

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

April 11, 2022
Beers Board Room & Virtual
7:30 a.m.

Agenda

Call to Order

Pledge of Allegiance

***Agenda Changes**

***Approval of Minutes**

March 21, 2022 Board of Trustees' Meeting

Exhibit A

Celebrating Excellence

Directed Self Placement (DSP)

Mason Bailie
Crystal Conner
Janet Garza
Darian Holcomb

Annalee Kodman
Kelsey Myers
Bob Pedersen
Dima Serhiychuk

Lendah Siah
Kim Trinh
Kristen Wilson

Initiative for Diversity, Equity, Antiracism & Leadership (IDEAL) Fellowship

Bennie Moses
Ezekiel Akinbade, Student
Canela Alcaraz, Student

Alexis Blakes, Student
Shaina Griffiths, Student
Maya Hitchman, Student

Edgar Tlatenchi, Student
Ariah Yager, Student

Linkage with Community

Cinthia Alvarez Lucatero, Chair, Tri-Cities Latino Community Network

Annie Warren, Planning Committee Member, Tri-Cities Latino Community Network

Remarks

By Administration

President

CEO, Foundation

Exhibit B

By ASCBC

By Faculty Senate Chair

By AHE

By Board Members

Exhibit C

Reports

Cash Balance Report

Variance Report

Fall Mission Fulfillment Monitoring Report

Exhibit D

Exhibit E

Exhibit F

***Discussion/Action**

Resolution 22-01, Acquisition of Property

Resolution 22-02, Library Remodel

Exhibit G

Exhibit H

Discussion

First Reading – Board Policies Board-Staff Linkage BLS 1-5

Exhibit I

***Consent Agenda**

Board Policies Governance Process GP-5 – GP-8

Exhibit J

Public Comments

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 2022

- Spring classes begin, April 4
- Board of Trustees' Meeting, April 11, 7:30 a.m.
- Trustee Tuesday, April 12, 8:00 a.m., Retreats: Why Have One? [Registration Zoom Link](#)
- ctcLink "Go-Live" Date, April 25

May 2022

- Tenured Faculty Reception, May 9, 3:00 – 4:00 p.m., Thornton Courtyard
- Board of Trustees' Meeting, May 9, 4:00 p.m.
- ACT Transforming Lives Award Recognition, May 19, 10:30 a.m., Tacoma
- ACT Spring Conference, May 20, Silver Cloud Hotel @ Point Ruston Waterfront, Tacoma

June 2022

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

Exhibit A

Columbia Basin College
Board of Trustees' Meeting Minutes
March 21, 2022
Hybrid Meeting 7:30 a.m.

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

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

In-Person Attendees: Eduardo Rodriguez, Michael Lee, Camie Glatt, Jay Frank, Erin Fishburn, Brian Dexter, Abby DeSteeese, Matt Boehnke

Virtual Attendees: Jason Engle, Cheryl Holden, Rod Taylor, Keri Lobdell, Kelsey Myers, Jesus Mota, Douglas Hughes, Lane Schumacher, Josh Ellis, Shaina Griffiths, Kristina Wildenborg, Daphne Larios, Ericka Garcia, Kevin Hartze, Steve Danver, Alice Schlegel, Kay Lynn Stevens, Melissa Mitchell, David Rodney, James Fullmer, Tina Ellis, Andrew Godinez

The Agenda	The Discussion	Action
Call to Order		Meeting called to order by Trustee Jackson at 7:31 a.m.
Pledge of Allegiance	Trustee Jackson led the Pledge of Allegiance.	
Agenda Changes	None	
Approval of Minutes	February 14, 2022 Meeting Minutes Discussion - None	Trustee Harper moved and Trustee Rivas de Bredt seconded the motion to approve all minutes as written. Approved unanimously.
<u>Celebrating Excellence</u> Cyber Hawks Matt Boehnke , Assistant Professor of Computer Science James Fullmer , Student Andrew Godinez , Student David Rodney , Student Tina Ellis , Student	Matt Boehnke, Assistant Professor of Computer Science, attended the meeting in person and gave a brief introduction for Cyber Hawks. The CBC Cyber Hawks Team is made up of students with very diverse backgrounds all working toward a degree in Cyber Security. The Team participated in the DOE's CyberForce Competition in November 2021 with over 100+ other colleges and universities. This competition provided a critical infrastructure focused scenario with real-life anomalies and constraints for team members to apply the theories learned in the classroom setting to possible real-life threats. Team members appreciated the opportunity Cyber Hawks provides by allowing peer collaboration and the chance to apply classwork to cyber threats faced by organizations, governments and companies throughout the world. Andrew Godinez, current President of Cyber Hawks, mentioned cyber security is looking toward the future of a cloud-based environment. Professor Boehnke noted there is a big push for students with data analysis, big data and forensic analysis tools.	Trustee Jackson and President Woods thanked the Cyber Hawks and Professor Boehnke for participating in the Board meeting and providing additional insight into the needs of students pursuing a degree in cyber security.
<u>Remarks</u> By Administration, President	President Woods provided an update on the Student Recreation Center (SRC). Due to supply chain issues, the SRC occupancy will most likely be delayed. CBC submitted a new capital project request to the state board for a new Center for Applied Science and Agriculture (CASA). This is a temporary working name that will not necessarily be the actual name once built. The new building would house many of our STEM programs – robotics, engineering technology, environmental science and physics – and would be located south of the current CTE building. Prior to construction many of the buildings in the I-Complex would be removed. This project was approved and is #4 on a new list of 20 projects. Depending on the amount of capital funding our system receives	

	<p>their leadership skills. This is provided as part of the College's course catalog, but is not for credit. Sign-ups are now open for spring quarter Leadership Council.</p> <p>ASCBC, in collaboration with the CBC Sustainability Committee, will be hosting an Arbor Day Tree planting on April 13 at 1pm. Then on April 21 at 8:00 p.m., in collaboration with Rec & Wellness, ASCBC will be hosting a glow hike on Badger Mountain. Wearable glow sticks and snacks will be provided to participants. Another hike, in collaboration with the Vets Center, will take place on Candy Mountain. Other scheduled activities include "Speed Friending," similar to speed dating, and an 80's movie night in June.</p>	
By Faculty Senate Chair	<p>Kristina Wildenborg, Faculty Senate Chair, briefed the Board on a new learning community for pre-health science students established by Amy Donovan, Assistant Professor of Biology, and Kay Lynn Stevens, Professor of Psychology. The learning community includes Psychology 100 and Biology 160. Kristina thanked Assistant VP for Communications & External Affairs, Jay Frank, for his help identifying possible ways to promote courses and learning communities.</p>	
By AHE	<p>No AHE representative present.</p>	
By Board Members	<p><u>Trustee Harper</u> Nothing to report</p> <p><u>Trustee Siler</u></p> <ul style="list-style-type: none"> • 2/15: ACT Education Committee meeting • 2/16: WSU School of Environment Lecture, Topic: Environmental Justice in Rural America • 2/17: GCHC community health workers and paramedic medicine, Topic: Training for Everyday Citizens • 2/23 & 2/24: NW Regional Equity Conference hosted virtually by Clark College • 3/8: ACT Trustee Tuesday, Topic: Budget and Finance • 3/15: ACT Education Committee meeting • 3/16: Columbia Basin SHRM meeting, Topic: Civility in the Workplace • 3/18: ACT DEI Committee meeting <p><u>Trustee Rivas de Bredt</u> Looking forward to participating in the following events:</p> <ul style="list-style-type: none"> • 4/1: Tri-Cities Hispanic Chamber of Commerce Annual Membership Dinner • 6/26: Mariachi Festival <p><u>Trustee Jackson</u></p> <ul style="list-style-type: none"> • 3/4: Attended the final home basketball games in the current gymnasium before demolition later this spring. VP for Student Services, Cheryl Holden, honored returning CBC Women's Basketball alums during halftime of the women's game. <p><u>Trustee Page</u></p> <ul style="list-style-type: none"> • 3/18: Joined President Woods for a 1:1 meeting • Past couple of weeks – reviewing faculty tenure files 	

