

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

January 11, 2021
Zoom Webinar - 4 p.m.

Agenda

Call to Order

Pledge of Allegiance

***Agenda Changes**

***Approval of Minutes**

Exhibit A

Celebrating Excellence

Transforming Lives

Kalid Hussein, CBC Transforming Lives nominee

Jesika Enriquez, Transforming Lives nominee

Keiver Bencomo, Transforming Lives nominee

Linkage with Community

United Way of Benton & Franklin Counties

Dr. LoAnn Ayers, President and CEO

Remarks

By Administration

President

Exhibit B

Deans

Rod Taylor, Dean for Math & Science

Kyle Winslow, Dean for Business & Computer Science

Doug Hughes, Dean for Health Sciences

CEO, Foundation

By ASCBC

Exhibit C

By Faculty Senate Chair

By AHE

By Board Members

Reports

Fall 2020 Student Survey

2nd Quarter Financial Statement

Exhibit D

Cash Balance

Exhibit E

Discussion

Grants Report

***Discussion/Action**

First Reading: Board Policies Executive Limitations EL-8-EL-10

Exhibit F

***Consent/Action**

Second Reading: Board Policies Executive Limitations EL-5-EL-7

Exhibit G

Public Comments

Executive Session

Adjournment

***(Requires motion/approval)**

Upcoming Dates:

ACT New Trustee Orientation, January 25, Virtual Event

ACT Winter Legislative Contact Conference, January 26, Virtual Event

Virtual Exhibit: Pleurotus Incrementum-presented by Lisa Soranaka [Visit the Art Center](#) for the lecture and exhibit links, Feb. 1-4, All Day

Virtual ACCT National Legislative Summit, Feb.8-10, for more information go to

<https://www.nls.acct.org/>

Presidents' Day, Feb. 15

Exhibit A

Columbia Basin College
Board of Trustees' Meeting Minutes
December 14, 2020
Zoom Webinar – 4 pm.

Board Members in attendance: Kedrich Jackson, Allyson Page, Holly Siler, Bill Gordon, Kimberly Harper
Rebekah Woods, President, Darlene Scrivner, Secretary to the Board
Webinar Panelists: Cheryl Holden, Michael Lee, Brian Dexter, Erin Fishburn, Jason Engle, Camie Glatt, Jay Frank, Abby Desteese, Yoselin Mendez Rodriquez, ASCBC Vice President, David Arnold, Lori Mattson
Zoom Webinar Audience

The Agenda	The Discussion	Action
Call to Order		Meeting called to order by Chair Jackson at 4 p.m.
Pledge of Allegiance	Chair Jackson led in the Pledge of Allegiance	
Agenda Changes	Discussion - None	Trustee Siler moved and Trustee Harper seconded the motion to approve the agenda as written. Approved unanimously.
Approval of Minutes	November 14, 2020 Meeting Minutes Discussion - None	Trustee Gordon moved and Trustee Siler seconded the motion to approve the minutes as written. Approved unanimously.
<u>Celebrating Excellence</u> David Arnold, Professor of History	Michael Lee introduced David Arnold. Dave talked about the book he wrote while on Sabbatical. The book is soon to be published and the topic covers the 50 year history of the WSU rowing club.	
<u>Linkage with Community</u> Tri-City Regional Chamber of Commerce Lori Mattson, President & CEO	Dr. Woods introduced Lori. Lori talked about the AWB-WA Workforce Portal. The AWB workforce portal is a statewide interim pilot partnering with WSU and CBC. The Chamber hired Brooke Myrland as the Workforce & Education Program Manager to support the portal.	
By, Administration President	Dr. Rebekah Woods Fall quarter wrapped up: Classes have ended and finals are over. Grades were due today. Legislative Event: On Monday morning the College and Walla Walla Community College hosted the annual event. All but two of our legislators attended. The highlight of the meeting were our amazing students that shared their stories and the impact our colleges have had on them. WACTC met on Thursday and Friday of this month. Amazon is advocating for a bill this year with the legislature that would allow all CTCs to offer a BS in Computer Science, rather than just the BAS in Computer Science. They want the Seattle Promise to be able to	

