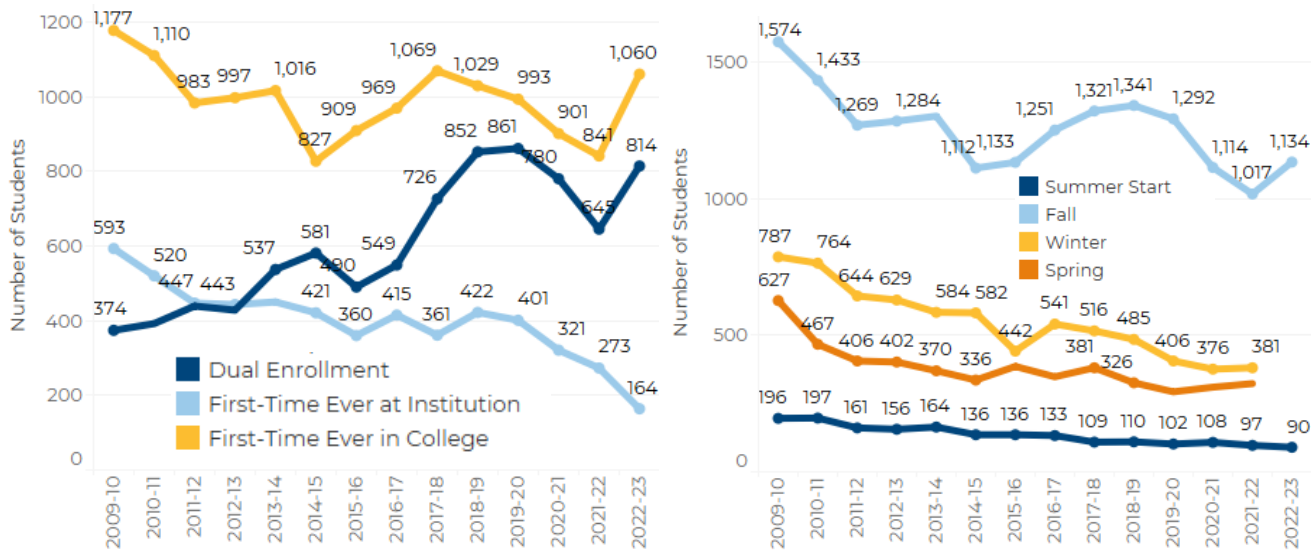
After Fall 2022, on the left is a breakdown of our biggest incoming cohorts (not including Transitional Studies or BAS students). "Dual Enrollment" is our Running Start students, "First Time Ever in College" are students who have never been to a post-secondary institution before CBC, and "First time Ever at Institution" are our transfer-in students. We can see rebounds in the yellow and dark blue that drive our first-time enrollment gain this year, while the light blue transfers in Summer and Fall have fallen this year as a continuation of a multi-year pattern. We are now, more than ever, dealing with students who are "completely new" to college. 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. We will be watching to see whether the changes in these populations end up impacting our overall completion metric.

On the right, we exclude Running Start students and look at the new students by the term they first enter CBC. This is a more encouraging result in some ways since historically, Winter and Spring entrants do not do as well even after adjusting for the time lag. Winter and Spring starters are not addressed in mission fulfillment. And though it is never too late to start a higher education journey, the timing is not ideal (especially in a Guided Pathways career map sense), and may be a symptom of other life challenges. At any rate, our Fall cohort so far has shown a bit of relief from negative COVID enrollment.

Charts: Fall Leading Indicators and Year End Forecasts

This report is meant as a "Fall Update" of a key subset of Mission Fulfillment measures in order to get a very preliminary read on what 2022-23 results might look like – **in that first term (Fall 2022)**. Historically, most of these have done a decent 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 2022),
- potential equity/disparity changes,
- and what those changes might imply as a forecast to the end of the year.

Leading Indicators

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 2022 term".

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)

Forecast to End of Year

Finally, we 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 10-14 years of data projected forward. In a couple cases, forecasts are not optimal (13 Credits and English 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".

Degree Completion (College Goal #1)

Leading Indicator: After 2 Years and 1 Term (Fall 2022), What is Our Completion Rate?

Fall 2022: For the cohort starting in the 2020-21 Academic Year, 3 Year Completion rates by the end of Fall were at the upper end of the historical range for All Students (21.5%) and near the upper end of the range for Hispanic Students (19.8%). Our expectation for this year was for completion rates to increase, and this was a bit more modest than our expectations based on early indicators. That said, we have the Winter and Spring terms of 2023, and if there were a surprise, we might expect it to be a positive one.
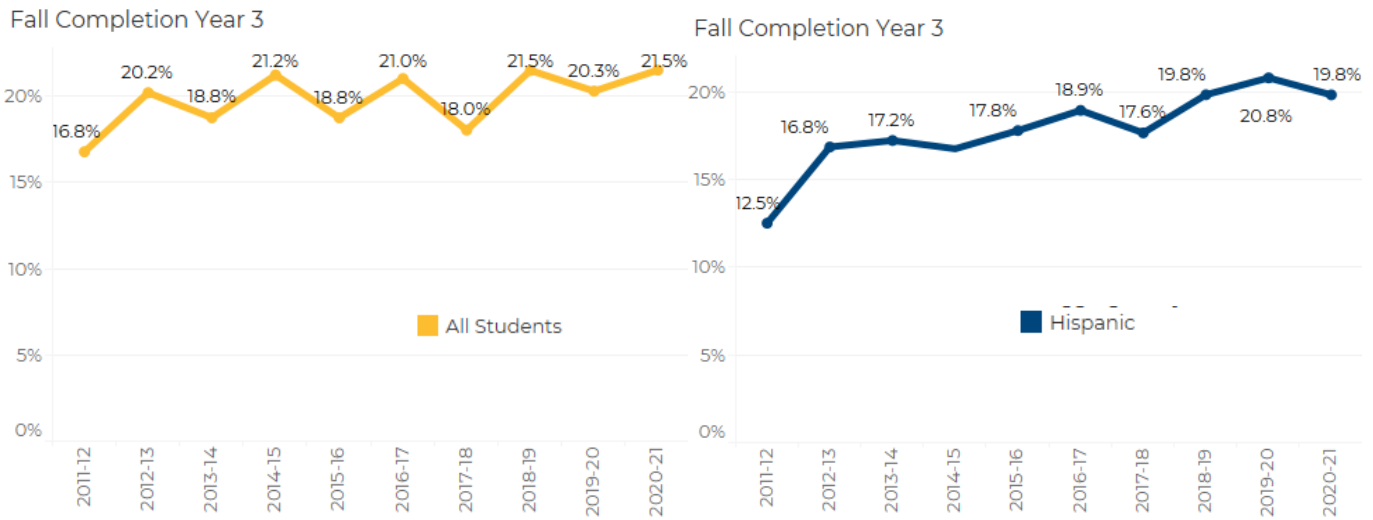
What is the HSI Equity Profile for this Leading Indicator?

Last year there was no meaningful gap in completion rates by this time, and three of the last six years. Historical, longer-term gaps have moderated, but this year we see a decline to -3.0%, a small, but meaningful difference.
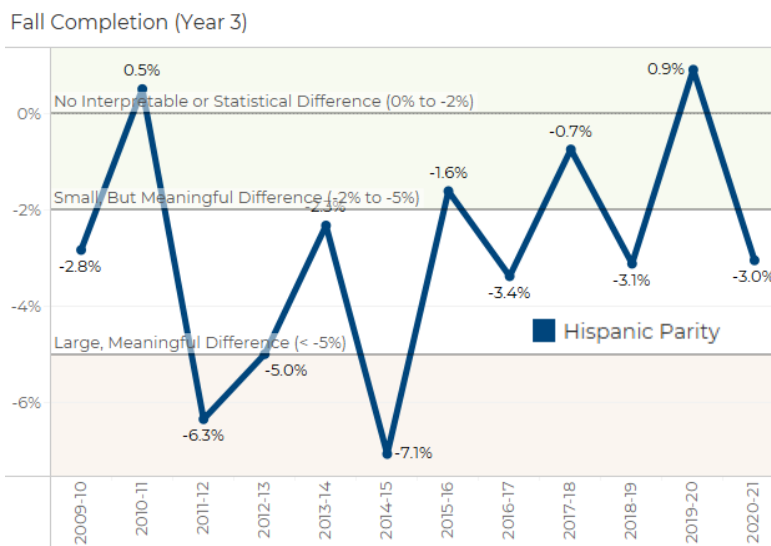
What do Fall Completion Rates Forecast for the End of Year?