<u>Reports</u> Cash Balance Report Variance Report	VP for Administrative Services, Eduardo Rodriguez, provided highlights from the Cash Balance and Variance Report.	
<u>Discussion</u> First Reading – Board of Trustees’ Policies Governance Process GP-5 through GP-8	College staff suggested some changes of wording, grammatical changes and corrected typographical errors to GP-5 through GP-8. The trustees agreed with the suggested changes for these policies and thanked Melissa McBurney for her excellent suggestions.	Trustee Siler moved and Trustee Page seconded a motion to move the Board of Trustees’ Policies Governance Process GP-5 through GP-8 to the April 2022 consent agenda. Approved unanimously.
<u>Consent Agenda</u> Second Reading – Board of Trustees’ Policies Governance Process GP-1 through GP-4	No discussion or proposed modifications at this time.	Trustee Page moved and Trustee Harper seconded a motion to approve the Board of Trustees’ Policies Governance Process GP-1 through GP-4 as written. Approved unanimously.
<u>Public Comments</u>	Professor Matt Boehnke thanked Jay Frank for the Communication and Marketing Team’s support of CBC with their professional print and social media. He appreciated features highlighting interviews with CBC students.	
<u>Executive Session</u> Move to Executive Session at 8:23 a.m. Expected return to Public Session at 8:55 a.m.	RCW 42.30.110(1)(b): To consider the selection of a site or the acquisition of real estate by lease or purchase when public knowledge regarding such consideration would cause a likelihood of increased price. RCW 42.30.110(1)(f): To evaluate complaints brought against a public employee. RCW 42.30.110(1)(g): To review the performance of a public employee	
Return from Executive Session at 8:56 a.m.	Return to public meeting.	
<u>Discussion/Action</u> Findings from Executive Session Faculty candidates for continued probationary status and granting of tenure	Trustee Jackson announced that the Board will accept the findings provided in Executive Session. Trustee Jackson announced that the Board will continue tenure for first- and second-year faculty probationers and continue tenure for two faculty not yet completing the full third year probationary period. In addition, tenure would be granted for those third-year probationers who have completed the full third year probationary period.	Trustee Siler moved and Trustee Harper seconded a motion to accept the findings provided in Executive Session. Approved unanimously. Trustee Harper moved and Trustee Page seconded a motion to continue tenure for first- and second-year faculty probationers and continue tenure for two faculty not yet completing the full third year probationary period. In addition, tenure would be granted for those third-year probationers who have

		completed the full third year probationary period. Approved unanimously.
Adjournment: 8:58 a.m.	Trustee Jackson adjourned the meeting at 8:58 a.m.	
	Next Board of Trustees' Meeting Beers Board Room & Zoom Webinar April 11, 2022 - 7:30 a.m.	

Kedrich Jackson, Chair

Exhibit B

CBC in the News



March 2022

[KNDU-TV: One Hanford holds virtual hiring event](#)

[KNDU-TV: Tri-cities women encouraging diversity inclusion and empowerment on International Women's Day](#)

[KUNW-TV: "Orgullo Comunitario"- CBC Employee and Alumni Glendy Ibarra](#)

[KUNW-TV: Facebook- Orgullo Comunitario- Glendy Ibarra](#)

[KUNW-TV: "Orgullo Comunitario"- CBC Student David Ramirez](#)

[KNDU-TV: Facebook- "Orgullo Comunitario" - David Ramirez](#)

[KUNW-TV: "Orgullo Comunitario"- CBC Student Carmen Mendez](#)

[KUNW-TV: Facebook- Orgullo Comunitario- Carmen Mendez](#)

[KUNW-TV: "Orgullo Comunitario"- CBC Student Evelyn Ortega](#)

[KUNW-TV: Facebook- "Orgullo Comunitario"- Evelyn Ortega](#)

[98.7 NewsTalk KFLD: CBC to 'Retire' Legendary Gym, Last Hoops Game Friday March 4](#)

[Tri-City Herald: NWAC Basketball](#)

[Tri-City Herald: Spring sports starts this weekend + Tri-Cities basketball players honored](#)

[Tri-City Herald: Former Tri-Cities fire chief to be paid \\$400,000+ in lawsuit over racial discrimination](#)

[Tri-City Herald: Hanford grad Bennett has great start at Lehigh; Dust Devils get new manager](#)

[Columbia Basin College Facebook: Tri-Cities Virtual Job Fair](#)

[SpotOnIdaho.com Idaho College Athletics: North Idaho College Men's Basketball vs. Columbia Basin \(Video\)](#)

[NevadaAppeal.com: Fallon educator named lyon county board](#)

[cdapress.com- Coeur d'Alene/ Post Falls Press: NIC ROUNDUP](#)

[FieldLevel.com: Cristian Cross Announces Commitment to Play Men's Basketball at Columbia Basin College](#)

[nicsentinel.com- The Sentinel: Cardinals win against Columbia basin on sophomore night](#)



Exhibit C



An Invitation to the Arbor Day Tree Planting & Our Celebration of Trees

When: Wednesday, April 13, 1:00 p.m.

Where: Behind the A Building (west side), Pasco Campus

In collaboration with the CBC Sustainability Committee, we are excited to have this annual event in-person again. We will be planting a memorial maple tree for our former colleague and friend, Brady Brookes, as well as two other trees to add to our campus's urban forest. Students in attendance will receive Arbor Day T-shirts and flower seed packets, supplied by ASCBC. Faculty and staff may also be able to receive these items once we have accommodated the student attendees. This event meets the requirements of our Tree Campus USA designation through the National Arbor Day Foundation. This event is open to everyone including the community. We recommend that attendees wear athletic shoes and clothing that can get dirty. All other supplies for tree planting will be provided by our CBC grounds & landscaping team.

In addition to this in-person celebration of trees, we will also be hosting two online activities through ASCBC Canvas for students to enjoy, which open on Monday, April 11 and conclude on Earth Day, April 22.

To learn more about our campus's urban forest and our Tree Campus designation, we invite you to watch [Celebrating Campus Trees at CBC](#).

ASCBC Visits Different CBC Services

Throughout winter quarter, the three ASCBC student leaders interviewed different CBC offices about their services. The goal was to educate ourselves but also share what we had learned with other students. Each of us visited seven offices for a grand total of 21 offices visited. Post interview, we wrote descriptions of what we had learned and those descriptions are appearing in the weekly ASCBC Canvas update to the student body. Doing this has been a wonderful experience, and we appreciate all of the CBC offices that participated.

Earth Day Glow Hike

In collaboration with Rec & Wellness, we will be hosting a glow hike on Badger Mountain the night before Earth Day, April 21. The hike will be from 8:00-10:00 p.m. Wearable glow sticks and snacks will be provided to participants. We hope students can enjoy nature and get healthy together!

Thank you for your continued support of ASCBC. Happy Spring!