<p>By, CEO, Foundation</p>	<p>help them diversify their employees, but want the BS degree credential rather than the BAS. This is not something our system will be advocating for, but are supportive of continuing to explore the concept.</p> <p>Senator Christine Rolfes, Chair of the Senate Ways and Means, and Representative Timm Ormsby, Chair of the House Appropriations Committee, spoke with WACTC and shared their current projections on the state’s budget and legislative priorities for next year. They reiterated positive news related to the state’s budget and the impact on our system.</p> <p>ACT shared that they will be sending a \$250 scholarship to each of the Transforming Lives nominees in the system for the first time. Our Foundation will also be providing a \$500 scholarship for all our students. All the nominees have been invited to the January board meeting.</p> <p>Stimulus Bill: The bill includes more money for higher education than the CARES Act and more flexibility in spending. This money could help to support DACA students.</p> <p>Theater Production: Dr. Woods attended a virtual play production of <i>Kid Simple: A Radio Play in the Flesh</i> performed live by our theater department, but aired on Zoom. Each student performed their role within their own personal plexi-glass booth.</p> <p>MLK Spirit Award: The request is out seeking nominations for our next MLK Spirit Award winner. The award recognizes a student, faculty or staff member, or community member who strongly believes in equality and social justice; and whose contributions to society reflect the spirit, philosophy and teachings of Dr. Martin Luther King Jr. We are in the process of brainstorming some virtual options for the January ceremony. Nominations are due Thursday, December 17.</p> <p>ACT Trustee Tuesdays: The first Trustee Tuesday presentation on the Carver Model will be held virtually on December 22.</p> <p>Erin Fishburn Scholarships from the fall cycle were awarded this month. Total amount for 2020 was \$993,000 and went to 683 students. The first scholarship cycle of 2021 will open on January 1st and close on February 28th.</p> <p>Year-end Communication-One last push for donor communication and fundraising. Year-end appeals went out last week to both donors and lapsed donors. Holiday cards are going out, and we will be delivering cookies this week to endowment donors.</p> <p>RFP-A subcommittee is currently reviewing investment advisor proposals. Seven companies’ submitted proposals. Four of the companies will be contacted for interviews in early January.</p>	
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	<p>Donations-Women Helping Women Fund are providing \$10,000 for emergency funding specific to the Trio program. CH2M Hill has indicated that they will be sending an additional \$20,000 and Northwest Farm Credit Services will be making a significant donation to our Ag program that will be announced after the first of the year.</p> <p>Wrap-up/Planning-As we wrap up 2020 we are proud that in addition to the scholarships, the foundation gave over \$85,000 in support to over 150 students through the emergency fund. \$1.2 million was provided in program support. We have spent the past few weeks evaluating our efforts and developing our plan for 2021.</p> <p>Yoselin Mendez Rodriguez, ASCBC Vice President and Interim ASCBC President gave the newsletter highlights that were also included in the Board packets.</p>	
By, ASCBC	No Report.	
By, Faculty Senate Chair	No Report.	
By, AHE		
By, Board Members	<p><u>Trustee Siler:</u> 11/12: WSACT Legislative Action Committee Retreat Speaker: Senator Karen Keiser (33rd Legislative District, Senate President Pro Tempore; Chair, Senate Labor & Commerce Committee, Member, Health & Long Term Care and Ways and Means Committees) Speaker: Jan Yoshiwara, Speaker: Phyllis Kenney (SBCTC Board Member. Long Term Advocacy Task Force Chair) 11/12: ACC: Watch on Demand - Increasing the Pell Maximum Award Intro: Hose Miranda, Beginnings of Pell; Speaker: Cherly Pierre (director of financial aid operations, Broward College) If Pell is increased, we need to know positive impact it will have on community and future generations; Speaker: Ayman Mendoza (USC - Advisor); Speaker: Carrie Warwick (NCAN - Director of Policy); NCAN advocates for *Doubling the Pell / *FAFSA Simplification to ensure higher education is affordable and accessible to all students, the Pell grant must keep pace with the true cost of college. 11/13: WSACT: Fall Conference, Trustee Tactics section - I spoke as new trustee on panel along with Tacoma and Olympic trustees, Trustee Leadership section - Dr. Woods was on panel along with Spokane CC & Peninsula, Trustee Wellness section - Speaker Joe Piscatella 11/13: CBC Artist Lecture~ Conventions an Exhibition of Works by Tirazheh Eslami 11/18: WSU Access Center~ Disability and Intersectionality Speaker Series: From Pity to Human Rights to Value Based: The Case for Authentic Inclusion of People with Disabilities, Speaker: Sara Minkara ~ Lebanese, Muslim Woman who is Blind 11/20: WSDOH Health Support Team - Train the Trainer Disaster Behavior Health Curriculum, Trainers - Matt Brickell & Doug Dicharry 11/20: WSACT DEI Committee Meeting 12/1: WSU Alumni Association~ Validation: The Most Powerful Communication Tool You Were Never Taught, Speaker: Michael Sorenson (Author: I Hear You: The Surprisingly</p>	

