

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

May 10, 2021  
Zoom Webinar – 4:00 p.m.  
Beers Board Room

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**Agenda**

Call to Order

**Pledge of Allegiance**

**\*Agenda Changes**

**\*Approval of Minutes**

Exhibit A

**Celebrating Excellence**

**DECA**

Advisors: Kyle Winslow, Azhar Zaheer, Ryan Malm, Amanda Wysocki

Students: Richard Kemp, Nadine Kemp, Juny Soukhavong, Lorenze Rios, Luz Estefani,  
Quintero, Joshua Verduzco

**2021 All Washington Academic Team**

Terry Fleischman, Phi Theta Kappa Advisor and Adjunct Instructor

Julie Marie

Hannah Wolfe

**Linkage with Community**

Richard Waddle, Gesa Credit Union

**Remarks**

By Administration

President

Media

CEO, Foundation

By ASCBC

By Faculty Senate Chair

By AHE

By Board Members

Exhibit B

Exhibit C

Exhibit D

**Reports**

Cash Balance Report

Quarterly Financial Statement

First Consideration: Annual College Budget

Exhibit E

Exhibit F

Exhibit G

**Discussion**

First Reading - Board Policies Ends E-1 – E-3

Exhibit H

**\*Consent/Action**

Second Reading - Board Policies Governance Process BSL 1-5

Exhibit I

**\*Discussion/Action**

Board Resolution 21-02, Holden Court

Exhibit J

**Public Comments**

## **Executive Session**

## **Adjournment**

**\*(Requires motion/approval)**

## **Upcoming Dates:**

- 1) ACT Spring Conference (Virtual) - May 18, 2021**
- 2) Memorial Day Holiday – May 31, 2021**
- 3) 2021 WACTC Summer Retreat - July 21-23, 2021** at the [Davenport Grand Hotel](#) in Spokane

# Exhibit A

Columbia Basin College  
Board of Trustees' Meeting Minutes  
April 12, 2021  
Zoom Webinar – 7:30 a.m.

Board Members in attendance: Kedrich Jackson, Allyson Page, Bill Gordon, Kimberly Harper, Holly Siler

Rebekah Woods, President, Secretary to the Board, Deb Severin

Webinar Panelists: Cheryl Holden, Michael Lee, Brian Dexter, Jason Engle, Camie Glatt, Jay Frank, Tyrone Brooks, Abby Desteese, Molly Mooney, Josh Siler, Ken Ballard, Scott Rogers, Spencer Roland, Melanie Huizenga, Jonathan Kimsey, Omar Anderson, Martin Ramirez, Sergio Licona, Montessa Califano, Stefan McGovern, Anthony Owens, Bryan Edwards, Dishondra Goree, Nycol Walters

Zoom Webinar Audience

The Agenda	The Discussion	Action
Call to Order		Meeting called to order by Chair Jackson at 7:30 a.m.
Pledge of Allegiance	Chair Jackson led in the Pledge of Allegiance	
Agenda Changes	Discussion – Added a discussion topic under Discussion/Actions for the Board to appoint an ad hoc committee to consider naming the new Competition Court in the Student Recreation Center.	Trustee Siler moved and Trustee Gordon seconded the motion to approve the agenda with agenda changes. Approved unanimously.
Approval of Minutes	March 8, 2021 Meeting Minutes Discussion - None	Trustee Siler moved and Trustee Gordon seconded the motion to approve the minutes as written. Approved unanimously.
<u>Celebrating Excellence</u>  <u>Athletics</u> Scott Rogers Spencer Roland Melanie Huizenga Jonathan Kimsey Omar Anderson Martin Ramirez Sergio Licona Montessa Califano Stefan McGovern Anthony Owens Bryan Edwards Dishondra Goree Nycol Walters	Cheryl Holden introduced Scott Rogers, Director for Athletics and Spencer Roland, Assistant Director for Athletics. Scott introduced his team and recognized their leadership of CBC's student athletes and for crafting and carrying out a successful return to play for the 2020-2021 season. The Board was inspired with the sense of unity to the campus and thanked them for all their hard work.	





<p><u>Reports</u> Mission Fulfillment Report</p> <p>Financial Statement Cash Balance</p> <p>Discussion First Reading: Board Policies Governance Process BSL 1-5</p> <p>Student Recreation Center Sponsorship Opportunities</p> <p>Services and Activities Budget</p> <p>*Consent/Action Second Reading: Board Policies Executive Limitations GP-5 – GP-8</p> <p>*Discussion/Action</p>	<p>Meeting with Deans and doing ACT work. 3/12: WSACT DEI Committee Meeting 3/16: WSACT Trustee Tuesday - Blood From A Turnip Speaker: Choi Halladay 3/26: WSACT DEI Committee Meeting 4/2: Trustee Harper &amp; Siler met w/ Deans Winslow &amp; Larios 4/9: WSACT DEI Committee Meeting</p> <p><u>Kedrich Jackson</u> Would like a time set aside to tour the Student Recreation Center.</p> <p>Jason Engle presented formal institutional governance and end state monitoring statistics for the College's mission fulfillment and establishing a 3-year baseline. He also provided recommendations:</p> <ol style="list-style-type: none"> <li>1. Change cohort accounting</li> <li>2. Change baseline measures</li> <li>3. Change 3-Year targets</li> <li>4. Add Diversity/Equity/Inclusion measures</li> <li>5. Modify measures that were not working well / add another measure to Math/English</li> <li>6. Modify Post-CBC outcomes – benchmark to SBCTC</li> <li>7. Add measures for special enrollments / populations</li> <li>8. Transitional Studies Goal additions</li> </ol> <p>Brian Dexter gave highlights from the Quarterly Financial Report Brian Dexter gave an overview of the Cash Balance Report.</p> <p>Discussion – No changes. Move to May consent agenda.</p> <p>The naming rights thresholds were compiled and tracked to form the basis for raising donors.</p> <p>Alice Schlegel, Director for Student Activities presented the 2021-2022 budget recommendation that the allocations continue at the same amount in the 2020-2021 allocations.</p> <p>Discussion: None</p>	<p>Trustee Siler moved and Trustee Page seconded the motion to move the Board Policies Governance Process BSL 1-5 to May's consent agenda. Approved unanimously.</p> <p>Trustee Siler moved and Trustee Page seconded the motion to approve the ASCBC Services and Activities budget. Approved unanimously.</p> <p>Trustee Siler moved and Trustee Harper seconded the motion to approve the Board Policies Governance Process GP5 – GP8. Approved unanimously.</p>
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Board Meeting Modality	Board meetings can now transition to a hybrid format as allowed under Phase 2 of the Healthy Washington plan. The Board approved the hybrid format beginning in May. The Board Room capacity will be twenty-one (21) persons attending while maintaining six-foot distance and wearing masks. An in-person participation list will be maintained.	Trustee Siler moved and Trustee Harper seconded the motion to approve dual modality. Approved unanimously.
Ad-Hoc Committee – Name of Facilities	Dr. Woods asked the Board to appoint an ad hoc committee to name the Competition Court in Cheryl Holden’s name in the Student Recreation Center. Cheryl is a big deal, she coached women’s basketball and won more championships in 35 years, she is in the hall of fame and respected by coaches. The ad hoc committee would be making the decision, not just a member.	Trustee Siler moved and Trustee Page seconded the motion to approve an ad hoc committee for naming rights under Cheryl Holden. Approved unanimously.
Public Comments	None	
Executive Session Convene: 9:22 a.m. Reconvene: 9:46 a.m.	RCW 42.30.110(1)(g): To review the performance of a public employee.	Chair Jackson shared the Board would provide Dr. Woods a draft of her performance evaluation by mid-August.
Adjournment: 9:47 a.m.	Next Board of Trustees’ Meeting Zoom Webinar In-Person (Capacity – 21) May 10, 2021 – 4:00 p.m.	