Exhibit D

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

ASSETS FY2021-2022		
CASH		
1110	In Bank	\$ 11,576,987
1120	Undeposited	\$ -
1130	Petty	\$ 5,504
Total		\$ 11,582,491
INVESTMENTS		
1210	Investments(ST/LT)	\$ 22,339,787
Total		\$ 22,339,787
ACCTs RECEIVABLE		
1312	Current	\$ 223,564
1318	Unbilled	\$ -
1319	Other	\$ 13,403
1342	Allowance for Accts Rec	\$ (35,504)
Total		\$ 201,463
INTER/INTRA GOV RECEIVABLES		
1350	Due From Other Funds- VPA	\$ 1,484,399
1351	Due From Fed	\$ 340,827
1352	Due From Other Gov	\$ 1,163,654
1354	Due From Other Agency	\$ 9,656,773
Total		\$ 12,645,653
TOTAL ASSETS		\$ 46,769,394
LIABILITIES		
CURRENT		
5111	Accts Payable	\$ (276,704)
5124	Accrued Salaries Pay	\$ 1,570,104
5150	Due To Other Funds- VPA	\$ 271,745
5154	Due To Other Agency	\$ -
5158	Sales/Use Tax	\$ -
5199	Accrued Liabilities	\$ -
5173	COP Current Year P&I Due	\$ 475,000
Total		\$ 2,040,146
TOTAL LIABILITIES		\$ 2,040,146

Cash Balance		
(ASSETS less LIABILITIES)		\$ 44,729,248
Dedicated Balances		
1110	Student Supported Capital	\$ 2,971,163
1110	3.5% - Institutional Financial Aid	\$ 320,370
1110	Students S&A	\$ 1,046,395
1110	Bookstore Operating Reserves	\$ 500,000
1110	Technology Fee	\$ 1,869,441
1110	Parking Fees	\$ 731,693
1110	Basic Food Employment and Training	\$ 178,769
Total		\$ 7,617,830
Reserves Policy - (BOT Policies on Reserves)		
		Values
	Operating Reserve	\$ 8,600,000
	Unplanned Capital Repair and Replacement	\$ 2,000,000
	Real Estate Debt Fund	\$ 176,520
	Planned Future Operations	\$ 2,354,214
	Capital Facilities Projects	\$ 13,764,554
	Emergencies	\$ 2,000,000
Total		\$ 28,895,288
Operating Reserves Balance		
Existing Reserve balance less Dedicated Reserves and Emergency Reserves		\$ 8,216,130

Exhibit E

FY2122 Operating Funds Variance Report

% of Fiscal YR: 74.25%

3/29/2022

As of February Month End 2022

AS of February Month End 2022

By FUND					% of Bdgt Exp	% of Rev Exp	% of Bdgt Rev
					EXP/BDGT	EXP/REV	REV/BDGT
*State Allocation 101,123,3E0,BK1,BG1,BD1,PS0,CE1,031,071,091,DD1,112	000	EXP BDGT	\$30,625,713	<div></div>	53.19%	56.35%	94.40%
		EXP	\$16,291,015	<div></div>			
		REV (Alloc)	\$28,911,310	<div></div>			
Local Fees	148	EXP BDGT	\$3,067,061	<div></div>	60.12%	82.48%	72.89%
		EXP	\$1,843,951	<div></div>			
		REV	\$2,235,554	<div></div>			
Local Tuition	149	EXP BDGT	\$20,835,764	<div></div>	54.66%	112.00%	48.81%
		EXP	\$11,389,308	<div></div>			
		REV	\$10,169,239	<div></div>			
Contracts	146	EXP BDGT	\$1,574,221	<div></div>	58.48%	21.25%	275.16%
		EXP	\$920,668	<div></div>			
		REV	\$4,331,653	<div></div>			
TOTALS		EXP BDGT	\$56,102,759.00		54.27%	66.70%	81.36%
		EXP	\$30,444,942.43				
		REV BDGT	\$54,955,567.00				
		REV	\$45,647,756.15				

BY OBJ, ALL FUNDS COMBINED		BDGT	EXP	EXP/BDGT	NOTES:
SALARIES	A	\$33,908,982.00	\$17,803,967.59	52.51%	Revenue:
BENEFITS	B	\$11,362,549.00	\$6,098,223.67	53.67%	STATE:
PROFESSIONAL SERVICES CONTRACTS	C	\$406,409.00	\$127,995.84	31.49%	per State Allocation #5
GOODS & SERVICES	E	\$6,788,808.00	\$5,384,378.32	79.31%	
TRAVEL	G	\$607,354.00	\$113,099.05	18.62%	
CAPITAL OUTLAYS	J	\$916,264.00	\$455,910.11	49.76%	Object Code Note:
GRANTS BENEFITS & CLIENT SVCS	N	\$861,960.00	\$468,967.70	54.41%	P COP payoff made in Nov 2021
DEBT SERVICE	P	\$1,708,132.00	\$0.00	0.00%	
INTRAAGENCY REIMBURSEMENTS	T	Revenue Bdgt (\$457,699.00)	(\$7,599.85)	1.66%	
		\$56,102,759.00	\$30,444,942.43	54.27%	