<p style="text-align: center;"><u>Reports</u></p> <p>Cash Balance Report</p> <p>Variance Report</p> <p>Grants Report</p> <p>Discussion/Action First Reading – Board Policies Executive Limitations EL-5-EL-7</p> <p>Public Comments</p>	<p>Simple Skill Behind Extraordinary Relationships; Amazon Best Selling Self-Published)</p> <p>12/1: WSACT Education Committee Meeting</p> <p>12/4: Executive-Level Ethics Training, Speaker: Kate Reynolds</p> <p>12/4: WS ACT DEI Committee Meeting</p> <p>12/7: CBC & Walla Walla CC Annual Legislative Event</p> <p>12/8: WSU Alumni Association ~ Bridging the Multi-Generational Work Gap</p> <p>Speaker: Ryan Jenkins (trainer, speaker, author... Gen Z. Guide)</p> <p>12/10: ACCT ~ Parliamentary Procedures for Board Chairs, Speaker: Professional Registered Parliamentarian Connie Deford, former president of the National Association of Parliamentarians</p> <p><u>Trustee Page</u>: Attended the CBC/WWCC Legislative event.</p> <p><u>Trustee Harper</u>: Attended the CBC/WWCC Legislative event; attended ACT Legislative Action Committee on 11/12; co-chairing diversity committee on myTRI 2030; met with Trustee Siler.</p> <p><u>Trustee Gordon</u>: Attended the CBC/WWCC Legislative Meeting.</p> <p><u>Chair Jackson</u>: Attended the CBC/WWCC Legislative meeting; Chair Jackson is sitting on a Pasco City advisory committee. The MyTri 2030 efforts are building momentum. Chair Jackson will be stepping down as treasurer and will remain part of the executive team.</p> <p>Brian Dexter: The report is as expected. Trustee Jackson asked for a progress report on the Student Recreation Center. Conversation ensued.</p> <p>Brian Dexter: The report is as expected.</p> <p>Brian Dexter: Cheryl Holden and Michael Lee have been working with their teams this quarter to get the report updated.</p> <p>Discussion – Policy EL-6: Use “from” instead of “with” in the first paragraph sentence. Use “for” instead of “or” in sentence number 1.</p> <p>No Comments</p>	<p>Trustee Page moved and Trustee Harper seconded the motion to move the Board Policies Executive Limitations EL-5-EL7 to January consent agenda with noted changes. Approved unanimously.</p>
<p>Adjournment: 5:25 pm.</p>	<p style="text-align: center;">Next Board of Trustees’ Meeting Zoom Webinar January 11 , 2021 - 4 p.m.</p>	

Kedrich Jackson, Chair

Exhibit B

CBC in the News



December 2020

- [KNDU-TV: With Successful COVID-19 Safety Measures Columbia Basin College Adds More Residents to Sunhawk Hall](#)
- [KEPR-TV: CBC Beating National Average in Enrollment During Pandemic](#)
- [Tri-City Herald: CBC Looking for Tri-Citians to Honor with Annual Martin Luther King Award](#)
- [Tri-City Herald: Deciding Which College to Attend? Consider CBC \(guest opinion\)](#)
- [Tri-City Herald: \\$100,000+ Coming to Tri-Cities Area Nonprofits Thanks to 2 Hanford Contractors](#)
- [Tri-City Herald: WHL, NWAC Delay Season Start \(sports brief\)](#)
- [Tri-City Herald: Mid-Columbia Athletes Building Their Athletic Reputations Despite COVID Delays](#)
- [Power 99.1 Christmas Wish 2020 CBC Scholarship for Victoria](#)
- [KAPP-TV: Watch "Have Yourself a Merry Little Christmas" by CBC Jazz Ensemble](#)
- [Newstalk 610 KONA: CBC's Jay Frank Discusses the College's Running Start Program](#)
- [Newstalk 610 KONA: CBC's Jay Frank Discusses Successes in COVID Prevention at Sunhawk Hall](#)
- KUNW-TV Univision: Orgullo Comunitario (Carolina Martinez, unavailable online)
- KUNW-TV Univision: Orgullo Comunitario (Tania Preciado-Hermoso, unavailable online)
- [KUNW-TV Univision: Orgullo Comunitario \(Sandra Ochoa\)](#)