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Kedrich Jackson, Chair



# Exhibit B

# CBC in the News



## April 2021

[KNDU-TV: WATCH – New Student Recreation Center Coming to CBC](#)

[KNDU-TV: New CBC Scholarship for Latinos in Arts Established by Local Singer](#)

[KNDU-TV: Southridge's Kassidi Suitonu Plays Balancing Act](#)

[KEPR-TV: CBC Music Instructor Named Top Music Educator in State](#)

[Tri-City Herald: Tri-Cities Educator, Leader Appointed to WA State Community College Board](#)

[Tri-City Herald: Columbia Basin College – Soaring Into the Future](#)

[Tri-City Herald: Washington State STEM Education Foundation - Connecting Students with Tomorrow's Careers](#)

[Fox 41: A Tri-Cities Tenor Funds New CBC Scholarship for Latino Students](#)

[KFFX Telemundo: Encanto Arts Helping CBC Students with New Scholarship \(Broadcast 4/27\)](#)

[Tri-Cities Area Journal of Business: Tri-Cities Helps Pilot Portal to Link Interns with Prospective Employers \(March Edition\)](#)

[610 KONA Newstalk Radio: CBC's Jay Frank Explores the College's Award-Winning Project Management Program](#)

[610 KONA Newstalk Radio: CBC's Jay Frank Speaks to WAMA Music Educator of the Year Bruce Walker Jr.](#)

[KUNW-TV Univision: New Endowment for CBC Latino Students \(Broadcast 4/27\)](#)

[KUNW Univision: "Orgullo Comunitario" Student Spotlight on CBC's Maria Rodriguez](#)

[KUNW Univision: "Orgullo Comunitario" Student Spotlight on CBC's Tamara Reyes](#)

[KUNW Univision: "Orgullo Comunitario" Student Spotlight on CBC's Kylee Alvarez \(Broadcast 4/21\)](#)

[KUNW Univision: "Orgullo Comunitario" Student Spotlight on CBC's Kiana Hellner-Gomez \(Broadcast 4/28\)](#)

[PaperBlog: A New Endowment Established at CBC Celebrating Earth Day 2021](#)



# Exhibit C

# CBC Media Relations

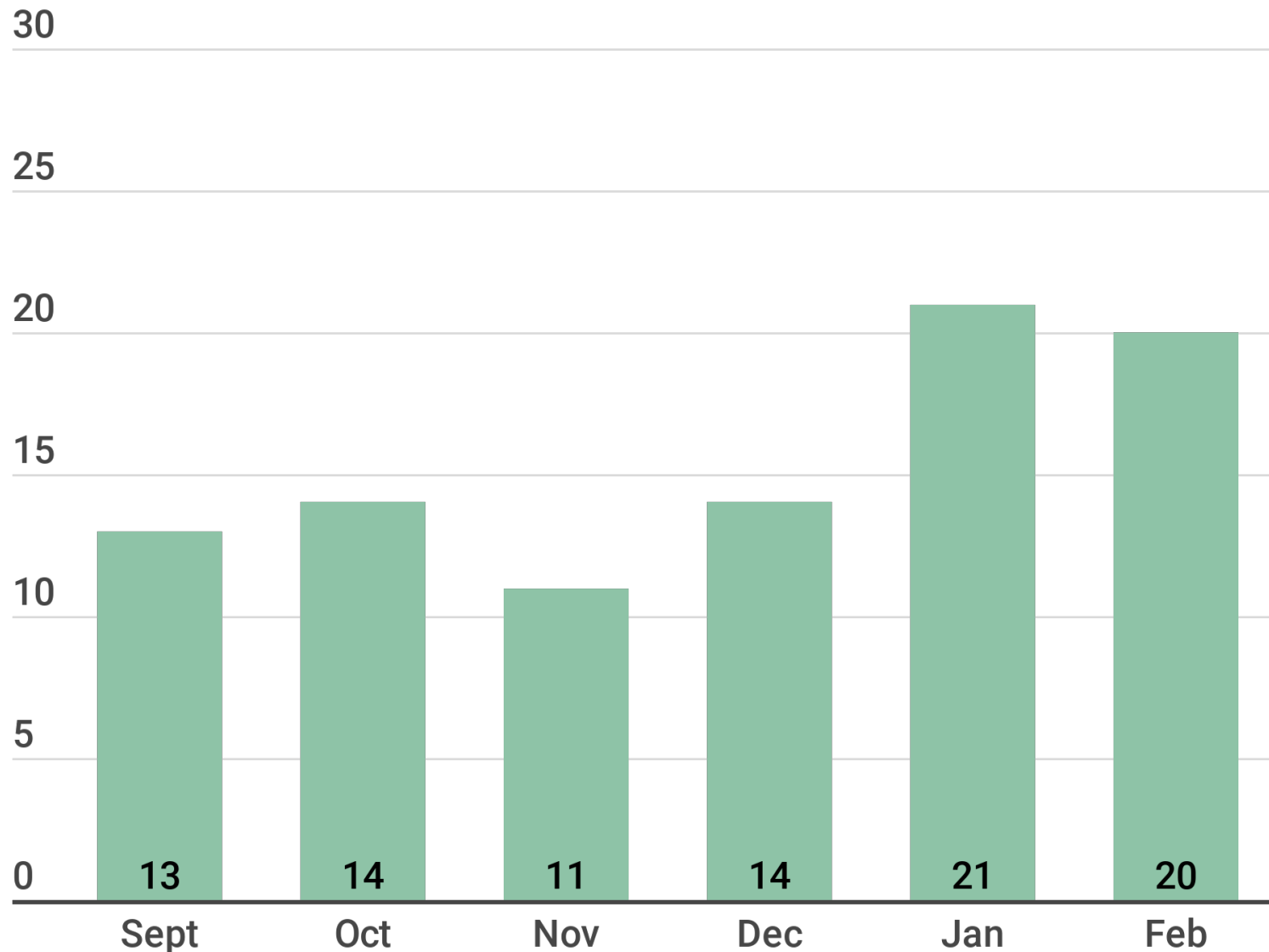
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## **6-Month Report Sept. 2020 – Feb. 2021**