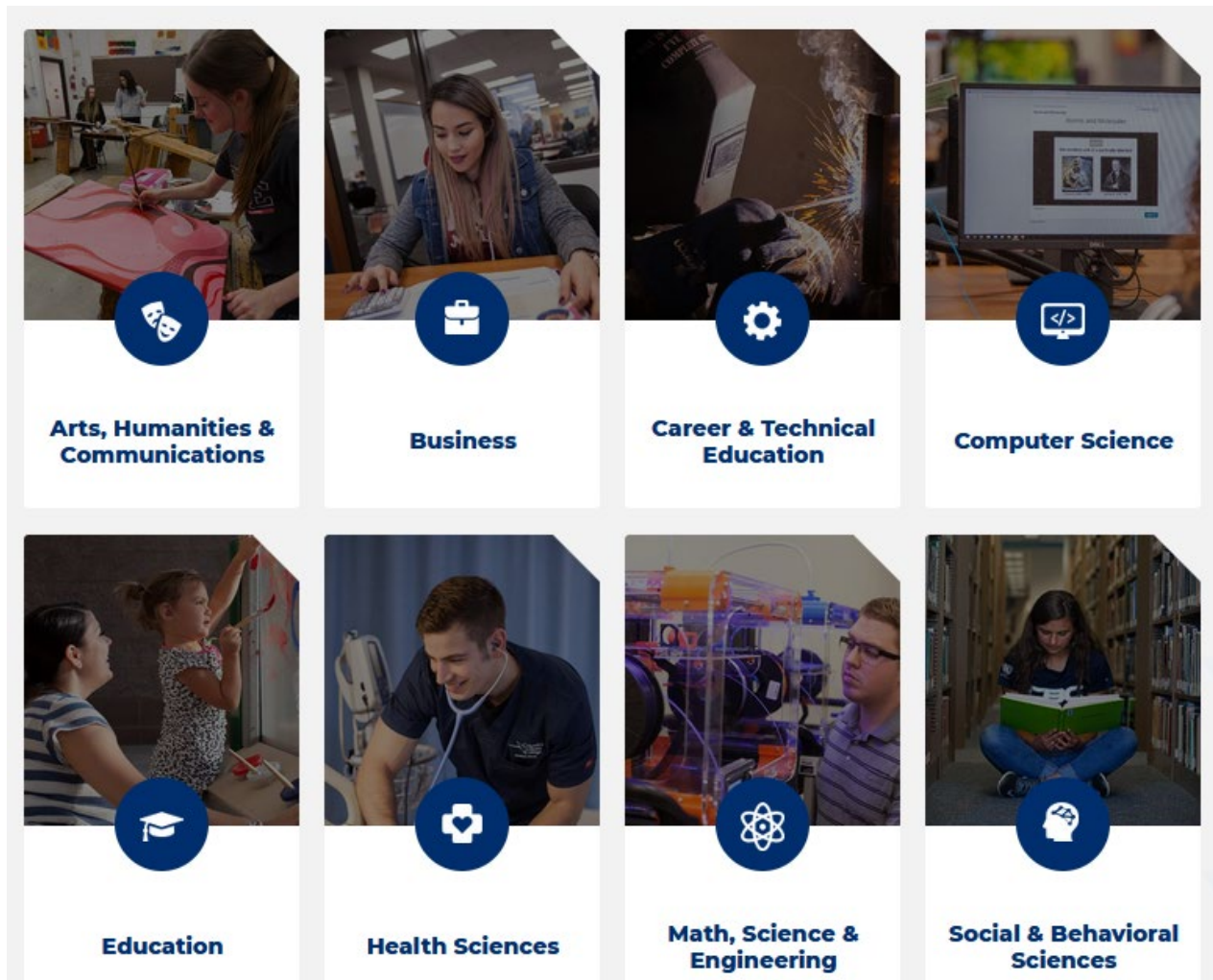
\$0.00

\$0.00

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

CBC Institutional Progress Fall Update: 2021-22



April 6, 2022

Columbia Basin College
Authored by: Institutional Research

CBC Institutional Progress Fall Update: 2021-22	1
Background	2
Executive Summary	3
Mission Fulfillment Results (Overall Strengths and Opportunities)	3
Entry Year Student Identification (Changing Mix of Academic vs Prof/Tech Students)	4
Charts: Fall Leading Indicators and Year End Forecasts.....	4
(2019-20 Cohort) Three Year Completion (28.5% to 26.3%)	5
(2020-21 Cohort) Two Year, 45 Credit Completion (37.8%% to 42.2%).....	6
(2020-21 Cohort) Retention: First Year – Fall to Fall (48.7% to 45.6%).....	7
(2021-22 Cohort) Course Success in First Year Forecast (46.8% to 46.4%)	8
(2021-22 Cohort) One Year, 30 Credit Completion (42.3% to 43.2%).....	9
(2021-22 Cohort) One Year, College Level English (34.4% to 40.3%).....	10
(2021-22 Cohort) One Year, College Level Math (31.2% to 36.8%).....	10

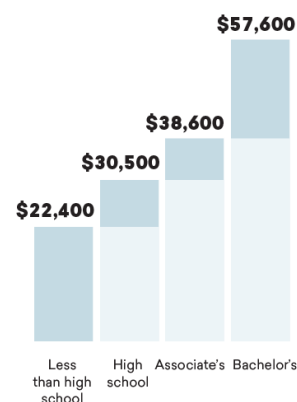
Background

Degree completion has proven to be the primary driver of both student and public value of the community college. This student and public value is based on broad-based, repeated/replicated research over several decades. Additionally, the value of a degree, and its predictors, provide the basis for educational interventions to affect completion – which are embodied in many Guided Pathways interventions.

The Student and Public Value of CBC Degree Completion is High.

In 2016, 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 fourfold (only measurable benefits), with an annual rate of return of 16.7% and the annual rate of return for taxpayers was 11.4%. Most of this economic value is driven by increased productivity and wages commended by a degree. At the midpoint of their career, Associate’s degree students earned over \$8,000 more annually than their peers with only a high school diploma (Figure 1). 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 its key predictors (critical basic conditions), and those measures were refined and updated in December 2021 after the first three-year cycle.

HIGHER EARNINGS BY EDUCATION LEVEL AT CAREER MIDPOINT IN WASHINGTON



Washington State Average Earnings Rise with Educational Attainment (EMSI 2016)

The “Steps to Success” as Predictors of Completion: The Importance of Early Indicators¹. While degree completion is the ultimate goal, it is not a particularly timely metric. Three years is a long time to wait for a

¹ Moore, C., Offenstien, 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).

final referendum on what has been accomplished three years prior. This puts a premium on finding the best “early predictors” 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 do a very good job in helping us forecast longer term student outcomes.² Over 80% of the variance in three year completion outcomes can be explained by only 13 indicators – many of which are included in this report. We repeat every year 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. In the first year, we can argue that the very first term in a student’s career is the most important part of that year.

Executive Summary

This report will be a bit less lengthy than our usual report. We have only one term behind us in these measures, and a few key metrics are sufficient to get a handle on our **first term performance** and get a sense of 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.

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 are quick one-page reviews of key measures.

Mission Fulfillment Results (Overall Strengths and Opportunities)

Table 1 shows “Overall Year to Year Change” in our Fall Leading Indicators and the results of very simple forecasting based on first term results.

Fall Strengths:

- **2021-22 Entry Cohort Math and English.** On the heels of a strong 2020-21 entry cohort, our first-year students who started in Summer or Fall of 2021 have done well in the first term compared to previous years. Early Math and English are seeing tremendous gains even after last year’s jump.
- **Additionally, Credit Attainment and First Year Course Success** have not moved significantly, appearing to solidify last year’s strong performance.

Fall Opportunities:

- **Fall to Fall Retention (down 3.1% overall).** This may not be too surprising given the Fall decrease in enrollment. Still it is the largest of concerns given the strength that the 2020-21 Entry Cohort had shown last year.
- **Three Year Completion (down 1.6% overall for Fall comparisons, down 2.3% in forecast).** We include this measure in “weakness” not because it has shown particularly strong movement, but because some early indicators of the 2019-20 Entry Cohort were modestly strong that might have led us to see this number higher. The higher number still may materialize in incoming graduation apps this year.

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*.

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

Fall Update Predictors	Cohort	Fall Leading Indicator Change	Forecast	HSI Equity (Leading Indicator)
Three Year Completion	2019-20	-1.6%	-2.3%	Small gain
Year 2 Credit Attainment 45 Credits	2020-21	3.9%	4.4%	Small gain
Retention	2020-21		Actual: -3.1%	Small decline
Course Success (2.0 or Better)	2021-22	-0.5%	-0.4%	Moderate gain
Year 1 30 Credit Attainment	2021-22	1.2%	0.9%	Small gain
College Level English	2021-22	6.5%	5.9%	Small decline
College Level Math Completion	2021-22	2.6%	4.6%	Large Gain

*Highlighted percentages are those that show appreciable change from the previous year.

Entry Year Student Identification (Changing Mix of Academic vs Prof/Tech Students)

Table 2 is more of a data note, but an important one. Our Entry Cohorts each year have been lower under COVID (“Overall” column indicating new, non-Running Start students), but the composition has changed as well. It’s possible that students are becoming more workforce minded under COVID, or that transfer students are less likely to enter. It is also likely that our identification of students has improved under Guided Pathways – where new students who used to be “UNDECIDED” are forced to choose programs, and that those program are increasingly Professional/Technical in nature.

Table 2. Entry Cohort Size – For Help in Interpreting Results

Cohort	Overall	Academic Transfer	Prof/Tech	Academic Transfer %
2017-18	1,422	1,071	351	75.3%
2018-19	1,456	1,109	347	76.2%
2019-20	1,403	948	455	67.6%
2020-21*	1,218	720	498	59.1%
2021-22*	1,113	636	477	57.1%

*-New Guided Pathways Coding Winter 2020

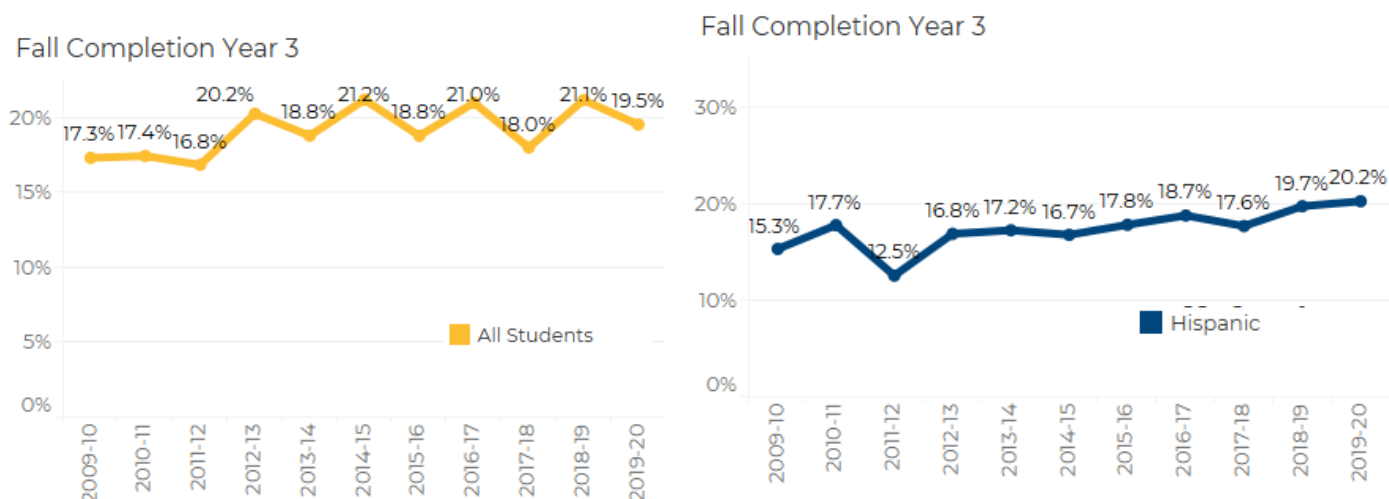
Charts: Fall Leading Indicators and Year End Forecasts