Based on the early indicators, our best forecast for 3 Year Completion is 28.3%, and 34.7% for Completion + Transfer. Again, this is short of what we hoped it might be by this time, but again, there is still room for an upside surprise given the unique strength in leading indicators – and even if the indicator comes in at estimate, it will mark among the best results since 2014-15.

Best Estimate: Completion Year 3
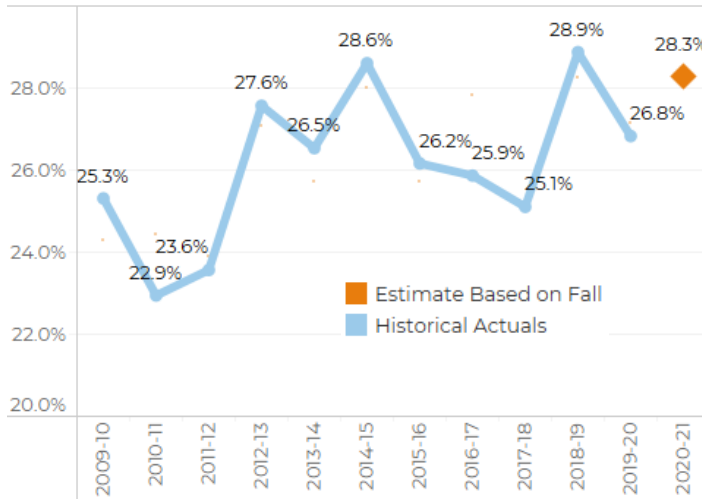
Best Estimate: Transfer or Completion Year 3
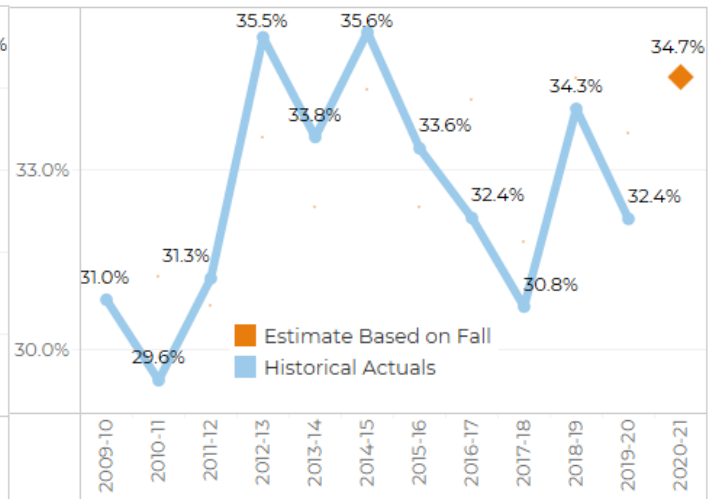
30 Credit Attainment (College Goal #2)

Leading Indicator: 13 College Level Credits in First Term

Fall 2022: 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, which typically requires a full-time enrollment and no developmental course obligations. Yet, as it stands, these decisions are both highly correlated with SES generally (especially choice to work and need to complete developmental coursework) and can sometimes move more independently of our 30 credit target, even though the forecast is passable. Thirteen college level credit attainment has dipped to 35.9% (-3.8%).
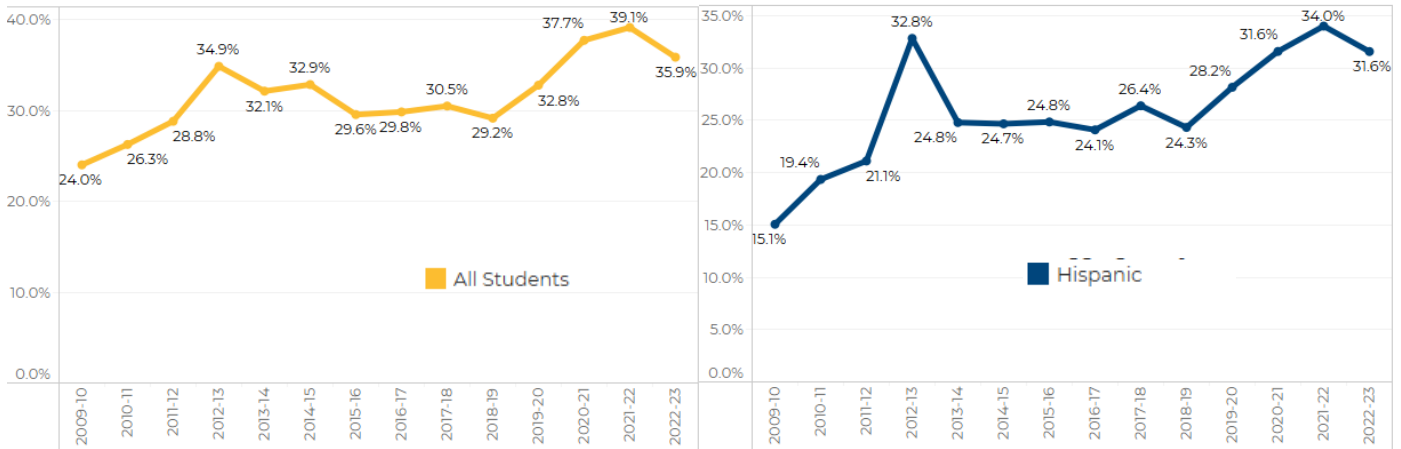
What is the HSI Equity Profile for this Indicator?

In terms of equity and parity, CBC has not been particularly good when it comes to this measure. 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". Still a nearly double-digit difference speaks to the kind of start many students are getting.
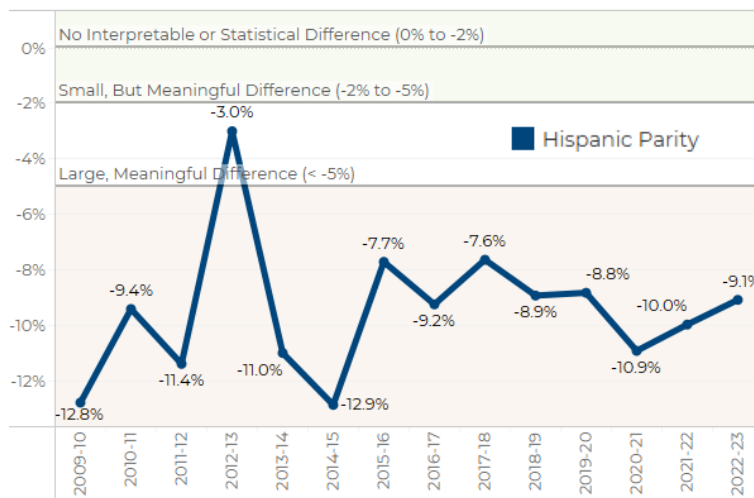
What does this forecast for the End of Year 30 Credit Attainment?

The last two years have been records for CBC in this important leading indicator, so a downtick this year, while disappointing, still shows a strong upward trend.
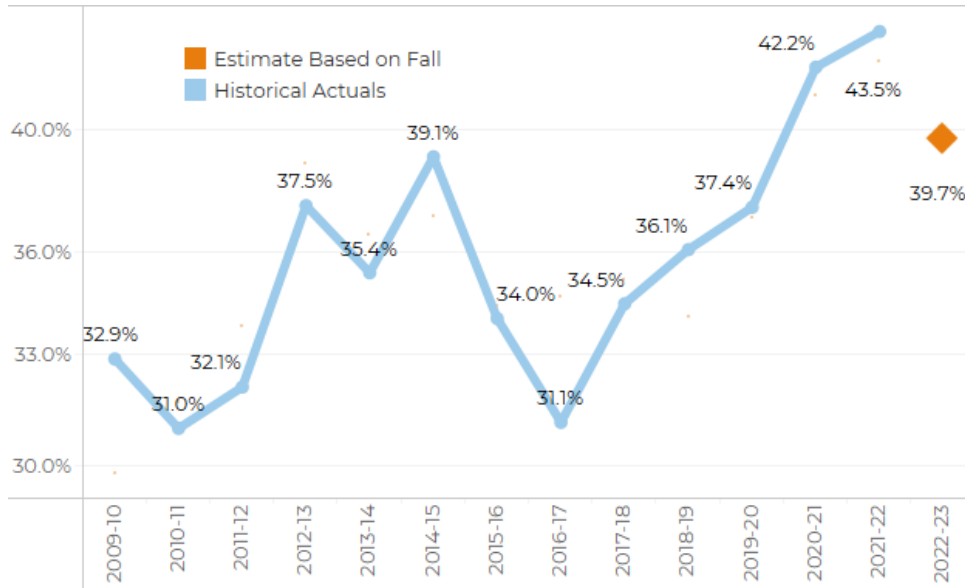
College English Completion (College Goal #3a)

