

**COLUMBIA BASIN COLLEGE  
BOARD OF TRUSTEES MEETING**

December 9, 2024

Beers Board Room & Virtual

4:30 p.m.

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**Agenda**

Call to Order

**Pledge of Allegiance**

**Agenda Changes\***

**Approval of Minutes\***

Exhibit A: November 15, 2024 Board of Trustees Meeting

**Celebrating Excellence**

Associated Students of Columbia Basin College (ASCBC)

Rosario Rodriguez-Erechar, Director for Student Activities

Jamie Duncan, Assistant Director for Student Activities

Maeve Bolling, Student

Emily Freeze, Student

Cesar Garcia, Student

Lynsey Griffith, Student

Tyler McDonald, Student

Atlanta Moss, Student

Declan Porter, Student

Conner Simmelink, Student

**Remarks**

By Administration

President Rebekah Woods

Legislative Update and Visits

Foundation Executive Director/CEO Erin Fishburn

By ASCBC Student Representative Cesar Garcia

By Faculty Senate Chair Kiera Squires

By AHE Representative Rik Smith

By Board Members

**Public Comments**

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

**Reports**

Exhibit B: Strategic Plan Update – Tracy Money, Director for Strategic Planning & Priorities  
Stephanie Hartwig, Director Marketing & Communications

Exhibit C: Cash Reserve Report

Exhibit D: Operating Funds Variance Report

**Discussion/Action\***

Exhibit E: First Reading – Board Policies Executive Limitations EL-1, EL-2, EL-3, EL-4

**Consent Agenda\***

Exhibit F: Board of Trustees Bylaws Articles VI - X

**Executive Session**

RCW 42.30.110(1)(i): To discuss litigation to which the agency, the governing body, or a member acting in an official capacity is, or is likely to become, a party.

RCW 42.30.140(4): Planning and/or reviewing collective bargaining proposals.

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

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

## Upcoming Event Date

### December 2024

5	Hanford Nuclear Legacy Series, <i>Energy and Future Tri-Cities Initiatives</i> , 2pm, WSU Tri-Cities East Auditorium
6	Legislative Luncheon hosted by CBC & WWCC, 12 – 2pm, Gjerde Ctr, CBC Pasco Campus
9	CBC Board of Trustees Meeting, 4:30pm, Beers Boardroom, CBC Pasco Campus
9	<a href="#">Pasco City Council Workshop Meeting</a> , 7pm, 525 N Third Ave, Pasco
10	Trustee Tuesday, Topic: <i>Crystal Ball Insights on the Federal &amp; State Election Results and Future Impact to Higher Education</i> , 8-9am, <a href="#">Link to Registration</a>
10	<a href="#">Pasco School Board Meeting</a> , 6:30pm, Board Room, 1215 W Lewis St, Pasco
10	<a href="#">Richland School Board Meeting</a> , 6:30pm, 6972 Keene Road, West Richland
11	<a href="#">Kennewick School Board Meeting</a> , 5:30pm, 1000 W 4 <sup>th</sup> Ave, Kennewick
16	<a href="#">Pasco City Council Regular Meeting</a> , 7pm, 525 N Third Ave, Pasco
23	<a href="#">Pasco City Council Workshop Meeting</a> , 7pm, 525 N Third Ave, Pasco
25	Christmas Day Observed, CBC Campus Closed