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 2021-22 results might look like – **in that first term**. Historically, these have done a good job in forecasting. With any prediction about the future: “past results do not guarantee future returns”, and COVID has made a lot of predictions look bad in post-secondary education as of late. *That said, if what we see is even halfway right this year, our metrics look on track to solidifying many of last year’s gains.*

The following pages show historical charts our measure changes in the Fall (updated in the Fall of 2021), what those changes might imply as a forecast to the end of the year, and quickly examine any potential equity changes.

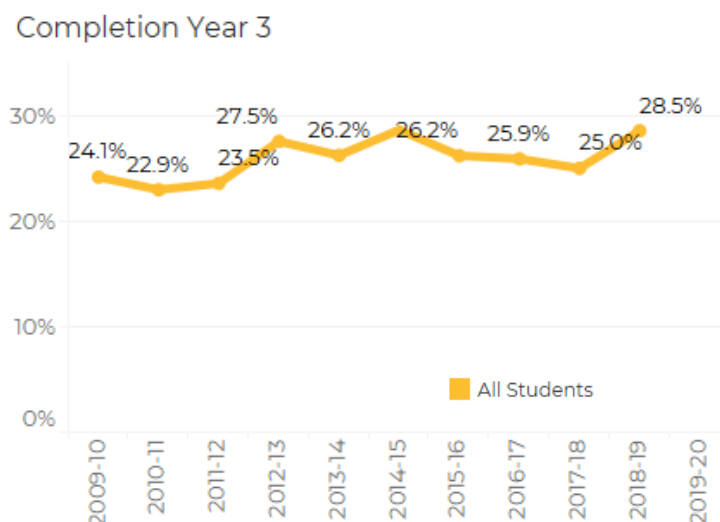
(2019-20 Cohort) Three Year Completion (28.5% to 26.3%)

Fall Leading Indicators of Three Year Completion – All Students and Hispanic/Latinx



Three year completion rates after Fall term of a student's third year have ranged from 18% to 21% historically. Last year, overall, completion by this time is 1.6% below last year, +0.5% for Hispanic students.

Forecast: Our simple forecast is for a 2.2% drop in three year completion to 26.3% and our completion + transfer to be between 32% and 33%, down from 34.4% by year's end



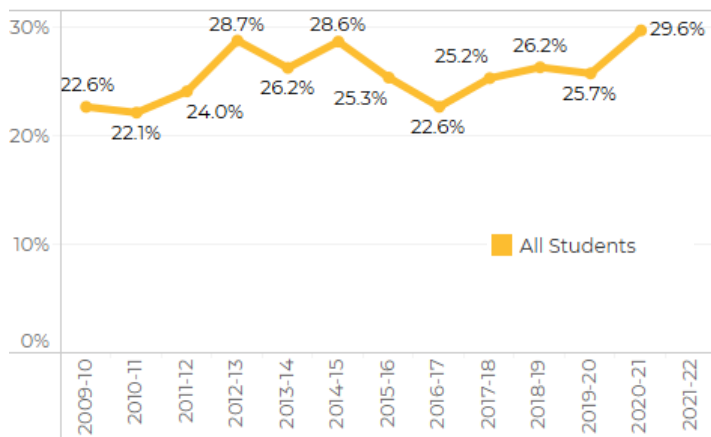
In the final two terms to the end of year, three year completion rates overall typically increase by 4-8%.

HSI Equity: Small gains (less than 2%)

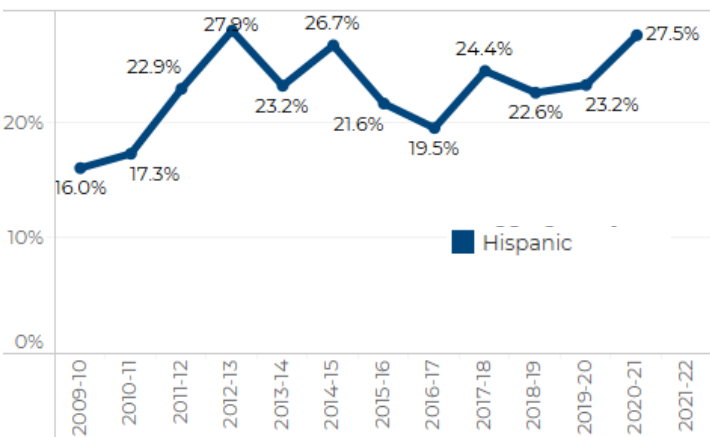
(2020-21 Cohort) Two Year, 45 Credit Completion (37.8%% to 42.2%)

Fall Leading Indicators of Two Year, 45 Credit Completion – All Students and Hispanic/Latinx

Fall 45 Credits or more (Year 2)



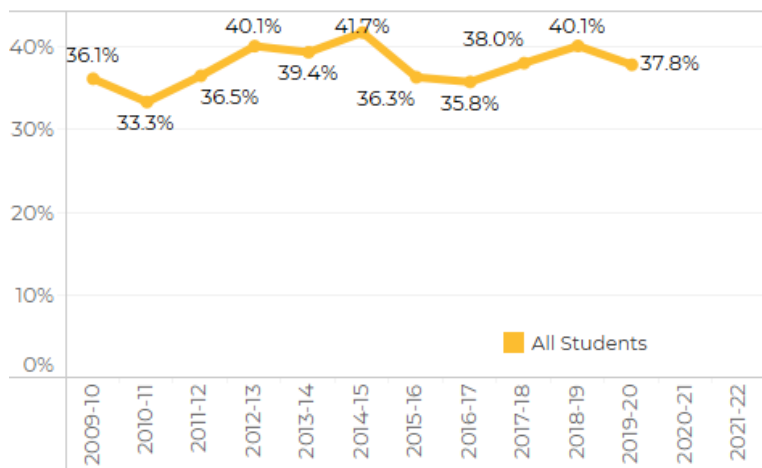
Fall 45 Credits or more (Year 2)



Two Year, 45 Credit Completion rates after Fall term of a student's third year have ranged from 22% to 30% historically. Last year, overall, completion by this time is 3.9% above last year, +4.3% for Hispanic students.

Forecast: Our simple forecast is for a 4.4% increase to 42.2%.