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

Fall 2022: After a big jump last year in this measure to 18.8% from 12.4%, we see first term English completion decrease to 12.5%, even while still above the several years prior. Last year's jump in the Fall, however, did not predict a higher end of year completion rate, so any inferences might not be reliable for forecasting end of year results. One potential reason can be an increase in competition for scarce Fall course slots with Running Start students.
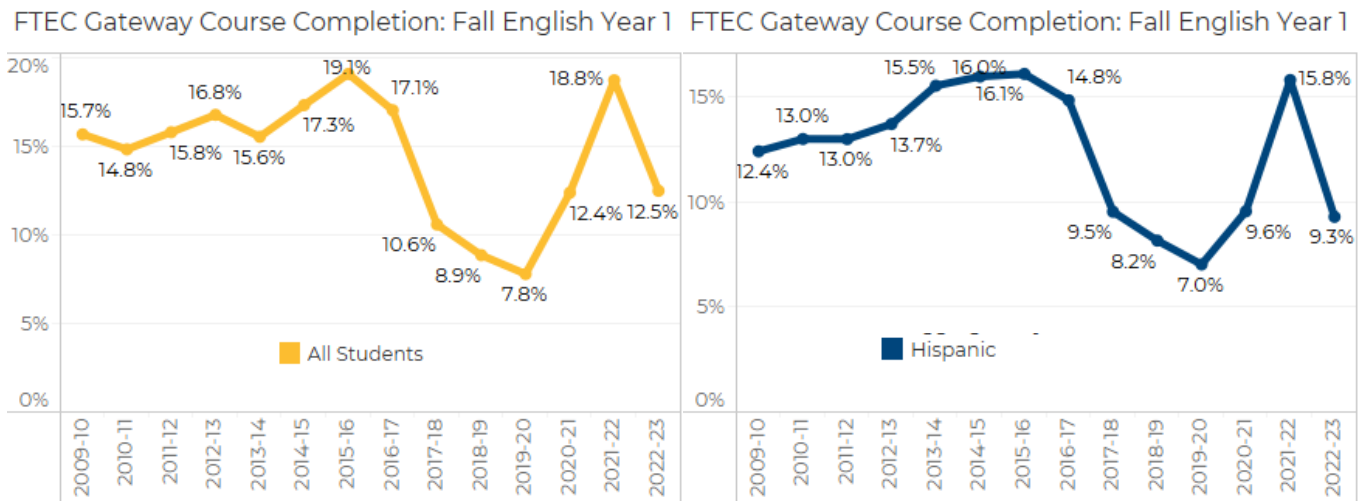
What is the HSI Equity Profile for this Indicator?

The first term English completion leading indicator dipped for a third straight year, further into what is a "large and meaningful difference" (-6.8%). Historically this indicator has had small or no meaningful difference, but the disparity has widened over the last three years.
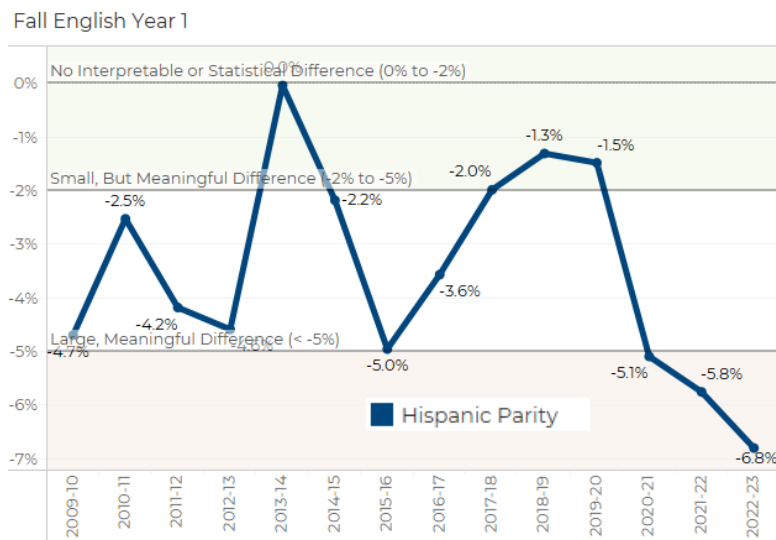
What does this forecast for the End of Year College English Completion?

Last year's leading indicator increase to 18.8% (+6.4%) in the Fall was followed up by a year-end total that was slightly down to 34.1% (-0.3%). One ramification of that incongruity is a difficulty in predicting the following year, and that lack of "model confidence" translates to only a modest forecasted drop to 32.3%. The 32.3% estimate here will be between 30% and 35%, a wide band.


Best Estimate: English Year 1
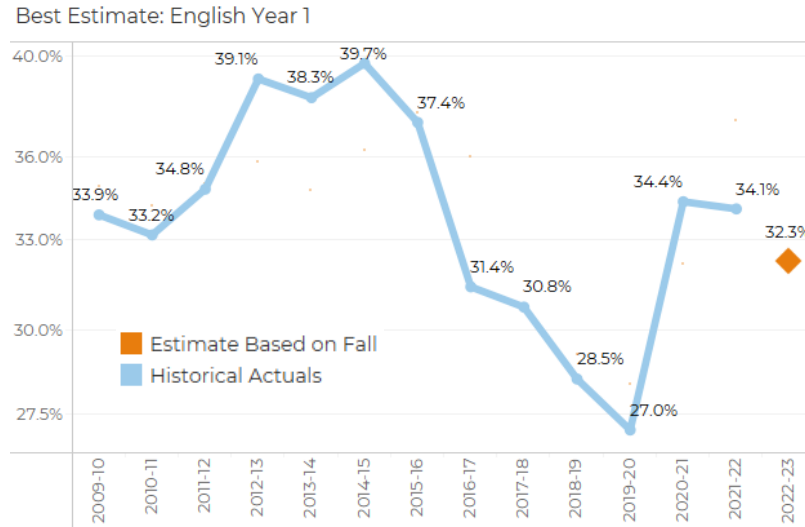
Math Completion (College Goal #3b)

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

Fall 2022: Normally, math completion in the first term is accomplished by students who place immediately into college math. Before non-testing 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, 14.2%, and 13.3% for Hispanic students, it is well above pre-COVID baselines.

FTEC Gateway Course Completion: Fall Math Year 1

FTEC Gateway Course Completion: Fall Math Year 1
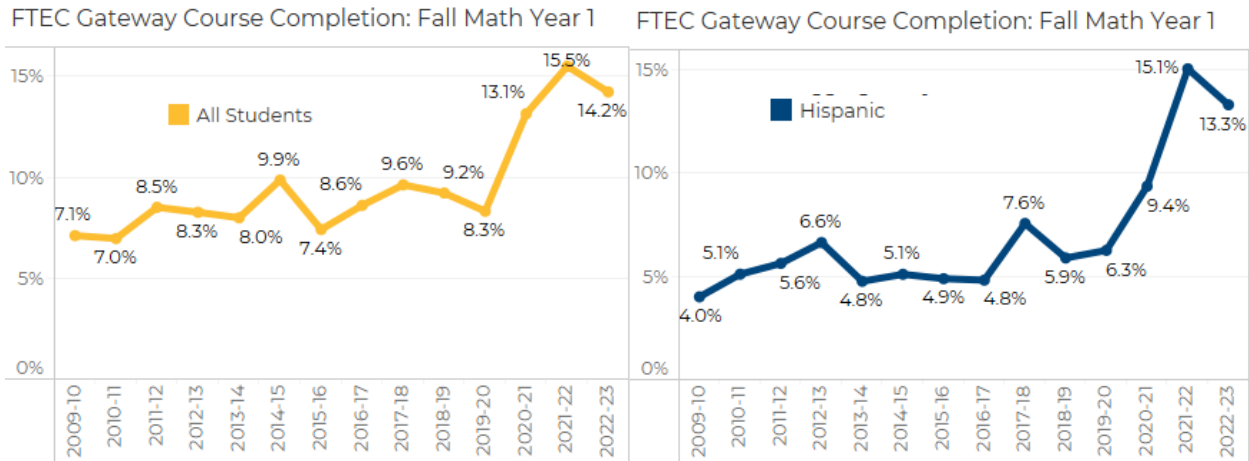
What is the HSI Equity Profile for this Indicator?