### January 2025

1	New Year's Day Observed, CBC Campus Closed
6	<a href="#">Pasco City Council Regular Meeting</a> , 7pm, 525 N Third Ave, Pasco
8	Kennewick School Board Semi-Annual Retreat Mtg, 5:30pm, 1000 W 4 <sup>th</sup> Ave, Kennewick
13	CBC Board of Trustees Meeting, 4:30pm, Beers Boardroom, CBC Pasco Campus
13	<a href="#">Pasco City Council Workshop Meeting</a> , 7pm, 525 N Third Ave, Pasco
14	Trustee Tuesday, Topic: TBD, 8-9am, Virtual Meeting
14	<a href="#">Pasco School Board Meeting</a> , 6:30pm, Board Room, 1215 W Lewis St, Pasco
14	<a href="#">Richland School Board Meeting</a> , 6:30pm, 6972 Keene Road, West Richland
20	<a href="#">Pasco City Council Regular Meeting</a> , 7pm, 525 N Third Ave, Pasco
20	Martin Luther King Jr. Day Observed, CBC Campus Closed
22	<a href="#">Kennewick School Board Meeting</a> , 5:30pm, 1000 W 4 <sup>th</sup> Ave, Kennewick
23	Tri-Cities Legislative Day, Capital Building, Olympia
27	<a href="#">Pasco City Council Workshop Meeting</a> , 7pm, 525 N Third Ave, Pasco
28	<a href="#">Pasco School Board Meeting</a> , 6:30pm, Board Room, 1215 W Lewis St, Pasco
28	<a href="#">Richland School Board Meeting</a> , 6:30pm, 6972 Keene Road, West Richland
29 – 30	Legislative Visits at Capital Building - Dr. Woods, Trustees and Students in Olympia


 CBC Board Meetings

 CBC Events

 Trustee Pro Development / Conferences

 Community Events

 Community Board Meetings

 Holidays

## Upcoming Event Date

### February 2025

3	<a href="#">Pasco City Council Regular Meeting</a> , 7pm, 525 N Third Ave, Pasco
9-12	ACCT National Legislative Summit, Marriott Marquis, Washington DC
10	<a href="#">Pasco City Council Workshop Meeting</a> , 7pm, 525 N Third Ave, Pasco
11	<a href="#">Pasco School Board Meeting</a> , 6:30pm, Board Room, 1215 W Lewis St, Pasco
11	<a href="#">Richland School Board Meeting</a> , 6:30pm, 6972 Keene Road, West Richland
12	<a href="#">Kennewick School Board Meeting</a> , 5:30pm, 1000 W 4 <sup>th</sup> Ave, Kennewick
14	CBC Board of Trustees Meeting, 7:30am, Beers Boardroom, CBC Pasco Campus
17	<a href="#">Pasco City Council Regular Meeting</a> , 7pm, 525 N Third Ave, Pasco
17	President's Day Observed, CBC Campus Closed
24	<a href="#">Pasco City Council Workshop Meeting</a> , 7pm, 525 N Third Ave, Pasco
25	<a href="#">Pasco School Board Meeting</a> , 6:30pm, Board Room, 1215 W Lewis St, Pasco
25	<a href="#">Richland School Board Meeting</a> , 6:30pm, 6972 Keene Road, West Richland
26	<a href="#">Kennewick School Board Meeting</a> , 5:30pm, 1000 W 4 <sup>th</sup> Ave, Kennewick
28	CBC Athletic Hall of Fame Dinner & Auction, 5pm, Gjerde Center, CBC Pasco Campus

### March 2025

3	<a href="#">Pasco City Council Regular Meeting</a> , 7pm, 525 N Third Ave, Pasco
10	<a href="#">Pasco City Council Workshop Meeting</a> , 7pm, 525 N Third Ave, Pasco
11	Trustee Tuesday, Topic: TBD, 8-9am, Virtual Meeting
11	<a href="#">Pasco School Board Meeting</a> , 6:30pm, Board Room, 1215 W Lewis St, Pasco
11	<a href="#">Richland School Board Meeting</a> , 6:30pm, 6972 Keene Road, West Richland
12	<a href="#">Kennewick School Board Meeting</a> , 5:30pm, 1000 W 4 <sup>th</sup> Ave, Kennewick
17	<a href="#">Pasco City Council Regular Meeting</a> , 7pm, 525 N Third Ave, Pasco
21	CBC Board of Trustees Meeting, 7:30am, Beers Boardroom, CBC Pasco Campus
24 - 28	CBC Spring Break
24	<a href="#">Pasco City Council Workshop Meeting</a> , 7pm, 525 N Third Ave, Pasco
25	<a href="#">Pasco School Board Meeting</a> , 6:30pm, Board Room, 1215 W Lewis St, Pasco
25	<a href="#">Richland School Board Meeting</a> , 6:30pm, 6972 Keene Road, West Richland
26	<a href="#">Kennewick School Board Meeting</a> , 5:30pm, 1000 W 4 <sup>th</sup> Ave, Kennewick


 CBC Board Meetings

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# Exhibit A

Columbia Basin College  
Board of Trustees Meeting Minutes  
November 15, 2024  
Hybrid Meeting 7:30 a.m.