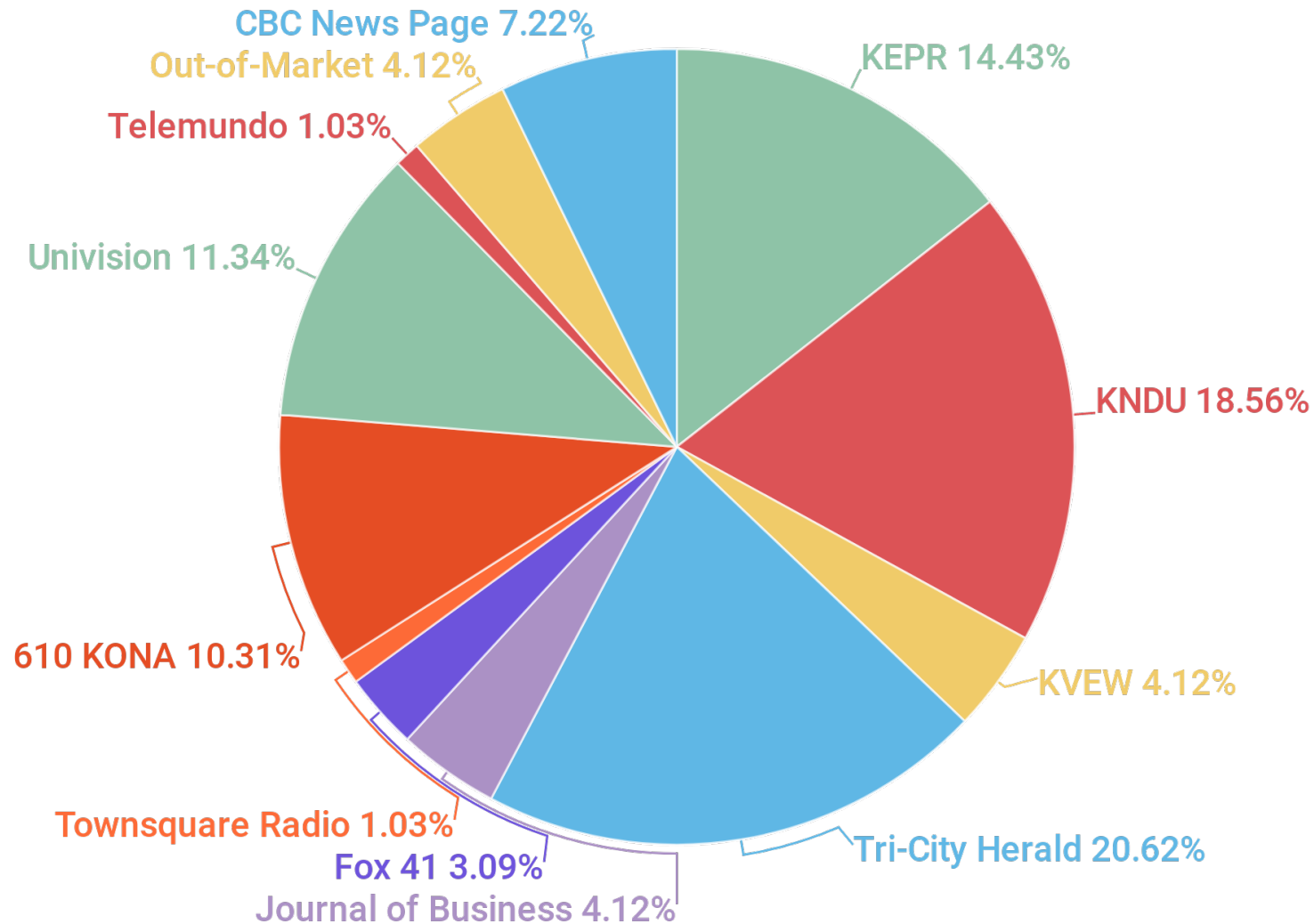
Prepared 5/5/2021 by Jay Frank, Asst. VP for Communications & External Relations

# Media Stories Per Month



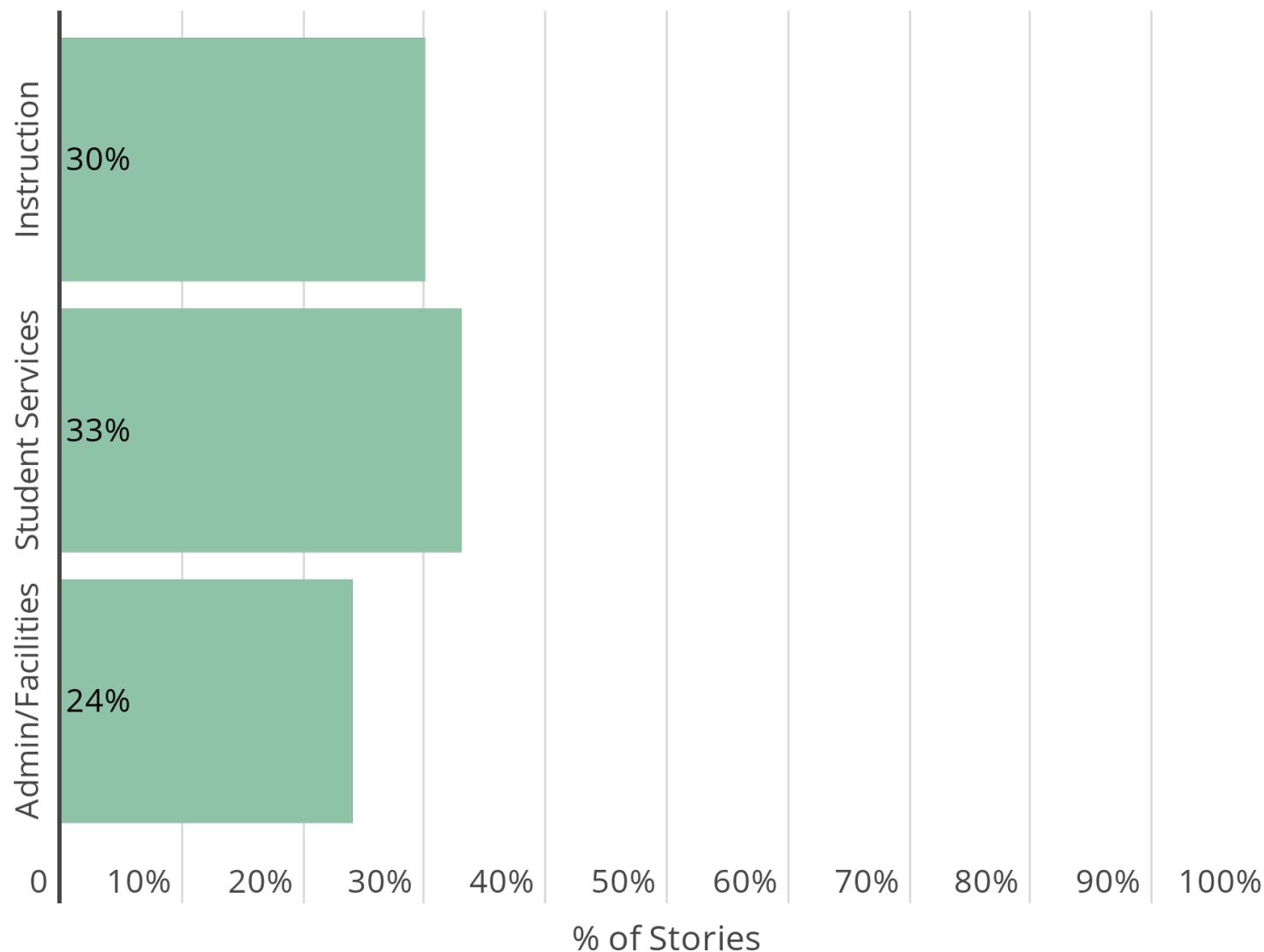
- Media partnerships established in January have increased frequency of coverage.
- College averaged nearly one media story per workday in Jan. and Feb., despite absence of sports competition.