In the equity area, this year has been encouraging, not because of the direction of parity (-1.1%), but that the positive showing from last year did not regress to levels seen in the prior seven years.

Fall Math Year 1
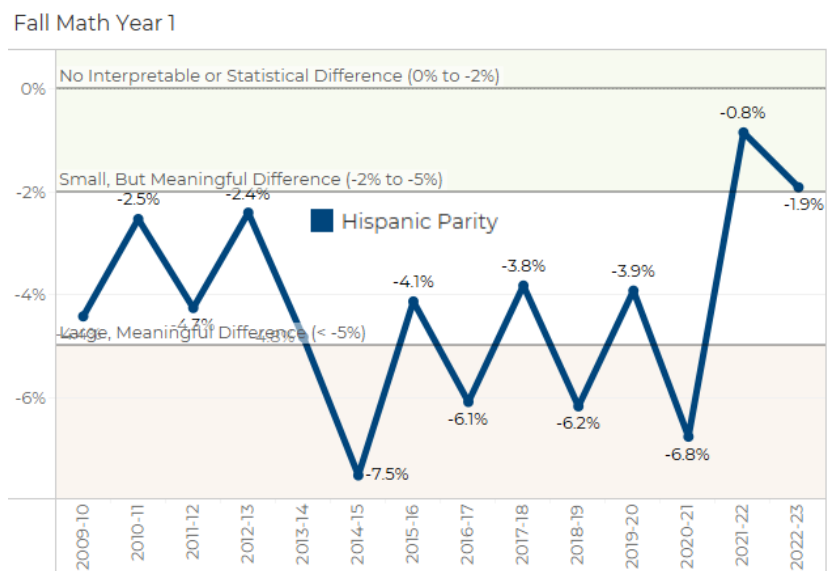
What does this forecast for the End of Year College Math Completion?

The forecast for the end of year (31.6%) is lower than last year, but the gains realized over COVID have not given ground to pre-COVID levels, and is the first decrease in this measure since the developmental math redesign.

Best Estimate: Math Year 1
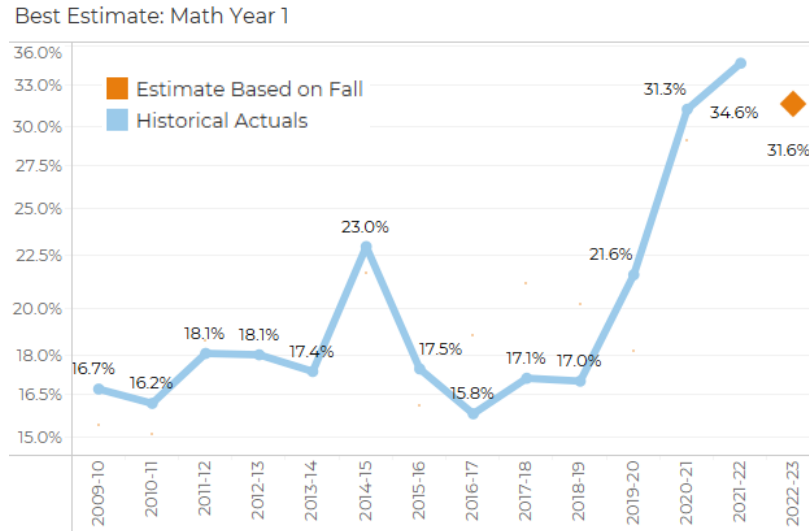
# 45 College Credit Attainment by Year 2

Leading Indicator: After 1 Year and 1 Term (Fall 2022), What is Our 45 Credit Attainment?

Fall 2022: For the cohort starting in the 2021-22 Academic Year, 45 Credit Attainment rates by the end of Fall were at the upper end of the historical range for All Students (32.9%) and for Hispanic Students (31.6%). This +3.2% result is more surprising given the jump last year. Students who attain 45 credits by the end of their second year have historically completed or transferred 80% of the time, so this early increase is a strong sign for next year.

Fall 45 Credits or more (Year 2)
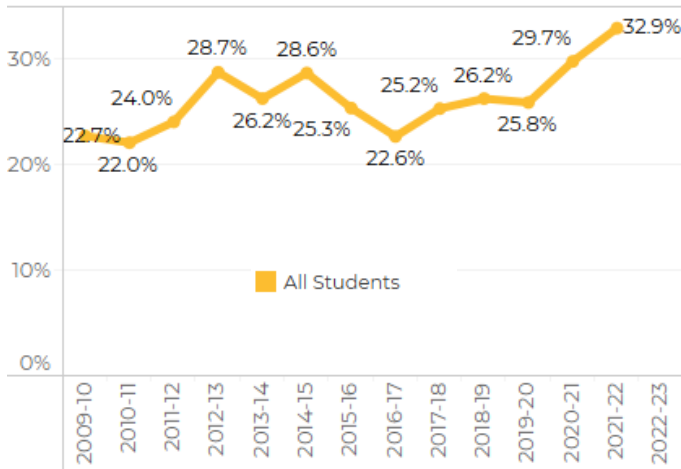
Fall 45 Credits or more (Year 2)
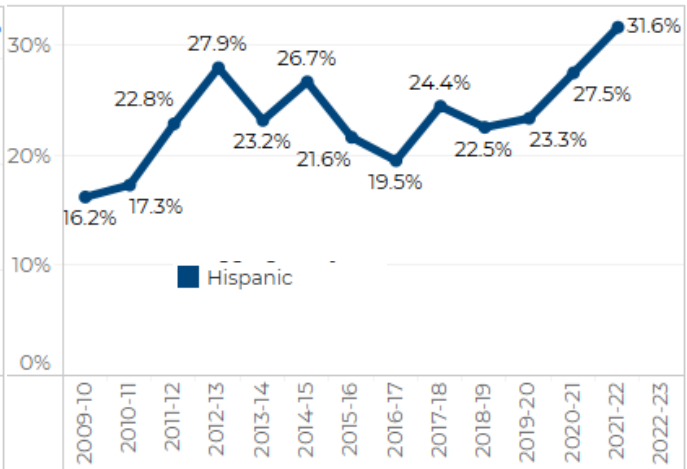
What is the HSI Equity Profile for this Leading Indicator?

This year there was a larger gap that crossed the threshold from "small" to "large" by virtue of less than a percentage point decline. That said, historically, the 45 credit by year 2 leading indicator has been a frequent and consistent resident below 5% since 2009-10.
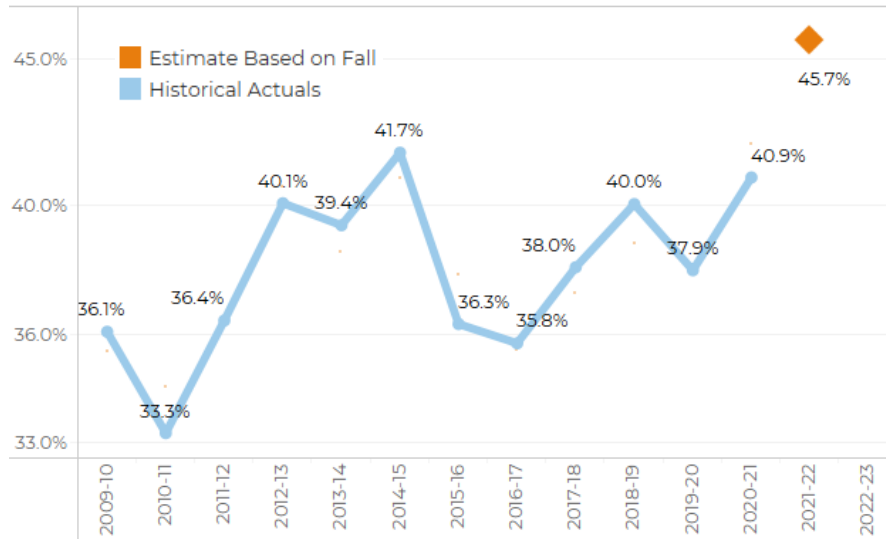