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

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

In-Person Attendees: Eduardo Rodriguez, Cheryl Holden, Elizabeth Burtner, Jason Engle, Sarah McCalmant, Erin Fishburn, Dan Quock, Jamie Duncan, Abby DeSteeese, Tracy Money, Kelsey Myers, Maeve Bolling (ASCBC), Ben Beus, Lizz Moon-Patrick, Hannah Throop, Amanda Hamill, Mayra Hernandez, Christina Meza, Catherine Strack, Cynthia Trevino, Araceli Suárez

Virtual Attendees: Brian Dexter, Daphne Larios, Kelsey Myers, Melissa McBurney, Kiera Squires, Lane Schumacher, Rod Taylor

The Agenda	The Discussion	Action
Call to Order		Meeting called to order by Trustee Jackson at 7:30 a.m.
Pledge of Allegiance	Trustee Jackson led the Pledge of Allegiance.	
Agenda Changes	No changes made to the agenda.	Trustee Harper moved and Trustee Page seconded a motion to approve the November 15, 2024 agenda as written. Approved unanimously.
Approval of Minutes	October 14, 2024 Board of Trustees Meeting Minutes Discussion - None	Trustee Harper moved and Trustee Page seconded a motion to approve the October 14, 2024 minutes as written. Approved unanimously.
<p><u>Celebrating Excellence</u></p> <p>CBC Financial Aid Department Ben Beus, Director for Financial Aid Lizz Moon-Patrick, Assistant Director for Financial Aid Hannah Throop, Assistant Director for Financial Aid &amp; Compliance Officer Amanda Hamill, Program Specialist 2 Mayra Hernandez, Program Specialist 2 Christina Meza, Program Specialist 2 Catherine Strack, Program Specialist 2 Cynthia Trevino, Program Specialist 2</p> <p>WA State TRIO Assoc <i>Most Innovative Leader Award</i> Recipient – May WA State TRIO Assoc <i>Emerging Leadership Award</i> Recipient - Oct Araceli Suárez, Director for Student Support Services - TRIO</p>	<p>Kelsey Myers, Assistant VP for Enrollment Services &amp; Registrar, introduced the CBC Financial Aid Team to the Board. Financial Aid faced multiple challenges over the past few years – COVID, ctcLink, and the new FAFSA – and through it all provided our students excellent customer service, remained positive and focused on the work.</p> <p>Ben Beus, Director for Financial Aid, thanked his team for meeting all the challenges they’ve encountered with resilience and positivity. This past year was particularly challenging with the rollout of the new FAFSA. With the help of other teams across campus, Financial Aid assisted students and parents with navigation of the new FAFSA and processed applications within a very short window to provide students with funding to begin fall quarter – 3,000 students and \$30 million dollars in aid awarded.</p> <p>Araceli Suárez has been the Director of TRIO Student Support Services at CBC since April 2024. She holds a Bachelor of Arts in Education from Central Washington University, and prior to her current role, Araceli gained valuable experience working with TRIO programs at Heritage University. In her role at CBC, Araceli leads efforts to support approximately 200 students annually, ensuring they have access to vital services funded by the U.S. Department of Education. Araceli was recognized with two prestigious awards this past year from the Washington State TRIO Association – <i>Most Innovative Leader Award</i> (awarded in May) and <i>Emerging Leadership Award</i> (awarded in October). These awards show Araceli’s commitment to making a meaningful impact in the lives of our students and their communities.</p>	