45 Credits or more (Year 2)

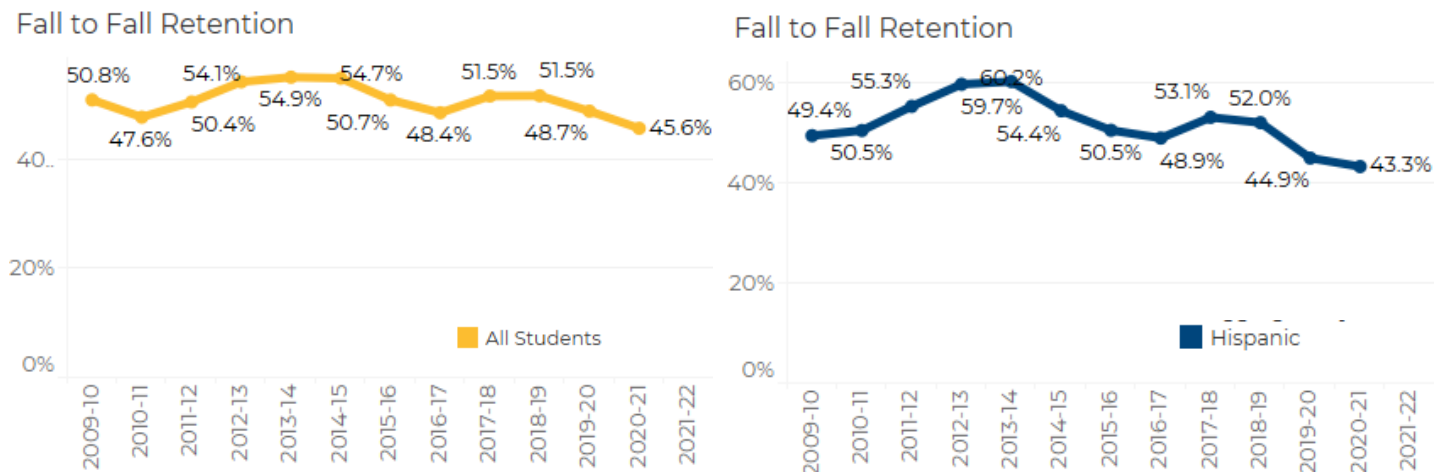


In the final two terms to the end of year, Two Year, 45 Credit Completion rates overall typically increase by 12-16%.

HSI Equity: Small gains relative to total (less than 2%)

(2020-21 Cohort) Retention: First Year – Fall to Fall (48.7% to 45.6%)

Fall to Fall Retention (**Actual**) – All Students and Hispanic/Latinx



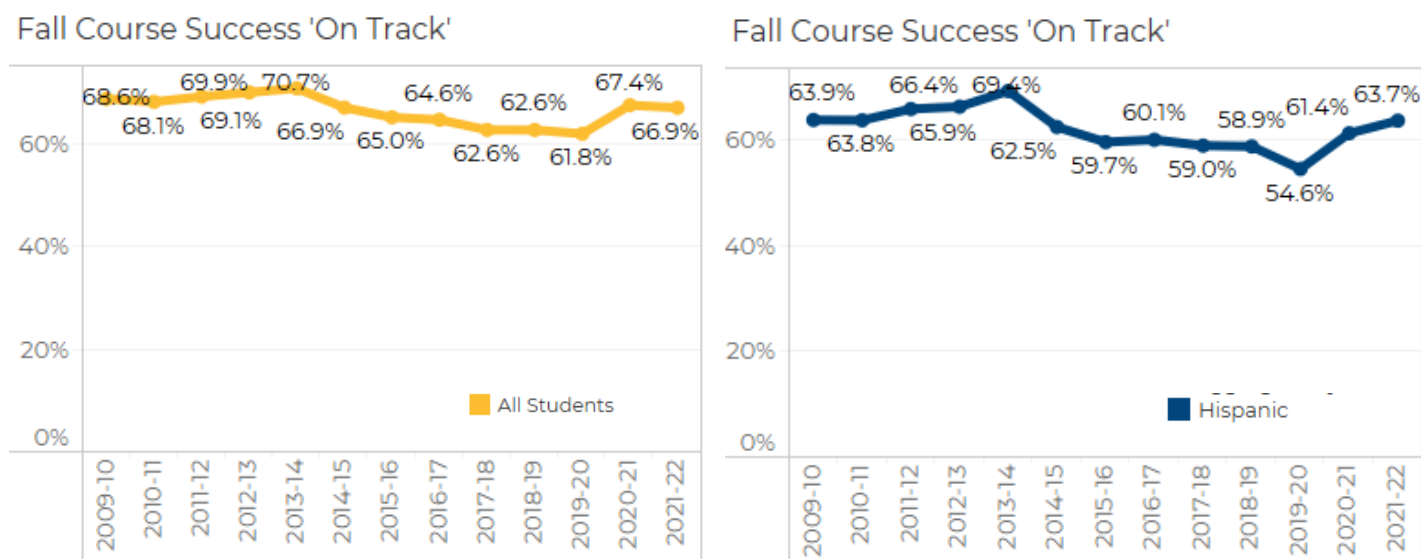
In the final two terms to the end of year, **Fall to Fall Retention** rates overall typically range from 48% to 55%.

After this Fall, we are well below our normal retention rates (45.6% overall; 43.3% Hispanic)

HSI Equity: Small declines from previous year (less than 2%)

(2021-22 Cohort) Course Success in First Year Forecast (46.8% to 46.4%)

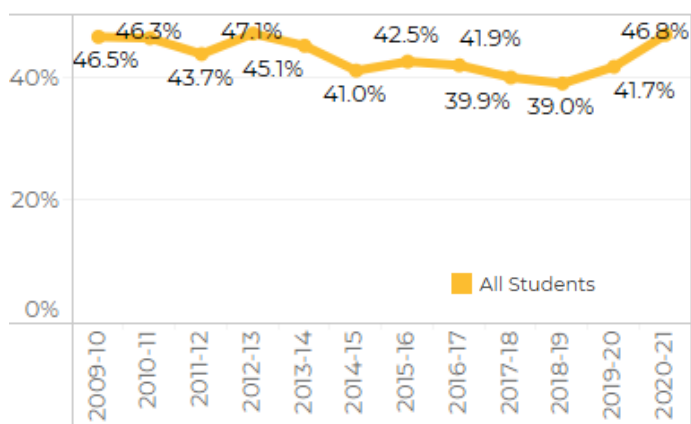
Fall Term Course Success (“On Track”) – All Students and Hispanic/Latinx



Full Year Course Success (“On Track” – student obtains a 2.0 or better in every course taken in the year) is an extremely strong predictor of completion or transfer in three years. After Fall term, this measure has tracked from 60% to 70% historically. To the end of the year, students take more courses, and have more chances to obtain a grade of less than 2.0, and this rate decreases to between 40-47%. “On Track” student rates as of Fall fell by 0.5% overall.

Forecast: Our simple forecast is a 0.4% decrease to 46.4%.

FTEC Course Performance: Course Success 'On Track'



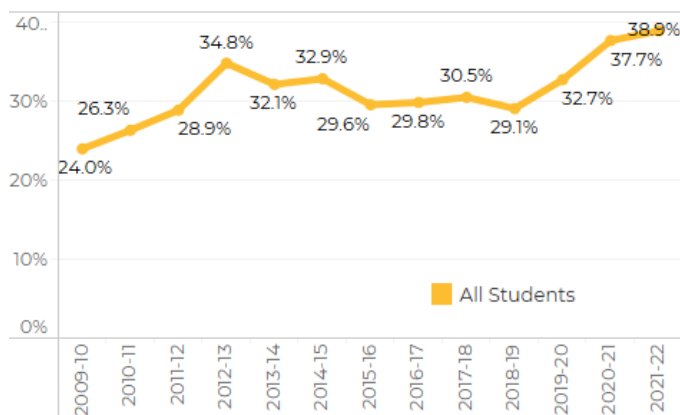
From Fall, overall “On Track” rates decrease roughly 20% from Fall levels.