# Coverage by Media Outlet



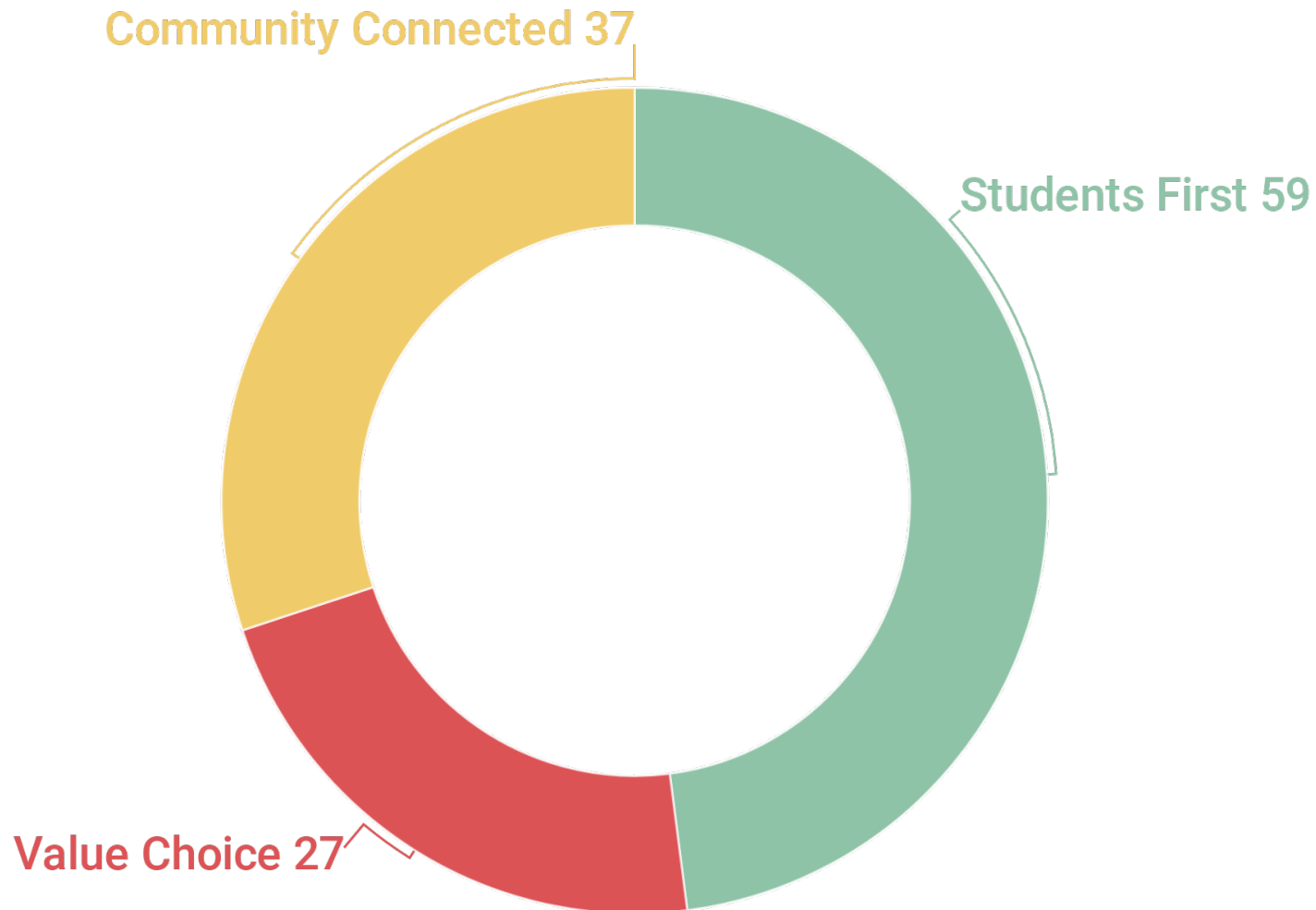
- Encouragingly, the bulk of coverage is being generated by the four most widely-consumed media outlets (KEPR, KNDU, Univision, and the Herald).

# Coverage by Subject Area



- CBC has successfully guided the media conversation towards instruction and student services.
- Administration/enrollment/facility-focused coverage represents less than 25% of all coverage

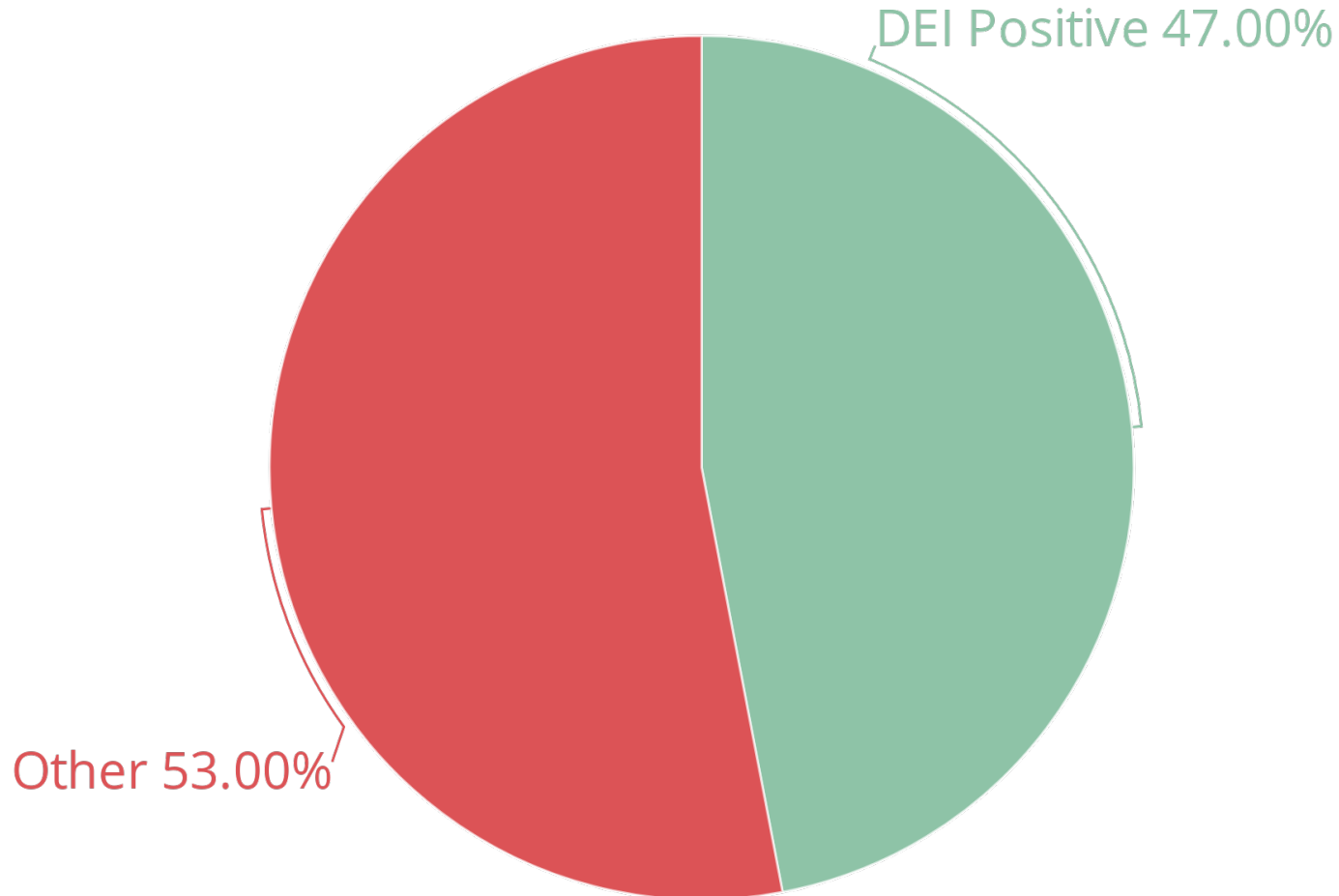
# Stories by Key Message



- 59 of 93 total media stories demonstrated ways CBC is putting students first.
- CBC can likely increase its level of “value choice” messaging.