Remarks		
By Administration, President	<p><b>Winter Enrollment</b> is still underway and doing well. CBC is up 11% compared to last year.</p> <p>The CBC <b>Hispanic Serving Institution Timeline</b> was installed in the hallway outside of LaCASA. We had an unveiling event on October 20 for our campus and the local community. The timeline came out of work done by staff with ESCALA in 2023. A huge thanks to Elizabeth Burtner and her team.</p> <p>We continue to discuss the <b>overpayment from the WA State Office of Financial Management (OFM)</b>. WACTC meets weekly to discuss this. The challenge is state projections of revenue are beginning to soften and legislative budget writers are not as open to our system retaining the funds in error. OFM asked Cabinet agencies to freeze any unused state dollars through the end of this year. This freeze is optional for non-Cabinet agencies. SBCTC is a non-Cabinet agency.</p> <p>CBC and WWCC will host a <b>Legislative Luncheon</b> on Friday, December 6 from 12 – 2pm in the Gjerde Center inviting legislators elected to the 8, 9, 14, 15 and 16<sup>th</sup> districts. The WACTC legislative priorities for this session are provided as handouts in the Board Packet.</p> <p>Trustee Harper and Dr. Woods attended the <b>Association for Community College Trustees Annual Leadership Congress</b> in Seattle. CBC’s jazz choir, Freeform, sang the national anthem at the opening ceremonies. Mike Scott, Assistant Professor of Music &amp; Choral-Vocal, leads the Freeform choir.</p> <p>Dr. Luz Garza, Dean for DEI, Jennifer Castro Velasquez, our Title V and La CASA Director, and Dr. Woods <b>met with a team from Weber State University</b> in Utah including their president, Brad Mortensen. They are an aspiring HSI and accredited by the NWCCU. Weber State asked the Commission for recommendations on other HSIs to talk with and CBC was recommended as an organization doing good work. We were sharing our work and challenges with them and look forward to continued conversations in the future.</p> <p>Dr. Woods continues to connect with the Governor’s Office to request the status for appointment of our <b>new trustees</b>. Currently, there have been no new updates or replies.</p>	
By CEO, Foundation	<p>Erin Fishburn gave an update of Foundation activities.</p> <ul style="list-style-type: none"> <li>• Scholarship awarding is complete.</li> <li>• The Foundation is piloting a texting system for scholarships directing applicants to “check your email.”</li> <li>• Thank you letters for donors are going out with a donor lunch in February.</li> <li>• Preparing for year-end with administrative tasks like letters and thank you notes.</li> <li>• Foundation Board opted for a pre-holiday get together in mid-November.</li> <li>• An audit will be presented to the Foundation Board in January 2025.</li> <li>• One more Foundation Board meeting in 2024 on November 21.</li> </ul>	
By ASCBC	<p>ASCBC student representative, Maeve Bolling, gave updates on the recent fall activities for students and provided information on upcoming events. Fall Festival (350+ students in attendance), Hawk-o-Treat, pumpkin carving, pizza with the president, and tote decorating were some of the activities available for students during fall quarter. ASCBC</p>	