HSI Equity: Modest gains (greater than 2%)

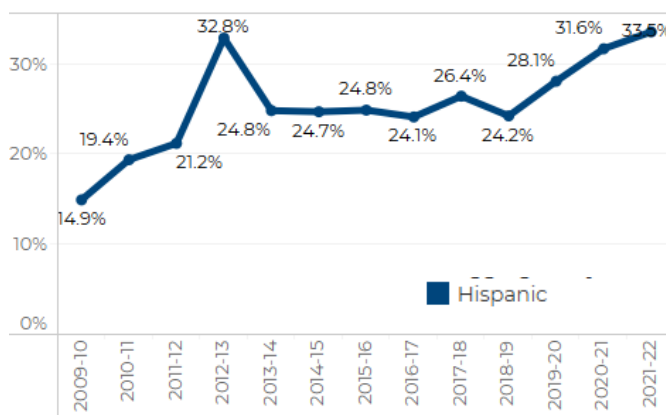
(2021-22 Cohort) One Year, 30 Credit Completion (42.3% to 43.2%)

Fall Leading Indicator: 13 College Level Credit in First Term – All Students and Hispanic/Latinx

Fall 13 Credits or more



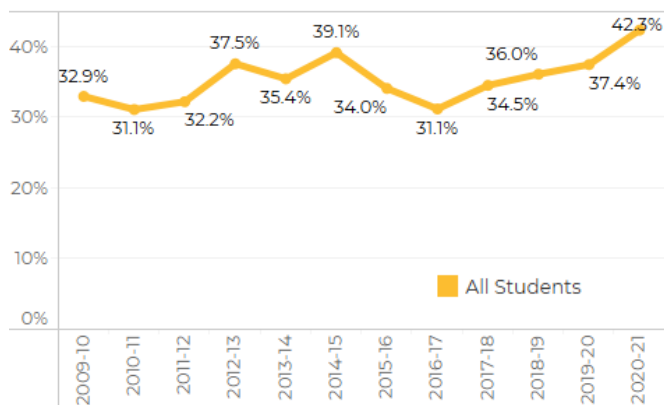
Fall 13 Credits or more



One year 30 Credit Completion is another extremely strong predictor of completion or transfer in three years and a collegewide goal. After Fall term, students earnings 13 college credits or more in their very first term increased by 1.2%.

Forecast: Our simple forecast is for a 0.9% increase to 43.2%.

30 Credits or more

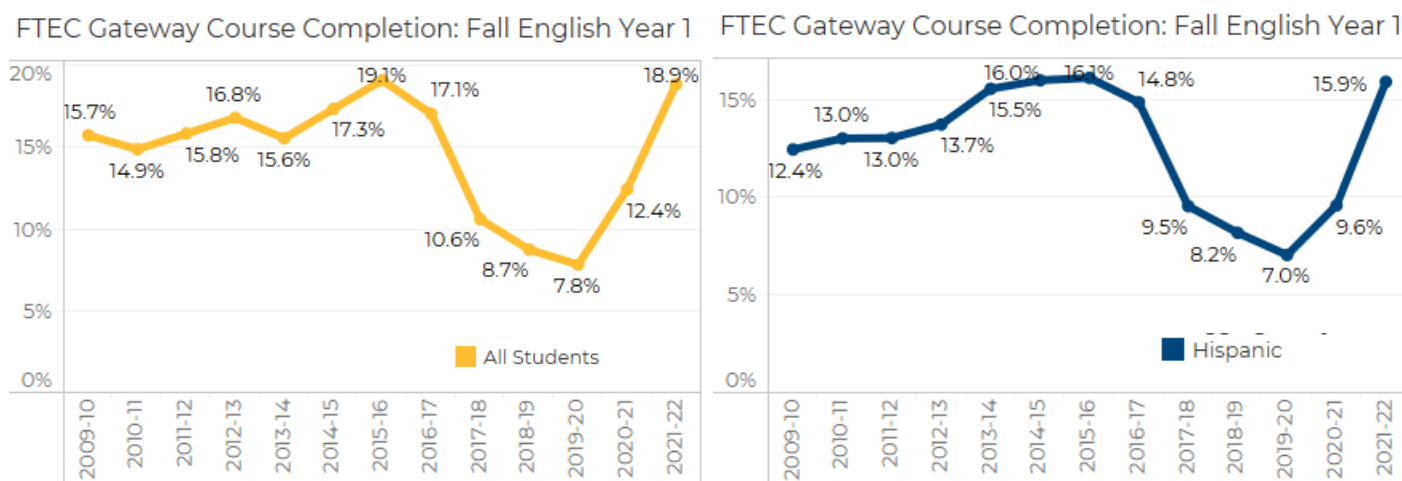


To the end of the year, students who earn 13 college credits or more have a distinct advantage and these rates are fairly comparable to where 30 college credits is likely to be.

HSI Equity: Small gains (less than 2%)

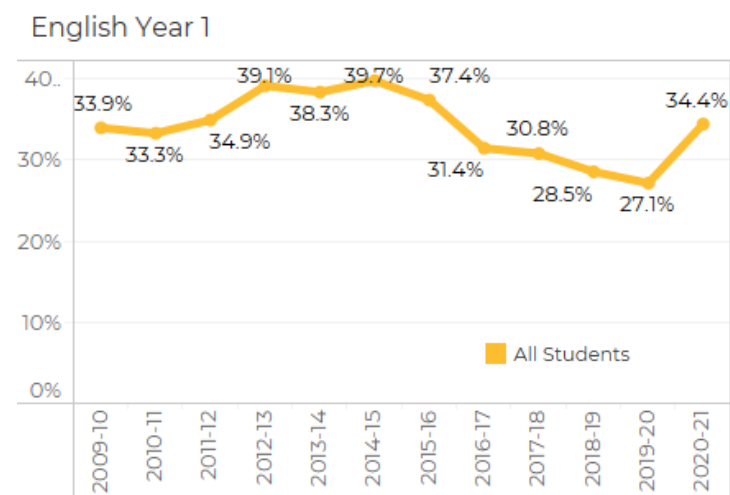
(2021-22 Cohort) One Year, College Level English (34.4% to 40.3%)

Fall Leading Indicators Completion of First Year College English – All Students and Hispanic/Latinx



First Year College Level English Completion is a strong predictor of completion or transfer in three years and a collegewide goal. After Fall term, this measure has tracked as low as 7% to above 19%. This year's Fall completion of college English has increased 6.5%.

Forecast: Our simple forecast is for a 5.9% increase to 40.3%.



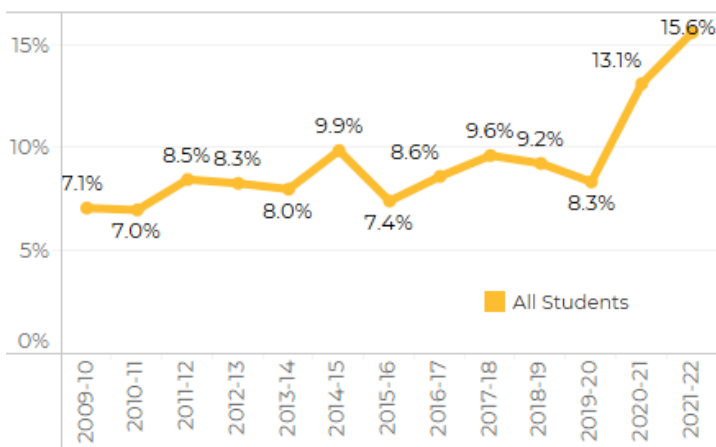
To the end of the year, more students take college English, and rates increase by 20-25% over the next two terms.