Exhibit C



ASCBC Board of Trustees Newsletter

Returning Activities

As we enter the winter quarter, ASCBC is continuing some of our more popular activities from fall quarter. We have seen continuous student engagement with these activities and are receiving positive feedback.

Activities such as:

The Best of YouTube: SLS – A weekly installment of some of our favorite YouTube videos. The SLS stands for Smile, Laugh, and Sigh. Each week we highlight a video to make students smile, another to inspire a laugh, and a final one to encourage relaxation. Students can then comment on the videos for a chance at winning a small prize.

Monthly Tuesday Trivia – An activity where students are quizzed on their knowledge of that month's movie or TV show. This quarter we are also adding a sports trivia quiz.

ASCBC Tunes, Spotify Playlists – A collaborated playlist of music recommended by CBC students.

Monthly Photography Contests – A photography activity where CBC students submit a photo showcasing that month's theme. The winner receives a gift card and their photo is highlighted in ASCBC Canvas.

Origami and Winter Wear Drive Success

We are pleased to share that ASCBC received over 100 origami sculptures that were made by our CBC students. Students received origami paper in their fall quarter ASCBC activity kit, and they were asked to share their creations to be donated to a local assisted living home. These origami sculptures were delivered to the TriCities Retirement Inn in Pasco prior to Christmas.

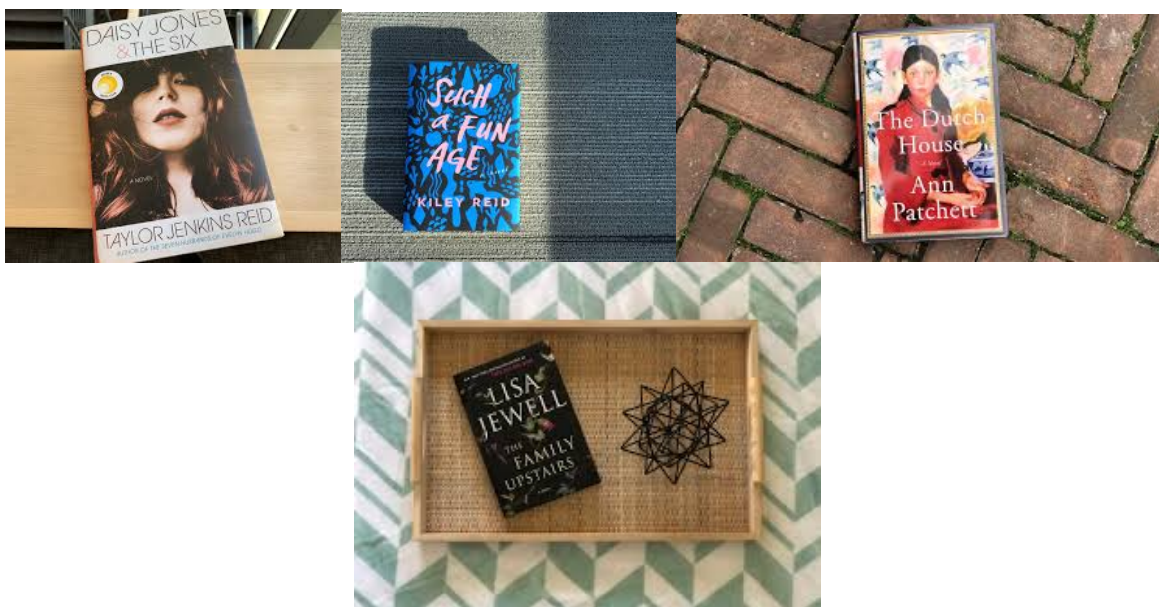
Thank you to all of the students who contributed to this event's success.