<p>By Faculty Senate Chair</p> <p>By AHE Representative</p> <p>By Board Members</p>	<p>provided 500 “de-stress kits” and students were able to pick them up from various offices around campus: ASCBC, Transitional Studies, TRIO, LaCASA, and MESA. Winter quarter ASCBC will be working on student engagement.</p> <p>Kiera Squires, Faculty Senate Chair, gave an update on Faculty Senate.</p> <ul style="list-style-type: none"> <li>• During fall Teaching and Learning Day this past week, faculty had an opportunity to collaborate on assessment work, curriculum mapping and normed a rubric for all courses. This year faculty are measuring a student outcome of “thinking critically.”</li> <li>• Later this morning, Faculty Senate will meet to discuss small changes to the Bylaws. The next Faculty Senate meeting will be January 17, 2025.</li> <li>• A survey on institutional outcomes was sent to all faculty and staff requesting input on what they think CBC’s institutional learning outcomes should be.</li> </ul> <p>No AHE representative present.</p> <p><u>Trustee Page</u> Trustee Page asked about support services offered to students at CBC.</p> <p><u>Trustee Siler</u> Trustee Siler is transitioning to a new location.</p> <p><u>Trustee Harper</u> Trustee Harper attended sessions on governance at the ACCT Leadership Congress. She found it interesting hearing about varying definitions and practices/models of governance used across the country.</p> <p><u>Trustee Jackson</u> Trustee Jackson attended the Foundation Board meeting last month and plans to attend the upcoming meeting. The Association of Washington Business (AWB) is preparing for the next legislative session. There are potential changes for business owners, taxes and this will be a challenging legislative session to balance the state budget.</p>	
<p><u>Public Comments</u></p>	<p>No public comments.</p>	
<p><u>Discussion/Action</u> Exhibit C: First Reading – Board of Trustees Bylaws Articles VI - X</p>	<p>Trustees have no comments or changes for the Board of Trustees Bylaws Articles VI - X (Exhibit C).</p>	<p>Trustee Page moved and Trustee Harper seconded a motion to move the Board of Trustees Bylaws Articles VI - X to the consent agenda at the December 9, 2024 meeting of the Board. Approved unanimously.</p>
<p><u>Reports</u> Exhibit D: Revised Reporting Proposal for Mission Fulfillment 2023-24 through 2025-26</p>	<p>Dr. Pär Jason Engle, Dean for Organizational Learning, provided the Board with a proposal for the Annual Mission Fulfillment Measurement (Exhibit D). The Board of Trustees, based on our Carver model of institutional governance, views and frames its goals on a high level. This has prompted a revised “Ends” reporting. Reporting expectations are a fair and comprehensive assessment of our mission progress, clear assessment of our mission</p>	

<p>Exhibit E: Cash Reserve Report</p> <p>Exhibit F: Operating Funds Variance Report</p>	<p>progress, and a commitment to annual measurable progress and a discussion of that progress in our context. The five main changes proposed to the reporting are:</p> <ul style="list-style-type: none"> <li>• Add measures to best reflect our notions of equity and representation of Historically Underserved students at CBC with respect to race/ethnicity and students who exhibit indication of high need outside of race/ethnicity.</li> <li>• Add return on investment measures that best reflect our effort in instruction and are more actionable – timely and resilient to changes in overall economic conditions.</li> <li>• Weight our ratings more proportionally with respect to our student enrollment.</li> <li>• Include success metrics for Running Start students where there is most pressing need and appropriate measures are available (equity and transfer areas).</li> <li>• Reduce the number of metrics overall.</li> </ul> <p>VP for Administrative Services, Eduardo Rodriguez, provided highlights from the Cash Reserve Report and the Operating Funds Variance Report (Exhibits E &amp; F).</p>	
<p>Adjournment: 9:12 a.m.</p>	<p>Trustee Jackson adjourned the meeting at 9:12 a.m.</p>	
	<p>Next Board of Trustees Meeting          Beers Board Room &amp; Zoom Webinar          December 9, 2024 - 4:30 p.m.</p>	

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Kedrich Jackson, Vice Chair

# Exhibit B



# *Strategic Plan*

**PROGRESS REPORT  
FALL 2024**



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# Overview

In 2021, CBC developed a three-year strategic plan. The result was the 2022-2025 Inclusive: Hawks Soaring Together Strategic Plan which encompasses four strategic priority areas that reflect CBC’s mission, vision and values including: 1) Student Success, 2) Teaching and Learning, 3) Culture and Systems, and 4) Community Relationships. Within these four priority areas are goals and initiatives that informed the projects undertaken by the College to execute the plan. The Inclusive Steering Committee was formed to monitor progress and provide reporting to Cabinet.

This report provides an update on CBC’s progress in achieving the established goals and initiatives.\* It is both backward and forward-looking, providing project highlights along with a snapshot of projects planned for the remainder of 2024 and throughout 2025, while laying the foundation for 2026 and beyond.

In the pages that follow, we present a retrospective of the past 18 months, outlining each strategic priority, the goals we intended to achieve, and highlighting some of the projects undertaken to achieve our goals.

While we recognize that a lot of good work has been done beyond the projects noted, a more comprehensive list of our efforts can be found online at [columbiabasin.edu/strategicplan](http://columbiabasin.edu/strategicplan).