# DEI Messaging



- Nearly half of CBC's media coverage has included positive messaging about diversity, equity, and inclusiveness at the college, or has featured meaningful representation (quotes or soundbites) from members of minority or underrepresented groups.

## Opportunities for improvement:

- Increase “value choice” messaging
- Average 17+ stories per month (currently 15.5)



*We All Soar Together*

# Exhibit D



## ASCBC Board of Trustees Newsletter

### Graduation Speakers

We are proud to announce that our two graduate speakers have been selected. Our Bachelor's speaker for this year is Yoselin Mendez Rodriguez. Yoselin is graduating with a degree in cyber security. Our Associate's speaker is Sarah Solberg. Sarah is graduating with a degree in Medical Records and Healthcare Information. Ronn Campbell, Senior Associate Professor of Theatre, will serve as speech coach to both of these students. Also, a special thanks to the graduate speaker selection committee for their time and efforts to make this selection: Alice Schlegel, Ralph Reagan, Shawn Nyman, Miriam Fierro, and Ronn Campbell.

### Club Appreciation & Survey

ASCBC will be conducting a club survey and a goodie bag giveaway this May and June. The goal of the survey is to gather information about each club's overall health and how ASCBC can better support them now and in the future. Currently, we have 16 active clubs. We are excited to see their responses and use them to improve our future club support plan.

In addition to the survey, ASCBC will be hosting a goodie bag drive-thru giveaway in early June as a token of appreciation to all our active club members. The goodie bags will have a summer theme and will include a mesh drawstring bag, a beach towel, a personal mister, and a mystery gift card! We are excited to celebrate our clubs as we finish out the school year!

### National Society of Leadership & Success (NSLS)

The CBC Chapter of NSLS will host its final virtual event of the year on Wednesday, May 12. We will be discussing an NSLS speaker broadcast by actor Matthew McConaughey, who recently published a self-motivation book entitled *Greenlights*. Students who attend this event will receive a free copy of *Greenlights* mailed to their homes, which they can enjoy over the summer.

Participation in NSLS is by invitation only to students who have completed 24+ credits and have a cumulative GPA of a 3.0 or above. NSLS is not a student club; it is an ASCBC sponsored experience through a national organization. Students work through a series of leadership lessons to achieve induction. In addition to this, ASCBC sponsors two to three events per year just for CBC NSLS members.

# Exhibit E

## FY 2021 - Estimated Cash Balances - COLUMBIA BASIN COLLEGE

<b>ASSETS</b> <b>FY2020-2021</b>			
<b>CASH</b>			
1110	In Bank	\$	10,925,193
1120	Undeposited	\$	-
1130	Petty	\$	5,504
<b>Total</b>		<b>\$</b>	<b>10,930,697</b>
<b>INVESTMENTS</b>			
1210	Investments(ST/LT)	\$	23,288,295
<b>Total</b>		<b>\$</b>	<b>23,288,295</b>
<b>ACCTs RECEIVABLE</b>			
1312	Current	\$	157,673
1318	Unbilled	\$	-
1319	Other	\$	16,648
1342	Allowance for Accts Rec	\$	(35,504)
<b>Total</b>		<b>\$</b>	<b>138,818</b>
<b>INTER/INTRA GOV RECEIVABLES</b>			
1351	Due From Fed	\$	320,287
1352	Due From Other Gov	\$	3,824,196
1354	Due From Other Agency	\$	351,550
<b>Total</b>		<b>\$</b>	<b>4,496,033</b>
<b>TOTAL ASSETS</b>		<b>\$</b>	<b>38,853,842</b>
<b>LIABILITIES</b>			
<b>CURRENT</b>			
5111	Accts Payable	\$	585,638
5124	Accrued Salaries Pay	\$	-
5150	Due To State Treasurer	\$	1,255,696
5154	Due To Other Agency	\$	39,236
5158	Sales/Use Tax	\$	19,973
5199	Accrued Liabilities	\$	-
5173	COP Current Year P&I Due	\$	1,163,868
<b>Total</b>		<b>\$</b>	<b>3,064,411</b>

Cash Balance			
(ASSETS less LIABILITIES)		<b>\$</b>	<b>35,789,431</b>
<b>Dedicated Balances</b>			
1110	<a href="#">Student Supported Capital</a>	\$	3,494,189
1110	<a href="#">3.5% - Needy Student Aid</a>	\$	355,722
1110	<a href="#">Students S&amp;A</a>	\$	1,383,983
1110	<a href="#">Bookstore Operating Reserves</a>	\$	500,000
1110	<a href="#">Technology Fee</a>	\$	1,777,853
1110	<a href="#">Parking Fees</a>	\$	629,293
1110	<a href="#">Basic Food Employment and Training</a>	\$	167,095
<b>Total</b>		<b>\$</b>	<b>8,308,136</b>
<b>Reserves Policy - (BOT Policies on Reserves)</b>			
		Values	
	<a href="#">Operating Reserve</a>	\$	8,600,000
	<a href="#">Unplanned Capital Repair and Replacement</a>	\$	2,000,000
	<a href="#">Real Estate Debt Fund</a>	\$	218,361
	<a href="#">Planned Future Operations</a>	\$	2,850,000
	<a href="#">Capital Facilities Projects</a>	\$	9,250,000
	<a href="#">Emergencies</a>	\$	2,000,000
<b>Total</b>		<b>\$</b>	<b>24,918,361</b>
<b>Operating Reserves Balance</b>			
Existing Reserve balance less Dedicated Reserves and Emergency Reserves		<b>\$</b>	<b>2,562,934</b>

# Exhibit F



# FY2021 Operating Funds Variance Report

% of Fiscal YR: 83.84%

5/3/2021

					% of Bdgt Exp	% of Rev Exp	% of Bdgt Rev
By FUND					EXP/BDGT	EXP/REV	REV/BDGT
*State Allocation 101,123,3E0,BK1,BG1,BD1,PS0,CE1,031,071,091,DD1	000	EXP BDGT	\$29,173,755.00	<div></div>	71.06%	69.40%	102.38%
		EXP	\$20,729,718.37	<div></div>			
		REV (Alloc)	\$29,869,450.00	<div></div>			
Local Fees	148	EXP BDGT	\$2,653,365.00	<div></div>	57.82%	43.07%	134.24%
		EXP	\$1,534,167.30	<div></div>			
		REV	\$3,561,825.92	<div></div>			
Local Tuition	149	EXP BDGT	\$18,862,573.00	<div></div>	65.61%	91.08%	72.03%
		EXP	\$12,375,119.52	<div></div>			
		REV	\$13,586,538.24	<div></div>			
Contracts	146	EXP BDGT	\$1,528,464.00	<div></div>	37.86%	7.93%	477.57%
		EXP	\$578,610.07	<div></div>			
		REV	\$7,299,485.27	<div></div>			
TOTALS		EXP BDGT	\$52,218,157.00		67.44%	64.84%	104.02%
		EXP	\$35,217,615.26				
		REV BDGT	\$50,918,134.00				
		REV	\$54,317,299.43				