Fall 45 Credits or more (Year 2)

16
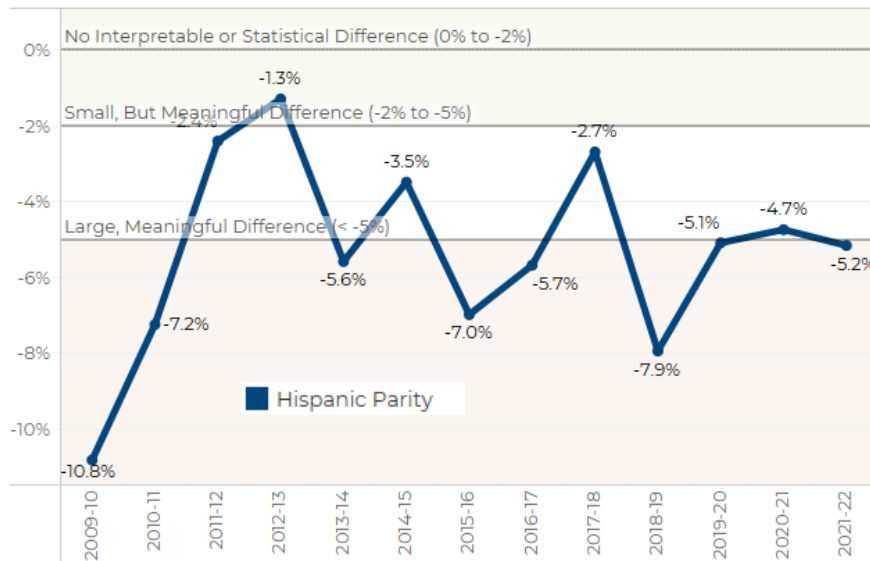
What does this forecast for the End of Year 45 Credit Attainment?

Based on the early indicators, our best forecast for 45 credits by the end of the year should hit records in this cohort by the end of the year (45.7%).

Best Estimate: 45 Credits or more (Year 2)

Fall to Fall Retention

Leading Indicator: Fall to Fall Retention (Actual/Final)

Fall 2022: For the cohort starting in the 2021-22 Academic Year, Fall to Fall Retention was a bit of a surprise. Early estimates done in early Fall were not so rosy, but the more precise cohort identification (checking against historical first-time enrollment) in FTEC showed that true first-time degree-seeking students rebounded from our COVID retention dip. While this is a relief and a positive sign compared to recent performance, we are still below long-term averages.
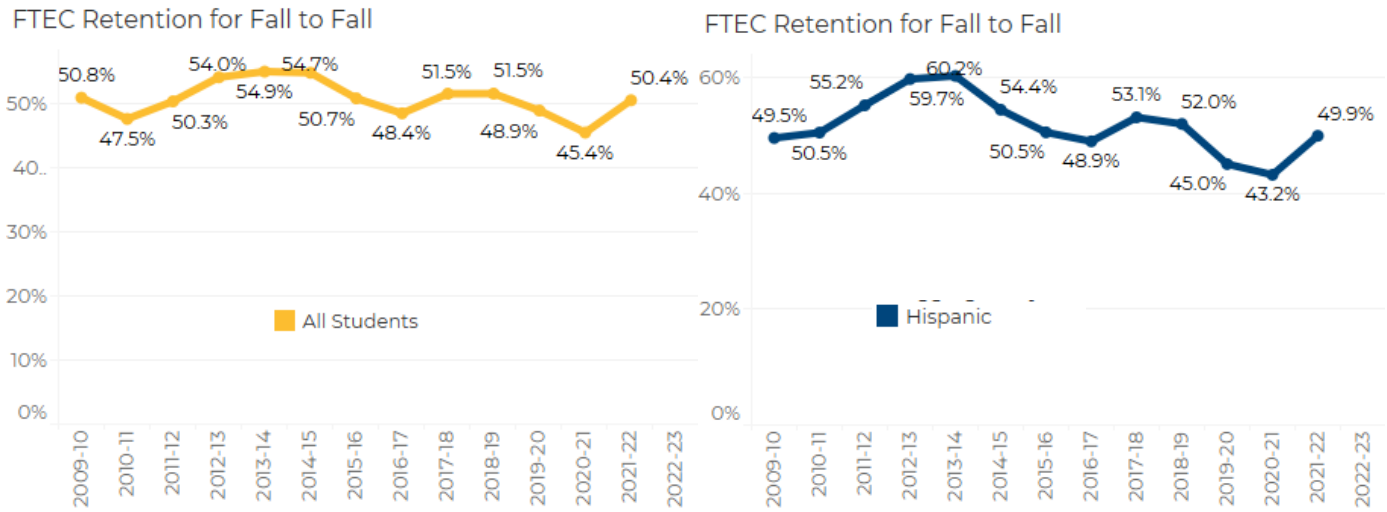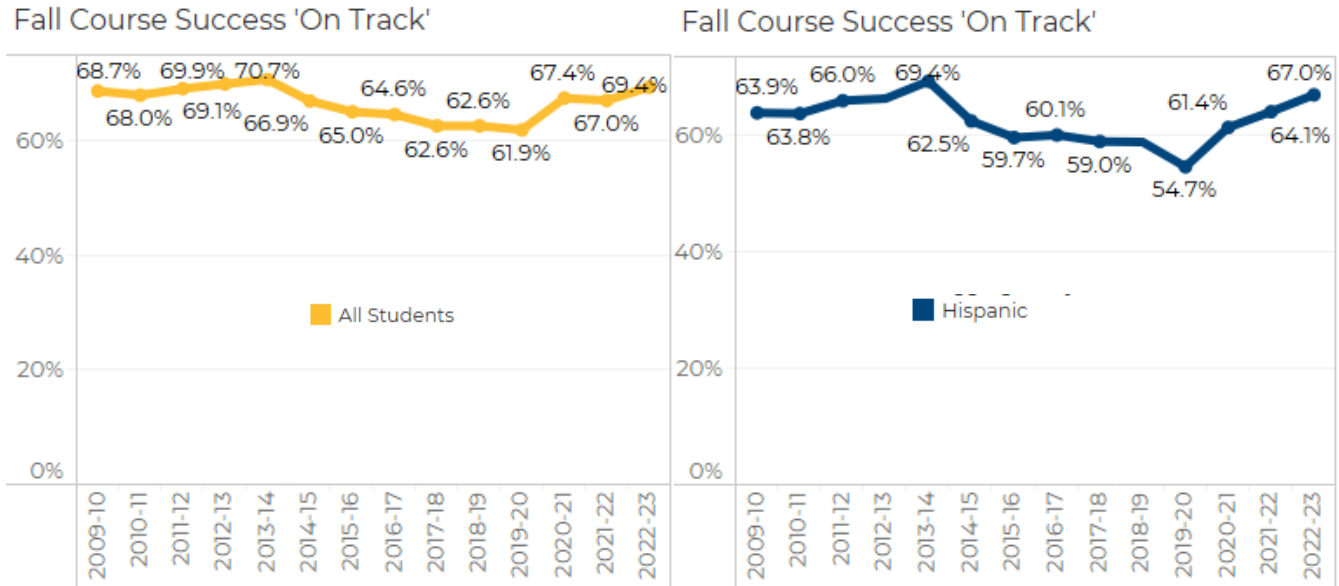

What is the HSI Equity Profile for this Indicator?