*\*Note: In some cases, initiatives span more than one strategic priority and/or goal.*

## Values

At CBC our values are founded on:



***Student Learning***



***Culture of Excellence***



***Diversity, Equity, & Inclusion***



***Sustainability***



***Wellbeing***



## STRATEGIC PRIORITY 1:

# Student Success

### Goal 1:

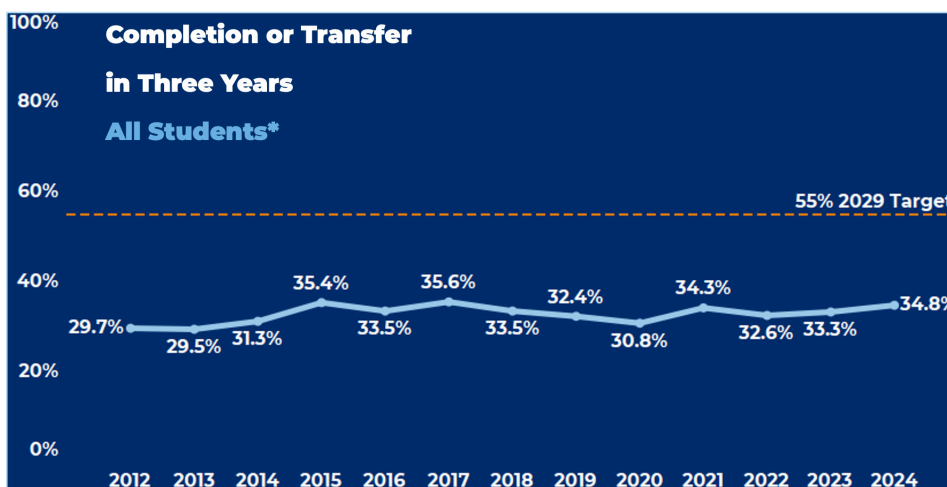
#### Help students choose and enter a pathway to careers and future education

CBC launched three separate initiatives to streamline educational pathways, including:

**Academic Maps** – were developed to provide current and prospective students with detailed term-by-term course sequencing for each degree or certificate across eight academic pathways, ensuring timely completion. As a result, 100% of students declared a major or chose a career path within their first year, facilitated by the onboarding process. *See Figure 1.*

**Financial Aid Outreach** – supported by House Bill (HB) 1835, involved hiring eight financial aid outreach specialists to assist prospective students, with seven specialists and one assistant director placed in local high schools and included community partnerships to bring financial aid workshops across school districts. This outreach contributed to a 4% increase in first-time students accepting financial aid and nearly a 2% rise in Pell recipients in the 2024 academic year compared to the previous year.

**Camino al Exito** - the first Spanish-only new student orientation offered to students and their parents or support persons to provide monolingual Spanish-speakers with information about college readiness. The event involved six employee-led sessions on student and family success and paying for college along with a campus and community resource fair. Over 30 faculty and staff across campus participated in the event that served 50 families.



*Figure 1. Depicts the trend in transfer or completion rates within three years at CBC from 2012 to 2024. Although there has been some variability over the years, the overall direction is positive.*