By OBJ, ALL FUNDS COMBINED			BDGTT	EXP	EXP/BDGTT	NOTES:
<b>SALARIES</b>	<b>A</b>		\$31,402,564.00	\$22,496,003.68	<b>71.64%</b>	Revenue:
<b>BENEFITS</b>	<b>B</b>		\$10,362,008.00	\$7,932,570.00	<b>76.55%</b>	<b>STATE:</b> per State Allocation #6 includes GEER Federal -Allocation amount
<b>PROFESSIONAL SERVICES CONTRACTS</b>	<b>C</b>		\$385,459.00	\$271,517.78	<b>70.44%</b>	
<b>GOODS &amp; SERVICES</b>	<b>E</b>		\$6,494,140.00	\$3,713,719.53	<b>57.19%</b>	
<b>COST OF GOODS SOLD</b>	<b>F</b>		\$0.00	\$0.00	<b>0.00%</b>	
<b>TRAVEL</b>	<b>G</b>		\$547,564.00	\$28,456.71	<b>5.20%</b>	
<b>CAPITAL OUTLAYS</b>	<b>J</b>		\$1,091,208.00	\$301,431.26	<b>27.62%</b>	
<b>SOFTWARE</b>	<b>K</b>		\$0.00	\$0.00	<b>0.00%</b>	Object Code Note:
<b>GRANTS BENEFITS &amp; CLIENT SVCS</b>	<b>N</b>		\$858,181.00	\$683,427.87	<b>79.64%</b>	
<b>DEBT SERVICE</b>	<b>P</b>		\$1,534,732.00	\$155,668.92	<b>10.14%</b>	
<b>INTERAGENCY REIMBURSEMENTS</b>	<b>S</b>	Revenue Bdggt	\$0.00	(\$13,384.84)	<b>0.00%</b>	
<b>INTRAAGENCY REIMBURSEMENTS</b>	<b>T</b>	Revenue Bdggt	(\$457,699.00)	(\$351,795.65)	<b>76.86%</b>	
<b>DEPRECIATION, AMORTIZATION, BAD DEBT</b>	<b>W</b>		\$0.00	\$0.00	<b>0.00%</b>	
			<b>\$52,218,157.00</b>	<b>\$35,217,615.26</b>	<b>67.44%</b>	

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

# Exhibit G

# **COLUMBIA BASIN COLLEGE**

## **2021-2022 OPERATING BUDGET PROPOSAL**

### **Overview**

*The Budget is a plan for the future of how we intend to use our resources based on the information and assumptions available today.*

This plan was created as a team effort involving Budget Services, Budget Managers, and CBC's Cabinet leadership team. Each budget unit is mapped to a department and is assigned a budget owner. The allocated budget represents the anticipated needs for funding to carry out the department's goals and objectives in support of the CBC Mission. This budget plan will provide us with the ability to track and manage our fiscal year resources across multiple funding sources.

As an institution, we were able to utilize our financial resources to provide the support our students, faculty and staff needed to address the pandemic impacts. In FY22 we will be focused on transitioning back to more in-person learning and onsite support of students, faculty, and staff. Our revenue projections and enrollment assumptions are conservative, allowing us to build a budget that would be sustained and provide flexibility to do more if our actual revenue and enrollments exceed our initial projections.

### **External Factors**

*External factors are taken into consideration when developing a forecast of our future expected resources to support our daily operations.*

- State minimum wage increase affected department budget lines.
- Annual health plan employer rate expected to increase to \$11,856 per participating employee
- Tuition rate increase of 2.8% over FY21
- Running Start program rate changes
- Cost of Living Adjustments (COLA) 1.7% for 1732 eligible employees
- Reduction in state general funding allocation of the New Building Maintenance and Operations (SWL) \$372,000 (Allocation for State funded buildings rolls off after 4 years)

## Assumptions

*The expectations of events that will occur in the fiscal year. These expectations have an impact on our forecasted revenue and expenses.*

- Projected decrease of enrollments by 1.3% over FY21 based on this year's decline being largely around new students
- Projected Running Start program enrollments decreasing 3% over FY21
- Debt Service increase due to Student Recreation Center
- SBCTC will continue to provide dedicated funding for Guided Pathways, High Demand Faculty, and Nursing Faculty
- No approved COLAs for Classified and Exempt Staff

## Strategic Priority

*Institutional priority initiatives that help drive the allocation of financial resources to move the mission of our college forward.*

Columbia Basin College continues to prioritize funding to support our Case Management model of advising, completion, and retention and Guided Pathways framework implementation. In addition, we continue financial commitment in burgeoning programs that support Diversity, Equity and Inclusion efforts.

## Budget Enhancements

*Strategic investments in programs and services to support our mission and achieve our vision.*

- Institutionalization of Perkins Grant funded positions for Disability Support Services - Funds approved to cover Accessibility Specialist position, which provides comprehensive support for both CBC students and faculty.

- Partial - 25% institutionalization of two Perkins Grant funded Completion Coach Positions - Completion Coach's contribute to the Case Management Advising model initiative.
- Director of Student Retention & Completion – to provide new level of support and leadership for our completion coaches to advance our Guided Pathways efforts.
- Dental Hygiene – hire additional faculty and increase doctor hours to support an increase in student cohort from 18 to 24 students.
- Executive Diversity Equity Inclusion Leader - Full-time position that has the knowledge and expertise to help support and advance the DEI work of the institution.

## Classification of Resources

*We currently classify our resources in four major categories. This helps to manage the resources and align the source to the use appropriately.*

- Operating Budget: Funding sources include State Allocation, Tuition income (Fund 149), Fee Income (Fund 148), and Running Start contract income (Fund 146).
- State Allocation: State provided authorization to spend up to the amount allocated for our institution. This includes a combination of restricted and general operational support funding. The allocation provides permission to use the resources for the current fiscal year. Any unspent allocation line cannot be accumulated to the next year.
- Grants fund 145: Funding sources include federal, state or local grants or contract awards. These accounts have an educational mission rather than community service focus. Revenue generated from Grants are restricted to fulfill the objectives specified by the granting agency. Therefore, this revenue is not used as part of our operating budget process. However, some grant awards require institutional support contributions.
- Auxiliary fund 570: Accounts that are funded by self-sustaining activities that are related to community services. Revenue generated through these activities are used to support the expenses incurred specifically by the activities that generate the income. These expenses are not supported by our operating budget. Any excess revenue is used to support college wide strategic initiatives and other entrepreneurial projects.

- Associated Student's fund 522: This funding is managed by our ASCBC team and is used to help fund approved student activities. A budget committee will allocate funding to student organization, clubs, and groups.

## Budget Account Responsibility

*Delegated Authority of budget account responsibility:*

Our accounts are organized by the President and Vice President (VP) areas. Each VP has the ability to delegate budget responsibility to Assistant VP's, Deans, or Directors in their area to assist in the management of the approved fiscal year budgets.