As far as equity and parity, Fall to Fall retention has been a unique historical strength. COVID years saw equity gaps increase drastically, so it bears monitoring even if parity sees recovery in this year that has accompanied the rebound in retention.
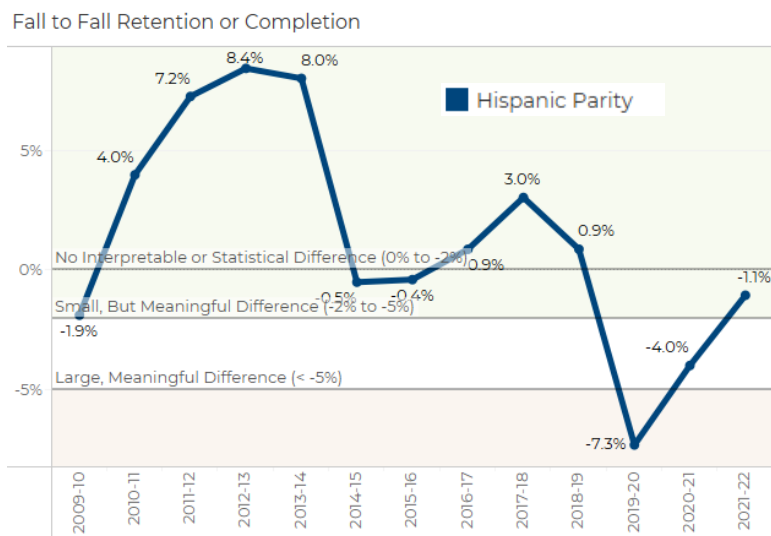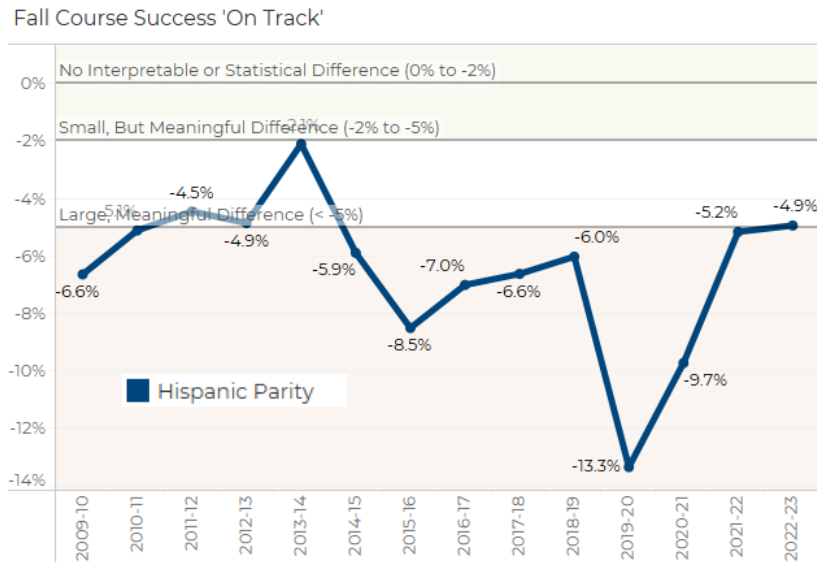
Course Success

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

Fall 2022: We see a modest uptick in the proportion of students who succeeded in all their coursework in their first Fall term 2022 to 69.4%. This measure tends to fall below 50% as students accumulate coursework in the Winter and Fall, but this is a good start, having recovered ground in the last three years.


What is the HSI Equity Profile for this Indicator?

Just like its companion measure at the end of the year, course success, while nominally -4.9% and a "small, but meaningful" by designation, the history here has been more typically of large and persistent gaps. Since the measure is cumulative, any **additional** difference that persists would push this measure below 5% by year's end, so it may not be particularly encouraging by itself. It will most likely show up as a large difference by year end, the most consistent, negative gap in a uniquely predictive measure.

What does this forecast for the End of Year Sustained Course Success?

The 47.5% and 48.3% course success rates significantly outperformed prediction two years in a row (students did better than predicted given their Fall performance). While students may outperform again, especially if course credit attainment continues to hold steady for this group, the estimate for next year is a modest 47.0% based on history.
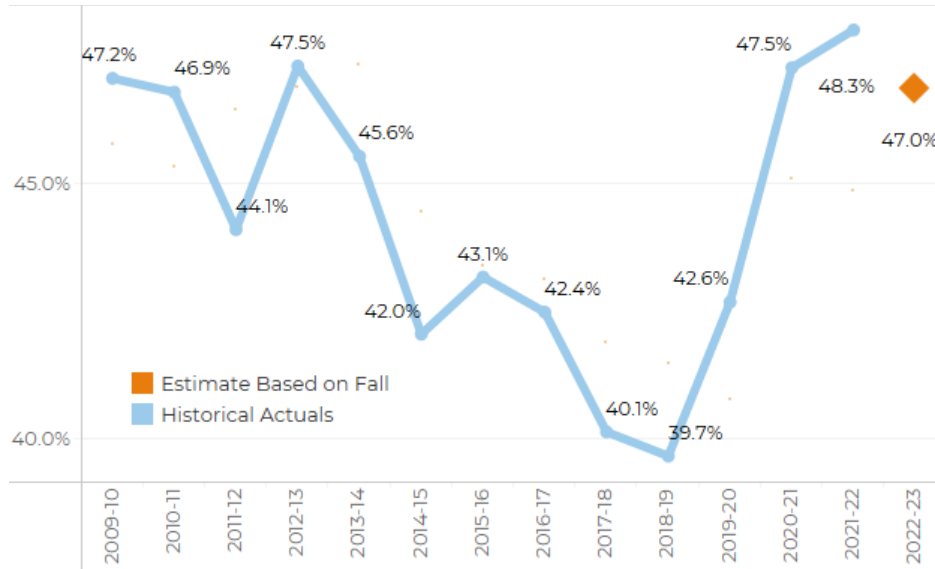
Exhibit C

CBC in the News

March 2023

YakTriNews.com: Both of CBC's basketball teams make it to NWAC Final Four

KNDU-TV: Cyber defense competition and job fair coming to CBC

SWX: Columbia Basin College men's, women's basketball advance to NWAC Final Four

KMVT-11: Buhl's Craner, Canyon Ridge's Geiger sign with colleges

Tri-City Herald: CBC men, women finish 3rd in NWAC championship basketball tournaments

Tri-City Herald: CBC men win to join Hawks women in next weekend's NWAC championship semifinals

Tri-City Herald: CBC men's and women's basketball teams will be rooting for each other in the Final Four

Tri-City Herald: NW's 32 best community college teams coming to Pasco for NWAC tournaments

Tri-City Herald: CBC women on a roll heading into NWAC semifinals. Men's games start today

Tri-City Herald: CBC men knock off No. 1 seed NWAC team to reach semifinals

Newswise: Want More National Science Bowl? For Arpit Ranasaria, the Answer Has Always Been Yes!

FieldLevel: Mercedes Fernandez Announces Commitment to Play Women's Soccer at Columbia Basin College

FieldLevel: Camille Collins Announces to Play Women's Volleyball at Columbia Basin College

Campus Rec: The New Student Recreation Center at Columbia Basin College

The Spokesman-Review: Spokane's Bud Hare joins Columbia Basin College Hall of Fame

ThurstonTalk: Clippers Basketball Teams Advance to the NWAC Championships

Tri-Cities Area Journal of Business March: Martin Valadez Awards and Honors

Aspen Dental: Columbia Basin Dental Hygiene Career Fair

Community College Jobs: Director for Disability Support Services

College and Career Compass Washington: Industrial Technology

The Chronicle of Higher Education: Financial Aid Outreach Specialist (2 Positions)

The Chronicle of Higher Education: Fiscal Analyst 2- Student Finance

Exhibit D

Columbia Basin College

Cash Reserve Report - February 2023 Month End

Assets		FY2023 - Feb
Cash		
In Bank	1000070	$ 13,195,704.71
Petty Cash	1000020	$ 5,504.00
Total Cash		**$ 13,201,208.71**
Investments		
Short Term	1000040	$ 2,682,028.21
Long Term	1110010	$ 18,331,585.67
Total Investments		**$ 21,013,613.88**
Accounts Receivable		
Current	1010100	$ 3,749,480.35
Unbilled	1010050	$ -
AR - Other	1010060	$ 277,968.04
Allowance for AR	1010110	$ (35,503.67)
Total AR		**$ 3,991,944.72**
Inter/Intra Gov Receivables		
Due from Fed	1010150	$ 1,089,313.73
Due from Other Gov	1010160	$ 1,087,982.22
Due from Other Agency	1010180	$ 126,020.92
Total Inter/Intra Gov Receivables		**$ 2,303,316.87**
Total Assets		**$ 40,510,084.18**
Liabilities		
Current Liabilities		
Accounts Payable	2000010	$ 457,693.94
Accrued Salaries Payable	2011010	$ -
Due to Other Agency	2012050	$ -
Sales/Use Tax	2010070	$ 52,312.49
Accrued Liabilities	2001070	$ -
COP Current Year P&I Due	2050010	$ -
Total Current Liabilities		**$ 510,006.43**
Total Liabilities		**$ 510,006.43**