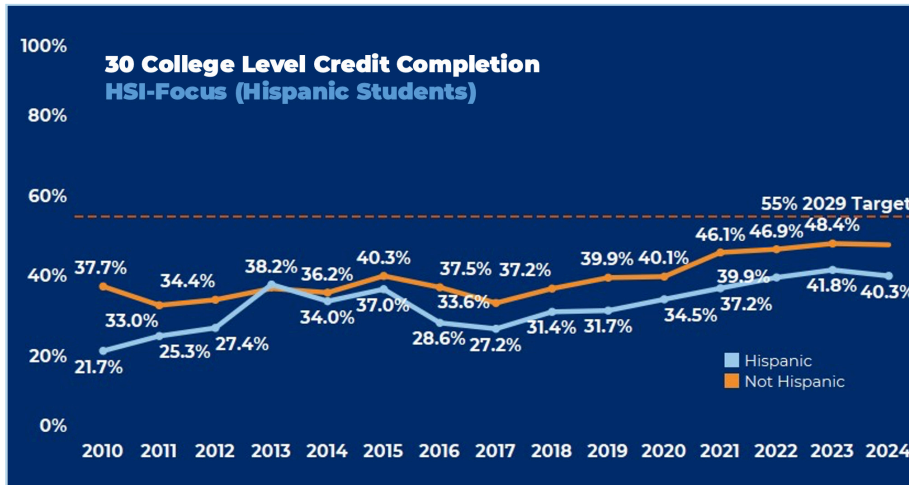


Figure 2. The graph illustrates trends in the completion of 30 college-level credits by the end of first year for Hispanic and non-Hispanic students from 2010 to 2024. Throughout this period, both groups show overall improvements in credit completion rates, with non-Hispanic students consistently achieving higher rates.

## Goal 2:

### Provide holistic and flexible support services that help students stay on their path

To achieve this goal, CBC introduced several key initiatives including:

**Peer Mentoring** – was facilitated through the Academic Success Center (ASC) to assist students with support services, college success skills, and resources aimed at promoting self-efficacy and resilience.

**Inside Track Completion Coach Advising Model** – was implemented to further enhance student support using a personalized, evidence-based coaching approach designed to support students in overcoming academic and non-academic barriers, ultimately enhancing their persistence and completion rates.

**Ocelot Chatbot** - an AI tool on CBC’s website, supplements the inside completion coach advising model with 24/7 support to students to answer their questions.

According to metrics,

**37.9%** of students

(4,152 out of 10,947) participated in counseling or completion coach sessions. The impact of these support services was highlighted by an **85% fall-to-fall retention rate for students who used support services (tutoring, counseling, mentoring) two or more times**, compared to a 49% retention rate for those who did not utilize these services, demonstrating the effectiveness of these initiatives in promoting student persistence and success.

### Goal 3:

#### **Enhance student involvement and engagement in co-curricular programs and services**

To enhance student involvement and engagement in co-curricular programs and services, CBC developed several initiatives. A Student Recreation Center (SRC) was built to provide diverse co-curricular offerings. Clubs such as LULAC and Mariachi were formed and offer leadership opportunities, civic education, and cultural enrichment. As a result, 54% of students participated in co-curricular programs and services in the 2024 academic year, up from 47% in 2023. This increase was primarily driven by greater student utilization of tutoring services and advising/completion coach sessions.

### Goal 4:

#### **Improve student transfer and employment outcomes**

To improve student transfer and employment outcomes, CBC launched the Pathways to Hanford initiative, offering students opportunities to connect with Hanford contractors, explore careers, access internships, and develop key professional skills. Additionally, the Hawk Career Readiness Program was established to assist students in career selection, employment obtainment, and professional development.

According to metrics,

**91%** of students

that responded to survey questions about satisfaction with support services expressed satisfaction with the support services offered at CBC, indicating positive reception and impact of these initiatives.







## STRATEGIC PRIORITY 2:

# Teaching & Learning

### Goal 1:

#### **Foster learning through culturally responsive, student-centered teaching and learning practices**

To facilitate an inclusive learning environment for students, five CBC faculty participated in ESCALA's Certificate in Teaching and Learning for Hispanic Serving Institutions (HSI) training during Summer 2024. During fall, two faculty will participate in ESCALA's STEM-X workshop focusing on STEM teaching and HSIs. CBC is working on a program of professional development for Summer 2025 for new faculty focused on culturally responsive teaching at a HSI.

In addition, the Teaching and Learning Center of Excellence (TLCE) created an inclusive pedagogy course enhancement program for faculty to enrich their courses using funds from a Title V grant. In the first two years, 87 courses have been enhanced. The TLCE also launched the Equitable and Inclusive Teaching Hub, a one-stop resource to support equitable and inclusive teaching practice through a growing repository of learner-centered teaching strategies and tools.

### Goal 2:

#### **Provide equitable and inclusive learning environments that help students succeed.**

CBC implemented several initiatives to support student success, including:

**Open Educational Resources (OER)** – for math courses was expanded, offering students access to low-cost materials.

**Program Learning Libraries** – were established within Canvas to equip faculty with the resources needed to effectively start their classes.