HSI Equity: Small relative decline (less than 2%)

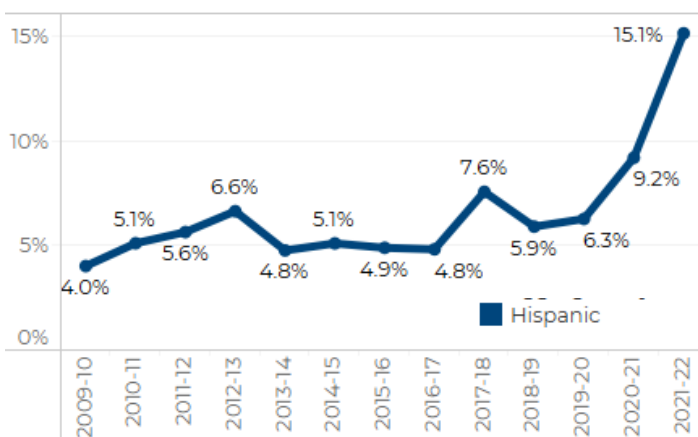
(2021-22 Cohort) One Year, College Level Math (31.2% to 36.8%)

Fall Leading Indicators Completion of First Year College Math – All Students and Hispanic/Latinx

FTEC Gateway Course Completion: Fall Math Year 1



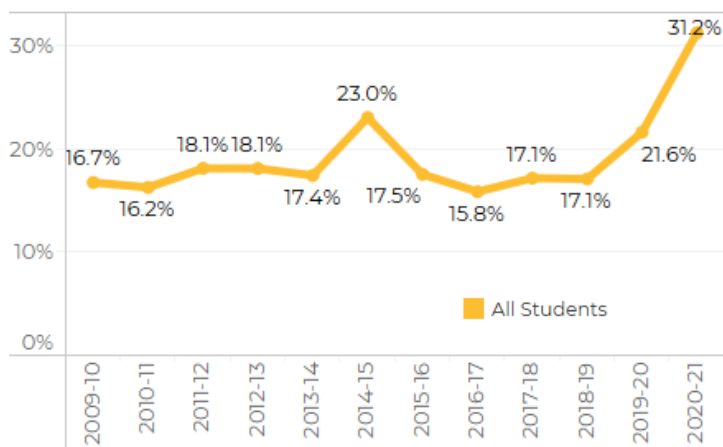
FTEC Gateway Course Completion: Fall Math Year 1



First Year College Level Math Completion is a very strong predictor of completion or transfer in three years and a collegewide goal. After Fall term, this measure has tracked as low as 7% to above 15%. This year's Fall completion of college math has increased 2.5%.

Forecast: Our simple forecast is for a 5.6% increase to 36.8%.

Math Year 1



To the end of the year, more students take college math, and rates increase by 10-20% over the next two terms.

HSI Equity: Large gain (greater than 5%)

Exhibit G



Columbia Basin College
Resolution No. 22-01

Acquisition of Property located at 2811 N 20th Avenue, Pasco, Washington

WHEREAS, certain property owned by the Richland Investment Group LLC, located in the County of Franklin, State of Washington, at 2811 N 20th Ave, has been offered for purchase,

WHEREAS, Columbia Basin College can utilize said property to support the future construction of office, classroom and housing space needed by the College or for lease to other organizations, AND

WHEREAS, the property is located within the Pasco Campus sphere of influence as indicated in the 2017 Facility Master Plan update, AND

WHEREAS, the acquisition and future development of said property will help support the Sunhawk Hall, St Andrews Loop, and Pasco Campus, AND

WHEREAS, Columbia Basin College, will seek approval from the State Board for Community and Technical Colleges (SBCTC) to purchase said property as an agency of the State of Washington, AND

WHEREAS, Columbia Basin College will use local funds not to exceed Seven Hundred and Fifty Thousand dollars (\$750,000.00) to support its offer to purchase said property, AND

WHEREAS, Columbia Basin College will use local funds to cover all future costs of development and maintenance of said property, AND

WHEREAS, the Board of Trustees of Columbia Basin College and the College President desire to show their strong support for this project, AND

WHEREAS, Columbia Basin College has legal authority, and that Eduardo Rodriguez, Vice President for Administrative Services, is hereby authorized, for and on behalf of Columbia Basin College, to do and perform any and all acts which may be necessary to carry out the foregoing resolution including the preparing, making and filing of plans, applications, reports and other documents; the execution, acceptance, delivery and recordation of agreements, and other instruments pertaining to Columbia Basin College's acquisition of a section of the property located at 2811 N 20th Ave, Pasco, Washington.

NOW, THEREFORE, BE IT RESOLVED, the Board of Trustees of Columbia Basin College hereby approves that the foregoing resolution is a true and correct copy of the resolution adopted by the vote of a majority of the members of the Columbia Basin College Board of Trustees present at a meeting of said Board on the 11th day of April, 2022, at which a quorum was present.

BOARD OF TRUSTEES
Community College District No. 19
Columbia Basin College

By: _____
Kedrich Jackson, Chair of the Board of Trustees

Exhibit H



Columbia Basin College
Resolution No. 22-02

Expanded Library Remodel Project

WHEREAS, the Board of Trustees of Community College District No. 19, Columbia Basin College, recognizes the critical role Columbia Basin College plays in providing first-rate educational programs and training in Benton and Franklin counties, AND

WHEREAS, Columbia Basin College desires to improve its library facilities for the benefit of its students and the community, AND

WHEREAS, Columbia Basin College was previously approved for the State funded Library Retrofit project totaling \$1,103,000.000, AND

WHEREAS, Columbia Basin College will request authority to expend up to an additional \$1,990,000.00 for design, construction, project management, fixtures, furnishings, and equipment for a total project cost of \$3,093,000.00, AND

WHEREAS, Columbia Basin College will use local funds, AND

WHEREAS, the Board of Trustees of Columbia Basin College and the College President desire to show their strong support for this project, AND

WHEREAS, Columbia Basin College has legal authority, and that Eduardo Rodriguez, Vice President for Administrative Services, is hereby authorized, for and on behalf of Columbia Basin College, to do and perform any and all acts which may be necessary to carry out the foregoing resolution including the preparing, making and filing of plans, applications, reports and other documents; the execution, acceptance, delivery and recordation of agreements, and other instruments pertaining to the expansion of Columbia Basin College's Library Retrofit project.

NOW, THEREFORE, BE IT RESOLVED the Board of Trustees of Columbia Basin College hereby approves that the foregoing resolution is a true and correct copy of the resolution adopted by the vote of a majority of the members of the Columbia Basin College Board of Trustees present at a meeting of said Board on the 11th day of April, 2022, at which a quorum was present.

BOARD OF TRUSTEES
Community College District No. 19
Columbia Basin College

By: _____
Kedrich Jackson, Chair of the Board of Trustees

Exhibit I

POLICY TYPE: BOARD-STAFF LINKAGE BSL-1

POLICY TITLE: EMPLOYMENT RESPONSIBILITIES

The Board of Trustees reserves the authority for the following Employment Responsibilities:

1. Employ, for a period to be fixed by the Board, a President for Columbia Basin College. The Board may also appoint a President for the district, and fix their duties and compensation, which may include elements in addition to salary.
2. Release a President from duties and responsibilities for the College based on justified cause or mutual agreement between the parties.

POLICY TYPE: BOARD-STAFF LINKAGE BSL-2

POLICY TITLE: PRESIDENT'S ROLE

The President, is accountable to the Board acting as a body. The Board will instruct the President through written policies, delegating to her or him interpretation and implementation of those policies.

POLICY TYPE: BOARD-STAFF LINKAGE BSL-3

POLICY TITLE: DELEGATION TO THE PRESIDENT

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

1. The Board will direct the President to achieve specified results, for specified recipients, at a specified worth through the establishment of *Ends* policies. The Board will limit the latitude the President may exercise in practices, methods, conduct and other "means" to the ends through establishment of *Executive Limitations* policies.
2. As long as the President uses *any reasonable interpretation* of the Board's *Ends* and *Executive Limitations* policies, the President is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities.
3. The Board may change its *Ends* and *Executive Limitations* policies, thereby shifting the boundary between Board and President domains. By so doing, the Board changes the latitude of choice given to the President. But so long as any particular delegation is in place, the Board and its members will respect and support the President's choices.
4. Only decisions of the Board acting as a body are binding upon the President.
 - a. Decisions or instructions of individual Board members are not binding on the President except in rare instances when the Board has specifically authorized such exercise of authority.
 - b. In the case of Board members requesting information or assistance without Board authorization, the President can refuse such requests that require--in the President's judgment--a material amount of staff time or funds or is disruptive.

POLICY TYPE: BOARD-STAFF LINKAGE BSL-4

POLICY TITLE: PRESIDENT JOB DESCRIPTION

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

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

1. Organizational accomplishment of the provisions of Board policies on *Ends*.
2. Organization 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 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.

Exhibit J

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.

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.



Community College District 19
Board of Trustees

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.