Delegation of budget authority includes but not limited to:

- Management of expenses not to exceed approved budgets unless exception granted
- Review and approval of all purchases under delegated budget accounts
- Understanding of proper budget code and object code combination
- Reconciliation of delegated budget account codes
- Attend regularly scheduled training sessions
- Active participation in CBC annual budget development process

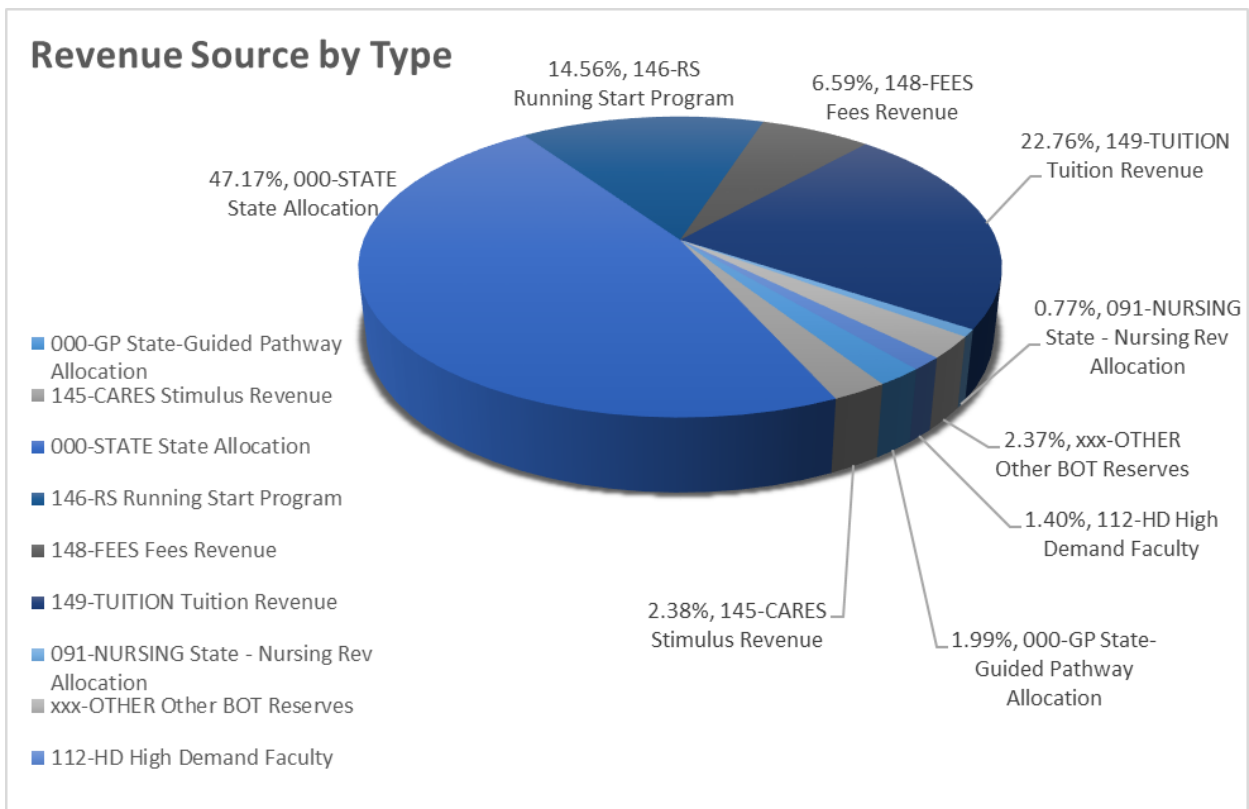
## Fiscal Year Budget Comparison FY21 to FY22

Operating Revenue Forecast				
Account	Description	FY22 Proposal	FY21 Current	Year over Year Change
000-GP	State-Guided Pathway Allocation	\$ 1,093,405	\$ 1,093,405	\$ -
145-CARES	Stimulus Revenue	\$ 1,310,000	\$ 1,920,000	\$ (610,000)
000-STATE	State Allocation	\$ 25,923,851	\$ 25,767,777	\$ 156,074
146-RS	Running Start Program	\$ 8,000,000	\$ 8,150,000	\$ (150,000)
148-FEES	Fees Revenue	\$ 3,623,065	\$ 3,700,000	\$ (76,935)
149-TUITION	Tuition Revenue	\$ 12,509,100	\$ 13,115,000	\$ (605,900)
091-NURSING	State - Nursing Rev Allocation	\$ 425,712	\$ 425,712	\$ -
xxx-OTHER	Other BOT Reserves	\$ 1,300,000	\$ 125,000	\$ 1,175,000
112-HD	High Demand Faculty	\$ 770,434	\$ 770,434	\$ -
<b>Total Operating Revenue</b>		<b>\$ 54,955,567</b>	<b>\$ 55,067,328</b>	<b>\$ (111,761)</b>

Operating Expense Forecast				
Account	Description	FY22 Proposal	FY21 Current	Year over Year Change
A:	Salaries And Wages	\$ 33,317,336	\$ 31,652,283	\$ 1,665,053
B:	Employee Benefits	\$ 11,110,809	\$ 10,513,652	\$ 597,157
C:	Professional Service Contracts	\$ 405,483	\$ 418,015	\$ (12,532)
E:	Goods And Other Services	\$ 6,535,668	\$ 6,765,249	\$ (229,581)
G:	Travel	\$ 598,181	\$ 602,307	\$ (4,126)
J:	Capital Outlays	\$ 879,214	\$ 728,224	\$ 150,990
N:	Grants, Benefits, And Client Services	\$ 858,181	\$ 858,181	\$ -
P:	Debt Service/Liability	\$ 1,708,132	\$ 1,534,732	\$ 173,400
S/T:	Interagency Reimbursements	\$ (457,699)	\$ (667,468)	\$ 209,769
<b>Total Operating Expenses</b>		<b>\$ 54,955,305</b>	<b>\$ 52,405,175</b>	<b>\$ 2,550,130</b>
<b>Net Resources</b>		<b>\$ 262</b>	<b>\$ 2,662,153</b>	

## FY22 Revenue Forecast:

Account	Description	FY22_BOT PROPOSAL	% of Total Revenue
000-GP	State-Guided Pathway Allocation	\$1,093,405	1.99%
145-CARES	Stimulus Revenue	\$1,310,000	2.38%
000-STATE	State Allocation	\$25,923,851	47.17%
146-RS	Running Start Program	\$8,000,000	14.56%
148-FEES	Fees Revenue	\$3,623,065	6.59%
149-TUITION	Tuition Revenue	\$12,509,100	22.76%
091-NURSING	State - Nursing Rev Allocation	\$425,712	0.77%
xxx-OTHER	Other BOT Reserves	\$1,300,000	2.37%
112-HD	High Demand Faculty	\$770,434	1.40%
<b>Revenue Forecast</b>		<b>\$54,955,567</b>	<b>100%</b>