Cash Balance				
(ASSETS less LIABILITIES)			$	40,000,078
Dedicated Balances	Legacy GL	Account		
Student Supported Capital	1110	1000070	$	1,942,111
3.5% - Institutional Financial Aid	1355	1010190	$	511,892
Students S&A	1110	1000070	$	1,796,085
Bookstore Operating Reserves	1110	1000070	$	500,000
Technology Fee	1355	1010190	$	1,206,543
Parking Fees	1355	1010190	$	755,882
Basic Food Employment and Training	1110	1000070	$	120,673
Total			**$**	**6,833,186**
Reserves Policy - BOT Policies on Reserves				
Operating Reserve			$	10,000,000.00
Emergencies			$	3,000,000.00
Unplanned Capital Repair and Replacement			$	2,000,000
Planned Future Operations			$	2,285,246
Capital Facilities Projects			$	14,169,067
Total			**$**	**31,454,313**

Operating Reserves Balance	
Existing Reserve balance less Dedicated Reserves and Emergency Reserves	$ 1,712,579

Exhibit E

Fiscal Year 2223 Operating Funds Variance

As of Fiscal Month End: **February**

					EXP/BDGT	EXP/REV	REV/BDGT
State Alloc	001, 24J, 08A	EXP BDGT	$	36,236,967	55.00%	59.14%	92.99%
		EXP	$	19,928,847			
		REV (Alloc)	$	33,695,531			
Local Fees	148	EXP BDGT	$	3,156,078	55.42%	62.24%	89.03%
		EXP	$	1,748,946			
		REV	$	2,810,000			
Local Tuition	149	EXP BDGT	$	19,590,493	51.21%	77.41%	66.15%
		EXP	$	10,031,543			
		REV	$	12,958,177			
Contracts	146	EXP BDGT	$	2,058,253	41.98%	16.79%	250.02%
		EXP	$	864,070			
		REV	$	5,146,142			
YTD Total		EXP BDGT	$	61,041,790	53.36%	59.65%	89.46%
		EXP	$	32,573,406			
		REV	$	54,609,850			

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:

Account		BDGT		EXP	EXP/BDGT	
						State Allocation Schedule #9
Salaries and Wages	5000003	$ 36,795,478	$	20,489,931	55.69%	
Benefits	5010003	$ 12,755,733	$	7,216,734	56.58%	
Contracted Services	5050003	$ 2,682,945	$	1,110,221	41.38%	
Goods & Routine Services	5030003	$ 3,891,544	$	960,557	24.68%	
Other Expenses	5081004	$ 1,944,952	$	1,347,466	69.28%	
Utilities	5060003	$ 1,080,000	$	817,356	75.68%	
Travel	5080004	$ 675,851	$	224,254	33.18%	
Capital Expenses	5040003	$ 556,277	$	382,413	68.75%	VDI upgrade
Grants, Scl. ships,Fellowships	5020003	$ 659,010	$	24,474	3.71%	
Debt Expenditures	5110003	$ -	$	-	0.00%	
YTD Total		$ 61,041,790	$	32,573,406		

Print Date: 4/4/2023

Exhibit F

S&A Budget Final Draft	2021-22	2022-23	2023-24	
Projection & Continual Expenses				
Service & Activities Fee Projection	$ 1,500,000.00	$ 1,470,000.00	$1,558,000.00	
ASCBC Salaries (continual)	$ 217,000.00	$ 217,000.00	$ 230,000.00	
Supplemental ASCBC Support Account	$ 89,618.00	$ 87,618.00	$ 83,344.00	
Sub-Total to Allocate	**$ 1,193,382.00**	**$ 1,165,382.00**	**$1,244,656.00**	
Organizations				
Orchestra	$ 5,000.00	$ 5,000.00	$ 5,000.00	
Band	$ 35,000.00	$ 35,000.00	$ 40,367.00	**Orchestra**
Vocal Music	$ 55,255.00	$ 55,255.00	$ 61,200.00	**ASCBC**
Drama/Theater	$ 60,600.00	$ 60,600.00	$ 52,600.00	**Band**
Baseball	$ 39,000.00	$ 39,000.00	$ 40,000.00	**Vocal Music**
Men's Basketball	$ 29,000.00	$ 29,000.00	$ 30,000.00	**Drama/Theater**
Men's Soccer	$ 27,000.00	$ 27,000.00	$ 28,000.00	**Athletics**
Men's Golf	$ 13,000.00	$ 13,000.00	$ 13,500.00	**WEC**
Women's Basketball	$ 29,000.00	$ 29,000.00	$ 30,000.00	**Manages One Budget**
Volleyball	$ 29,000.00	$ 29,000.00	$ 30,000.00	
Women's Soccer	$ 27,000.00	$ 27,000.00	$ 28,000.00	
Women's Golf	$ 13,000.00	$ 13,000.00	$ 13,500.00	
Softball	$ 29,000.00	$ 29,000.00	$ 30,000.00	
Services				
Services Managed by ASCBC				
Service	$ 9,500.00	$ 9,500.00	$ 11,500.00	
Travel/Training	$ 14,200.00	$ 14,200.00	$ 14,200.00	
Office Expense	$ 13,500.00	$ 13,500.00	$ 13,500.00	
Progressive Club Funding	$ 40,000.00	$ 40,000.00	$ 50,000.00	
Activities	$ 45,000.00	$ 45,000.00	$ 50,000.00	
Music Copyrights	$ 5,000.00	$ 5,000.00	$ -	
Game Room	$ 34,175.00	$ 34,175.00	$ 34,175.00	
Services Managed outside of ASCBC				
Veterans Resource Center	$ 10,000.00	$ 10,000.00	$ 12,010.00	
Athletic Promotions	$ 1,500.00	$ 1,500.00	$ -	
Game Management	$ 85,000.00	$ 85,000.00	$ 86,500.00	
Esvelt Gallery	$ 23,430.00	$ 23,430.00	$ 26,550.00	
Academic Success Center	$ 75,351.00	$ 75,351.00	$ 82,470.00	
Disability Testing	$ 32,670.00	$ 32,670.00	$ 41,500.00	
Grants in Aid (Athletic scholarships)	$ 131,040.00	$ 131,040.00	$ 148,560.00	
Talent Grants (Drama)	$ 18,000.00	$ 18,000.00	$ 18,000.00	
Talent Grants (Vocal Music)	$ 25,800.00	$ 25,800.00	$ 31,800.00	
Talent Grants (Band)	$ 22,500.00	$ 22,500.00	$ 24,000.00	
Talent Grants (Orchestra)	$ 3,000.00	$ 3,000.00	$ 3,000.00	
Childcare Reimbursement	$ 52,500.00	$ 52,500.00	$ 52,500.00	
Travel Reimbursement for Low Income Students	$ 37,800.00	$ 37,800.00	$ 37,800.00	
Planetarium	$ 8,200.00	$ 8,200.00	No Proposal	
Prefunded Clubs				
Hockey Club	$ 15,588.00	$ 15,588.00	$ 15,588.00	
Splitting Image	$ 14,000.00	$ 14,000.00	$ 6,000.00	
Tech Club	$ 5,900.00	$ 5,900.00	No Proposal	
Professional Agricultural Student Org (PAS)	$ 11,000.00	$ 11,000.00	$ 18,800.00	
Psych Club	$ 13,300.00	$ 13,300.00	No Proposal	
Game Club	$ 8,178.00	$ 8,178.00	No Proposal	
Dental Hygiene	$ 5,295.00	$ 5,295.00	$ 9,300.00	
Cyberhawks	$ 3,000.00	$ 5,000.00	$ 15,600.00	
Phi Theta Kappa (PTK)	$ 8,100.00	$ 8,100.00	$ 12,500.00	
Chemistry Club			$ 4,450.00	
DECA		$ 7,000.00	$ 22,186.00	
	2021-22 Total:	**2022-23 Total:**	**2023-24 Totals**	
	$ 1,163,382.00	**$ 1,165,382.00**	**$ 1,244,656.00**	

Service & Activities Budget Recommendation 2023-24
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

The nine-person committee used Canvas to review 19 proposals this year. They also had weekly in-person discussions. From these discussions, the committee awarded an amount based on each proposal's request. The committee spent 7 weeks (12 hours of meeting time and 10+ hours of proposal review time) working through this process.