To add, the ASCBC Winter Wear Drive continues to be a success. ASCBC, in collaboration with Rec & Wellness and the CBC Food Pantry, served 22 students and their families by providing them with winter wear (gloves, socks, hats, scarves, etc.). We are continuing to collect winter wear donations at the CBC Food Pantry through Valentine's Day. Any donations not given out to CBC students will be donated to a local non-profit. Thank you to those students, faculty, and staff who have donated gently used or new items to this giveaway.

ASCBC Mindfulness Kits

ASCBC is pleased to announce that our mindfulness kits, which we did in place of the activity kits from last quarter, were a success! There were over 100 mindfulness kits made and all kits were given out to excited CBC students on the first day of winter quarter. Richland students were able to pick-up a kit from 10a-12p and Pasco students from 12:45-2:45p. The items in the kits will be used for mindfulness meditations throughout winter quarter. These meditations include tea meditations, breathing exercises, and a relaxing LEGO build. Even students who did not receive a kit will have the opportunity to participate. We will also host a discussion board in ASCBC Canvas where students can ask questions about the meditations and/or share their experiences.

Hawk Winter Read



ASCBC hosted a Hawk Winter Read over the winter break. Over eighty CBC students were given a free novel of their choice from four options offered to them (book cover photos above). ASCBC held optional book discussions on Zoom during the first week of winter quarter to talk about each book. Our primary goal was to allow our students to exit their screens for a while and read a newer piece of fiction. Our second goal was to give students an online opportunity to bond over a common read. While not all students participated in the Zoom book discussions, the majority of them did express thanks and enjoyment for the opportunity to read a newer piece of fiction over winter break. We would like to thank our local Barnes & Noble for partnering with us during this activity. They provided free shipping to students and a 20% discount on the book order.

Exhibit D

Columbia Basin Community College
Statement of Revenues, Expenses and Changes in Net Position
For December 31, 2020 (Unaudited)

	FY2021 DEC 2020	FY2020 DEC 2019
Operating Revenues		
Student tuition and fees, Gross	15,902,437	15,512,022
Auxiliary enterprise sales	1,415,161	1,505,423
State and local grants and contracts	6,852,858	6,662,095
Federal grants and contracts	2,141,797	924,402
Other operating revenues	(449,478)	840,567
Total operating revenue	25,862,776	25,444,510
Operating Expenses		
Salaries and wages	13,756,787	12,927,885
Benefits	5,001,815	4,623,802
Scholarships and fellowships, Gross	9,982,259	9,774,683
Operating Expenses	3,966,884	2,743,174
Purchased services	653,085	1,001,064
Depreciation	2,024,609	1,993,685
Supplies and materials	1,032,115	1,022,505
Utilities	443,883	445,372
Total operating expenses	36,861,437	34,532,170
Operating income (loss)	(10,998,661)	(9,087,660)
Non-Operating Revenues		
State appropriations	11,422,360	11,896,321
Federal Pell grant revenue	2,525,381	2,749,653
Investment income, gains and losses	103,452	145,948
Total non-operating revenue	14,051,193	14,791,922
Non-Operating Expenses		
Building fee remittance	(789,596)	(1,011,391)
Innovation fund remittance	(203,595)	(262,023)
Interest on indebtedness	(627,753)	(232,885)
Total non-operating expenses	(1,620,944)	(1,506,299)
Net non-operating revenues (expenses)	12,430,250	13,285,623
Income or (loss) before other revenues, expenses, gains, or losses	1,431,588	4,197,963
Capital appropriations	1,370,620	4,552
Increase (Decrease) in net position	2,802,209	4,202,515

Exhibit E

FY 2020 - Estimated Cash Balances - COLUMBIA BASIN COLLEGE

ASSETS FY2020-2021			
CASH			
1110	In Bank	\$	11,331,925
1120	Undeposited	\$	-
1130	Petty	\$	5,504
Total		\$	11,337,429
INVESTMENTS			
1210	Investments(ST/LT)	\$	19,283,042
Total		\$	19,283,042
ACCTs RECEIVABLE			
1312	Current	\$	607,850
1318	Unbilled	\$	774,274
1319	Other	\$	17,893
	Allowance for Accts Rec	\$	(35,504)
Total		\$	1,364,512
INTER/INTRA GOV RECEIVABLES			
1351	Due From Fed	\$	517,459
1352	Due From Other Gov	\$	635,776
1354	Due From Other Agency	\$	296,096
Total		\$	1,449,330
TOTAL ASSETS		\$	33,434,314
LIABILITIES			
CURRENT			
5111	Accts Payable	\$	431,254
5124	Accrued Salaries Pay	\$	-
5150	Due To State Treasurer	\$	1,358,694
5154	Due To Other Agency	\$	39,235
5158	Sales/Use Tax	\$	32,327
5199	Accrued Liabilities	\$	-
5173	COP Current Year P&I Due	\$	1,163,868
Total		\$	3,025,379
TOTAL LIABILITIES		\$	3,025,379