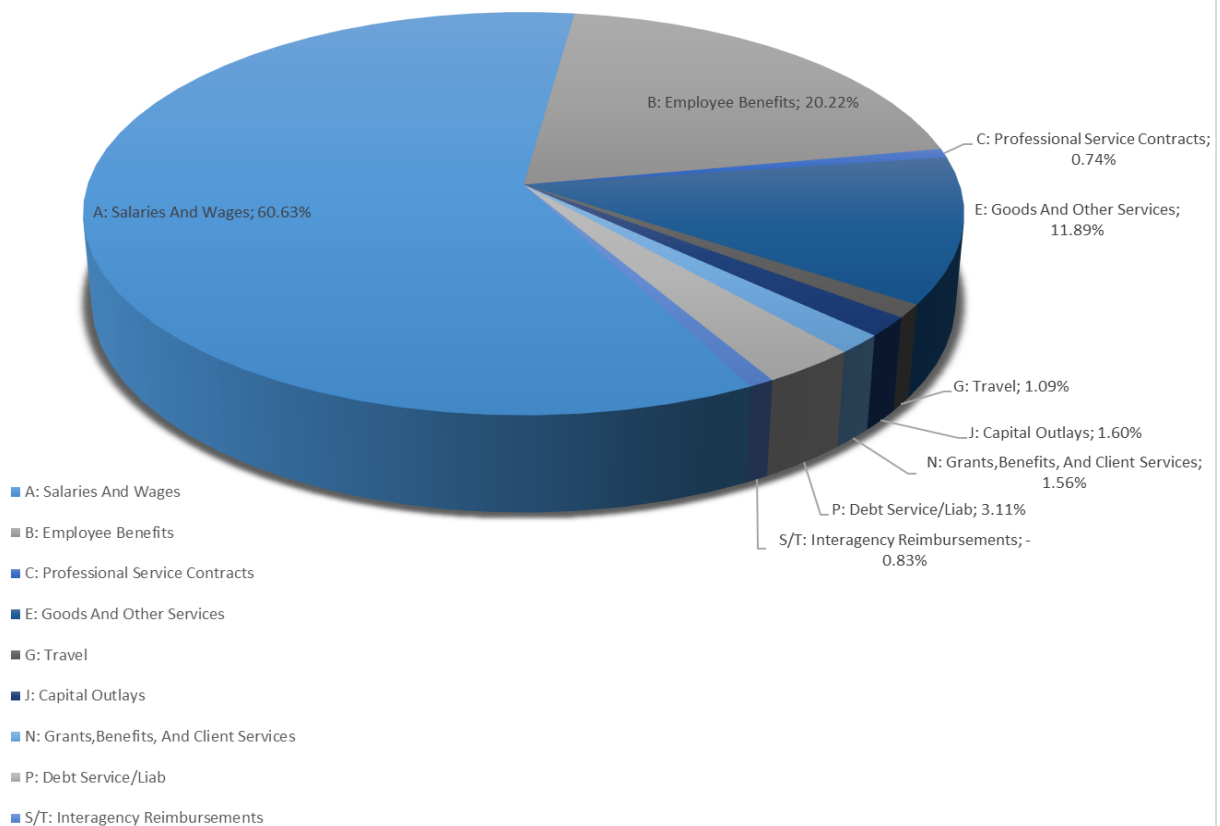




## FY22 Budget Proposal:

Object	Object Description	FY22_BUDGET BOT PROPOSAL	% of Total Budget
A:	Salaries And Wages	\$ 33,317,336.00	60.63%
B:	Employee Benefits	\$ 11,110,809.00	20.22%
C:	Professional Service Contracts	\$ 405,483.00	0.74%
E:	Goods And Other Services	\$ 6,535,668.00	11.89%
G:	Travel	\$ 598,181.00	1.09%
J:	Capital Outlays	\$ 879,214.00	1.60%
N:	Grants,Benefits, And Client Services	\$ 858,181.00	1.56%
P:	Debt Service/Liab	\$ 1,708,132.00	3.11%
S/T:	Interagency Reimbursements	\$ (457,699.00)	-0.83%
<b>TOTAL EXPENSE BUDGET</b>		<b>\$ 54,955,305.00</b>	<b>100%</b>

**Budget Expenses by Object Code**



# Exhibit H

## **BOARD POLICIES**

### **POLICY TYPE: EXECUTIVE LIMITATIONS EL-1**

#### ***POLICY TITLE: GENERAL EXECUTIVE ACCOUNTABILITY***

The Board of Trustees is responsible for following the adopted Carver Governance Model and Process. The President is held accountable for organizational compliance – ensuring and allowing any practice, activity, decision or situation is lawful, prudent and not in violation of commonly accepted business and professional ethics, and fit within the provisions set forth in the State Board for Community & Technical College, Office of Financial Management and Columbia Basin College policies, and/or take into account any executive order of the Governor of the State of Washington.

**POLICY TYPE: EXECUTIVE LIMITATIONS EL-2**

***POLICY TITLE: TREATMENT OF COMMUNITY MEMBERS AND STUDENTS***

With respect to staff interaction with community members and students or those applying to be students, the President shall set and maintain organizational expectations and norms that ensure their safe treatment, respect, dignity, confidentiality and privacy.

Accordingly, the President shall not:

1. Use application forms or procedures that elicit unnecessary information or violates confidentiality and privacy.
2. Use methods of collecting, reviewing, transmitting or storing client information that fail to protect against improper access to the information elicited.
3. Fail to inform the community members and students about what may be expected and what may not be expected from the service offered.
4. Withhold a grievance process from students who believe that they have not been accorded a reasonable interpretation of rights established pursuant to this Policy.
5. Operate without written procedures which clarify the rules for students.

**POLICY TYPE: EXECUTIVE LIMITATIONS EL-3**

***POLICY TITLE: TREATMENT OF EMPLOYEES***

With respect to the treatment of paid and volunteer staff, the President may not cause or allow conditions which are unfair or undignified.

Accordingly, the President shall not:

1. Operate without written personnel procedures, which clarify personnel rules for staff, provide for effective handling of grievances, and protect against wrongful conditions – e.g., nepotism, grossly preferential treatment for personal reasons.
2. Discriminate against any staff member for expressing an ethical dissent.
3. Restrict the exercise of academic freedom.
4. Hinder prevent employees from using established grievance procedures.

# 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

**COLUMBIA BASIN COLLEGE  
BOARD OF TRUSTEES – RESOLUTION 21-02  
MAY 10, 2021**

**WHEREAS**, the Columbia Basin College Board of Trustees is statutorily obligated and authorized to provide policy and governance leadership to the college; and

**WHEREAS**, Cheryl Holden has served the college community for over 13 years through her commitment to student success and athletics;

**WHEREAS**, Cheryl Holden has demonstrated extraordinary service to the College as a four-time Northwest Athletic Conference (NWAC) Championship winning basketball coach, five-time East Region Coach of the Year, member of the NWAC Hall of Fame Class of 2018, and widely respected by coaches across the State;

**WHEREAS**, Cheryl Holden continues to cultivate CBC student success as Vice President for Student Services; and

**WHEREAS**, Cheryl Holden's longevity and service has secured the college's reputation as a community asset by demonstrating the positive impact of a successful athletic program on student success; and

**WHEREAS**, Cheryl Holden's commitment to the community college mission has enabled Columbia Basin College to be a place that touches the lives of students and community members in untold ways;

**NOW, THEREFORE BE IT RESOLVED**, that the Board, on behalf of the entire college community acknowledges the 13 years of dedicated service that Cheryl Holden has given to Columbia Basin College, and extends a unanimous vote of thanks and appreciation for Cheryl's devotion of time and talent to education, to this College and to the entire community; **THEREFORE**, the Competition Court of the new Student Recreation Center will be named Holden Court.

Done in Open Meeting by the Board of Trustees of Columbia Basin College this 10<sup>th</sup> day of May, 2021.

\_\_\_\_\_  
Kedrich Jackson, Chair

\_\_\_\_\_  
Holly Siler, Vice Chair

\_\_\_\_\_  
Bill Gordon, Trustee

\_\_\_\_\_  
Allyson Page, Trustee

\_\_\_\_\_  
Kimberly Harper, Trustee