The committee received a larger projection from the CBC Business Office for the 2023-24 academic year than it had last year. The projection had been relatively flat due to the decrease in enrollment during the pandemic. Now that we are seeing enrollment gently rebound, the projection lifted to $1,558,000.

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 extra-curricular 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 or activities 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 and one pilot (not included in the three-year spreadsheet).

- ASCBC/Student Activities Salaries – This allows S&A fees to pay staff and students who contribute to ASCBC/S&A as a whole, 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. It also allows 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.
- E-sports Pilot – This was approved in December 2021 as a two-year pilot for $50,000. The pilot will conclude in 2023-24, and Esports will then be eligible to ask for an annual budget from the S&A Budget Committee if

desired. The pilot is not reflected on the S&A Budget Worksheet, because it is not yet eligible to receive additional funding.

Increases to the Technology Fee

As part of this quarter's discussion, the students were asked to review an increase to the technology fee. This discussion falls outside of 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 $0.50 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.

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: $5,000

- Fully funded.
- The group asked for the same amount as they received previously.

Band

Total Recommendation: $40,367

- Fully funded.
- Because of the pandemic, the S&A budget remained the same for most groups for the previous two years. With inflation and the increase to travel expenses, we wanted to support this group for their full ask.

Vocal Music

Total Recommendation: $61,200

- Fully funded.
- Group was looking to update outdated equipment as well as travel.
- Because of the pandemic, the S&A budget remained the same for most groups for the previous two years. With inflation and the increase to travel expenses, we wanted to support this group for their full ask.

ACF – Drama/Theatre

Total Recommendation: $52,600

- Fully funded.
- This group asked for less money than the previous year.
- The proposal was well-written and provided a plan for the funding needed.

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

Total Recommendations for Each Sport:

Baseball - $40,000
Basketball (M) - $30,000
Soccer (M) - $28,000
Golf (M) - $13,500
Basketball (W) - $30,000
Volleyball - $30,000
Soccer (W) - $28,000
Golf (W) - $13,500
Softball - $30,000

- Fully funding all sports.
- Funds equipment, travel expenses, and uniforms.

SERVICES

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 re-imbursement, veterans' resources, etc.).

The following budgets (Service to Students through Game Room) are guaranteed annual funding as part of the ASCBC Constitution & Bylaws and/or were part of a capital project with maintenance funding included.

Service to Students
Total Recommendation: $11,500

- Fully funded.
- This represents a gentle increase in order to do more one-time service projects.

Travel and Training
Total Recommendation: $14,200
- Fully funded.
- 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: $13,500
- Fully funded.
- 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.

Club Funding (Progressively Funded Clubs)

Total Recommendation: $50,000

- Fully funded.
- Funds 16 clubs $3,000 per club. If we have more than 16 progressively funded clubs, those additional clubs will receive funding from the ASCBC supplemental support account.

Activities

Total Recommendation: $50,000

- Fully funded.
- Funds extracurricular activities for the student body.
- The music copyright fee that formerly came out of a separate account has now been combined with this account.

Music Copyrights

Total Recommendation: $0

- Fee was combined with Activities and will now be paid out of that budget. Hence, the $5,000 increase to that account.

Game Room

Total Recommendation: $34,175

- Fully funded
- The game room is just now starting to fully function since coming back from the pandemic.
- For next year, the ASCBC office is hoping to expand the hours to 10:00a – 3:00p which will require additional student workers.
- They are also looking to make modest improvements to the space including a new sound system for the room.

Veterans Resource Center

Total Recommendation: $12,010

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

Athletic Promotions

Total Recommendation: $0

- Per the recommendation of the Athletics Director, this account is now combining with the Game Management account.

Game Management (Athletics)

Total Recommendation: $86,500

- Fully funded.
- Funds NWAC fees, officials, and insurance.
- Now includes funding for athletic promotions, instead of that being a separate account.

Esvelt Gallery

Total Recommendation: $26,550

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

Academic Success Center

Total Recommendation: $82,470

- Fully funded.
- Funds student tutor wages.

Disability Testing

Total Recommendation: $41,500

- Fully funded.
- We are increasing funding so more students can use this service without being put on a waiting list.

Grants in Aid (Athletic Scholarships)

Total Recommendation: $148,560

- Fully funded.
- By fully funding, we are keeping our scholarship amounts competitive with those of other community colleges across the region.
- This helps with recruiting talent, but it also provides the student athletes both stability and motivation in continuing their education.

Talent Grants (Drama)

Total Recommendation: $18,000

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

Talent Grants (Vocal Music)

Total Recommendation: $31,800

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

Talent Grants (Band)

Total Recommendation: $24,000

- 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: $3,000

- 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 students 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 students' ability to attend classes in-person, and we want to assist students with this challenge.
- This is a retention tool and allows students additional support to complete their educational goals.

Planetarium

Total Recommendation: $0
- No proposal was submitted.

PRE-FUNDED CLUBS

These clubs meet two of four criteria in order to apply for 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: $15,588
- Fully funded.
- This club was slow to come back from the pandemic, but they are now making a recovery.
- They asked for the same amount as last year and have the intention of playing a full season of hockey in 2023-24.

Splitting Image

Total Recommendation: $6,000
- Fully funded.
- This club asked for less funding for the upcoming year.
- They plan to travel and support co-curricular activities for the radiology students.

Tech Club

Total Recommendation: $0
- This club did not submit a proposal.

Post-Secondary Agricultural Student Organization (PAS)

Total Recommendation: $18,800

- This is an increase of funding from the previous year, but the proposal was not fully funded for its full ask.
- This amount allows one advisor go with the students to each competition.
- It also funds six students to go to each competition.
- If additional students qualify for competitions past six 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.

Psych Club

Total Recommendation: $0

- This club did not submit a proposal.
- By not submitting a proposal, the club will automatically become a progressively-funded club if they choose to charter next year.

Game Club

Total Recommendation: $0

- This club did not submit a proposal.
- By not submitting a proposal, the club will automatically become a progressively-funded club if they choose to charter next year.

Dental Hygiene

Total Recommendation: $9,300

- This group was given an increase in funding, but they were not fully funded for their full ask.
- Some of the items requested were identified as instructional instead of extracurricular.

Cyber Hawks

Total Recommendation: $15,600

- This club's funding was significantly increased as compared to this year, but they were not fully funded for their full ask.
- The committee wanted to fund the club for its competitions and campus outreach to students.
- Some of the items requested were for distribution to non-students (community members), which does not align with how S&A fees can be spent.
- A few items were disproportionate to actual costs; and therefore, scaled back by the committee to a reasonable amount.

Phi Theta Kappa Honor Society

Total Recommendation: $12,500

- This club was given an increase so they could attend a PTK conference, but they were not given their full ask.
- The committee recommended decreasing the study day food budget since we are seeing a decrease in students studying on-campus on student success day. A large number of hot food items are being distributed to staff and

faculty to prevent waste. We suggest scaling back on these costs until we see an increase of student traffic on student success day, and/or possibly coming up with a different plan to support students' academic success.

- There was a request for a collaborative event with the DECA club. However, this request was not mirrored in DECA's proposal. Even though this is a good idea, the committee suggests strategizing with the collaborating club prior to including a $5,000 expense in future proposals.

Chemistry Club

Total Recommendation: $4,450

- Fully Funded.
- This club is new to being pre-funded but has been successful as a progressively funded club.
- We hope this additional funding will allow the club to go on some expanded field trips and accomplish some of the goals stated in their proposal.

DECA

Total Recommended: $22,186

- This club's funding was significantly increased as compared to this year, but they were not fully funded for their full ask.
- DECA is a relatively new club on the CBC campus, but they have proven to be successful as a progressively funded. This is current year is their first year to be pre-funded.
- The funding provided allows them to meet many of their goals and attend their competitions under the supervision of one club advisor.
- Because this club appears to be expensive to operate, the committee wondered if having the students pay into the trips or possibly pay club dues would be warranted. It was also suggested that they fundraise. This would ensure dedicated and active participation outside of the classroom. Club participation cannot be a required part of a class or academic department, so having students contribute financially or through service would possibly provide continual and consistent participation as well as increase loyalty to the club's mission and structure.

Exhibit G

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.

Date Adopted 7/1/97
Date Last Reviewed 5/09/22

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.

Date Adopted 7/1/97
Date Last Reviewed 05/09/22

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.

Date Adopted 7/1/97
Date Last Reviewed 3/17/23

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.