Cash Balance			
(ASSETS less LIABILITIES)		\$	30,408,935
Dedicated Balances			
1110	Student Supported Capital	\$	2,940,699
1110	3.5% - Needy Student Aid	\$	404,498
1110	Students S&A	\$	663,190
1110	Bookstore Operating Reserves	\$	500,000
1110	Technology Fee	\$	1,300,649
1110	Parking Fees	\$	561,827
1110	Basic Food Employment and Training	\$	177,381
Total		\$	6,548,243
Reserves Policy - (BOT Policies on Reserves)			
		Values	
	Operating Reserve	\$	8,600,000
	Unplanned Capital Repair and Replacement	\$	2,000,000
	Real Estate Debt Fund	\$	218,361
	Planned Future Operations	\$	2,850,000
	Capital Facilities Projects	\$	9,250,000
	Emergencies	\$	2,000,000
Total		\$	24,918,361
Operating Reserves Balance			
Existing Reserve balance less Dedicated Reserves and Emergency Reserves		\$	(1,057,669)

Exhibit F

POLICY TYPE: EXECUTIVE LIMITATIONS EL-8

POLICY TITLE: COMMUNICATION AND SUPPORT TO THE BOARD

The President, with sufficient and relevant support and assistance from the College Leadership team (Vice-Presidents and Deans), shall not fail to proactively communicate, provide information and counsel to the Board in a timely manner.

Accordingly, the President shall not:

1. Fail to submit Monitoring and Performance data reports required by the Board in a timely, accurate and understandable format that directly addresses provisions of the Board policies being monitored.
2. Let the Board be unaware of relevant trends, anticipated adverse media coverage, material external and internal changes, and particularly changes in assumptions upon which any Board policy has previously been established.
3. Fail to advise the Board if, in the President's opinion, the Board is not in compliance with its own policies, and particularly in the case of Board behavior which is detrimental to the work relationship between the Board and President.
4. Deprive the Board of as many staff and external points of view, issues and options as needed for fully-informed Board choices and decisions.
5. Present information in unnecessarily complex or lengthy format such that it fails to clearly differentiate between monitoring, Board decision preparation and other designated subject matter.
6. Withhold from the Board the support needed for its official functioning and communications.
7. Favor any Board Member or Members above the Board as a whole, except when fulfilling individual Board member requests for information.
8. Fail to report in a timely manner an actual or anticipated non-compliance with any Board policy.
9. Neglect to supply topics and/or issues that may need to be processed in its "required approval agenda." Such topics and issues are those delegated to the President, yet required by law or contract to be Board-approved, along with monitoring assurance pertaining thereto.

Date Adopted 7/1/97
Date Last Reviewed 5/11/20

POLICY TYPE: EXECUTIVE LIMITATIONS EL-9

POLICY TITLE: EMERGENCY EXECUTIVE SUCCESSION

To protect the Board from sudden loss of Chief Executive services, the President shall not have fewer than two other executives familiar with Board and Chief Executive issues and processes.

POLICY TYPE: EXECUTIVE LIMITATIONS EL-10

POLICY TITLE: TENURE

The Board of Trustees reserves the authority to grant tenure, extend the tenure and review process for probationary faculty, and dismiss tenured faculty at Columbia Basin College. Additionally the Board reserves the authority to renew or not renew contracts for probationary faculty, and to dismiss probationary faculty.

Accordingly, the President will not:

1. Fail to submit recommendations to the Board to grant or deny tenure to faculty.
2. Fail to submit notice of sufficient cause for tenured faculty member dismissal through dismissal review proceedings for Board consideration and decision.
3. Fail to submit recommendations to the Board for the renewal or non-renewal of contracts for probationary faculty.
4. Fail to submit recommendations to the Board to issue the final order to dismiss probationary faculty

Exhibit G

POLICY TYPE: EXECUTIVE LIMITATIONS EL-5

POLICY TITLE: TREATMENT OF ASSET PROTECTION

Through operational compliance and leadership, the President shall not allow assets to be unprotected, inadequately maintained nor put at risk.

Accordingly, the President shall not:

1. Unnecessarily expose the organization, its Board or staff to claims of liability.
2. Fail to protect intellectual property, information and files from vulnerability, loss or significant damage.
3. Receive, process or disburse funds under controls that are insufficient to meet the Auditor's standards.
4. Jeopardize nor damage the organization's public image or credibility, particularly in ways that would hinder its accomplishment of mission.

POLICY TYPE: EXECUTIVE LIMITATIONS EL-6

POLICY TITLE: FINANCIAL PLANNING

Fiscal planning shall not deviate materially from the Board's *Ends* policies nor risk fiscal jeopardy. Accordingly, the President shall not cause or allow financial planning which:

1. Plans the expenditure in any fiscal year for more funds than are conservatively projected to be received in that period, plus accumulated reserve.
2. Contains insufficient and unnecessary information that limits or restricts credible projection of revenues and expenses, separation of capital and operational items, cash flow and disclosure of planning assumptions.
3. Limits or restricts sufficient funds for Board prerogatives during the year as set forth in the Board's annual activity and travel plans.

POLICY TYPE: EXECUTIVE LIMITATIONS EL-7

POLICY TITLE: FIDUCIARY RESPONSIBILITY / FINANCIAL CONDITION AND ACTIVITY

The Board of Trustees reserves the authority to set policies for and review the Financials and associated status for the College at a frequency determined by the Board. With respect to the Board's actual and continuous fiduciary responsibility, and the College's financial health, the President shall not fail to promote fiscal integrity and shall avoid material deviation from Board-approved priorities.

Accordingly, the President shall not:

1. Expend more funds than have been approved by the Board (via policy decisions) in the fiscal year, unless there has been Board's approval to do otherwise.
2. Expend more funds than have been received in the fiscal year to date, plus the accumulated Reserve, unless the Board-approved debt guideline is met.
3. Incur debt in an amount greater than that which can be repaid by certain and otherwise unencumbered revenues within the current year, nor can be repaid from accounts specifically established for such purpose.
4. Jeopardize fiscal integrity by expending College funds in a manner that will result in a zero nor negative fund balance at the close of the fiscal year.
5. Fail to settle payroll and debts in a timely manner.
6. Allow tax payments or other government-ordered payments or filings to be overdue and inaccurately filed.
7. Acquire, encumber nor dispose of real property without Board approval.
8. Fail to aggressively pursue receivables after a reasonable grace period.
9. Fail to provide to the Board, at their designated frequency, reports on the College's current financial condition that will continually enhance the Board's ability to meet its fiduciary responsibility.
10. Accept gifts or grants that are not in the best interest of the College, and not obligate the College to make future expenditures using funds other than those created by the gift or grant without Board approval.

11. Fail to maintain an Operating Reserve to a level approved by the Board, to provide for such items as, but not limited to:
- a. Current Operations
Reserve of 2 months operating expenditures consisting of the general operating budget funds
 - i. 001 State General (appropriation),
 - ii. Running Start portion of 145 Grants and Contracts,
 - iii. 148 Dedicated Local (fees),
 - iv. 149 Local General (tuition)
 - b. Emergencies
Reserve to provide for unforeseen natural or manmade disasters to support business continuity and recovery actions.
 - c. Unplanned Capital Repair & Replacement
Reserve to cover the largest system or component failure that might occur in or outside the biennial, legislatively funded, capital repair and minor improvement funding. Examples include roofs, HVAC, and electric, water, and sewer systems.
 - d. Real Estate Debt
Reserve to provide funding for real estate acquisition and debt service needs not provided for by State resources.
 - e. Planned Future Operations
Reserve for future new program offerings, which have been recognized by the campus as appropriate and within the educational mission of the College. The Reserve will recognize each specific project and provide an allocated amount for each.
 - f. Capital Facilities Projects
Reserve to provide for capital facility projects not covered by or to supplement State resources.

The President will not fail to annually recommend to the Board an amount to be set aside to maintain this fund, which is subject to approval by the Board.