**Transparency in Learning and Teaching** – was expanded, aiming to improve course design and communication about learning objectives.

While measuring the impact of these initiatives has been a challenge, they remain crucial for fostering more inclusive and supportive learning environments, as they represent proactive steps towards reducing barriers and enhancing the educational experience for all students at CBC.

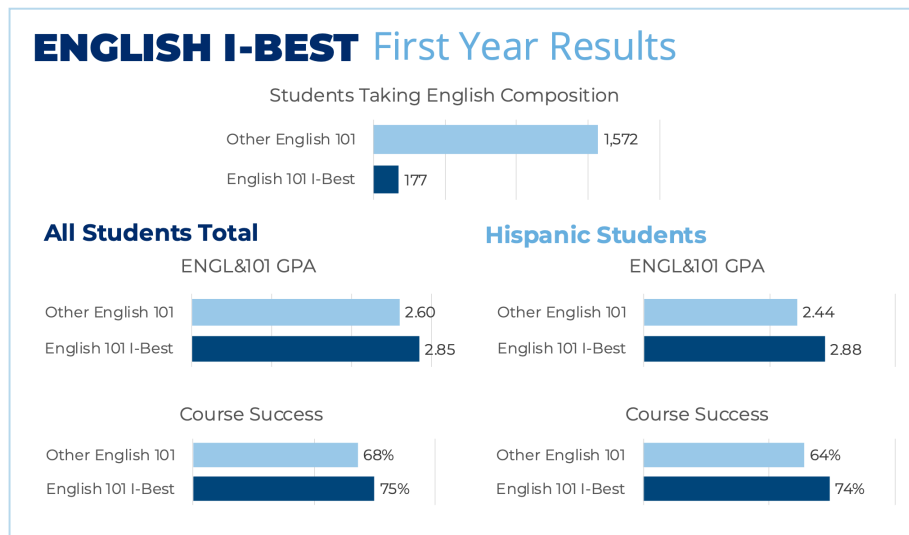
 **Goal 3:**

**Create and align thoughtfully designed and scheduled pathways, programs, and courses**

In the last few years, CBC has developed several programs to meet student and community needs including: Dental Assisting programs, Digital Marketing, Logistics and Supply Chain Resilience, Substance Abuse Disorder Professional, LPN to BSN, and an articulation to place CBC students into Washington State University’s pharmacy program.

In 2023-24, CBC piloted English 101 with I-BEST to support college-level English completion in the first year. GPA and course success for I-BEST sections of English 101 is promising. Data suggest that the English I-BEST program is particularly effective in supporting academic performance and success.

In addition, I-BEST was expanded with the goal of offering at least one I-BEST program in each school. This program is a team-teaching approach integrating basic skills instruction with college-level studies. Currently I-BEST is offered in the School of Education, the School of Health Sciences, and the School of Arts, Humanities, and Communications. Next steps are to develop I-BEST for the School of Math, Science, and Engineering. See *Figure 3*.



*Figure 3. Presents first-year results for the English I-BEST program compared to other English 101 courses, focusing on both the total student population and Hispanic students specifically.*

**According to metrics,**

The course success rate for English 101 I-BEST students was notably higher at

**75%** compared to **68%**

for their peers in other English 101 courses.

## Goal 4:

### Ensure students are learning

CBC is committed to academic excellence. To ensure students are learning CBC implemented the following:

**Directed Self Placement Tool** – was enhanced to ensure inclusivity for all students enrolled in college-level math and English in the first year along with other foundational courses. The tool empowers students to select courses that match their skill levels and learning needs.

**Assessment work** – in fall, the Assessment, Teaching and Learning Committee will be leading work on curricular mapping and program outcomes. The Institutional Learning Outcomes review is also ramping back up in fall.

**Developmental Math and English moved to Transitional Studies** - the equivalent of English 091, 098, and 099 and Math 040 are now being taught in Transitional Studies, where students pay \$25 per quarter rather than full tuition. *See Figures 4 & 5.*

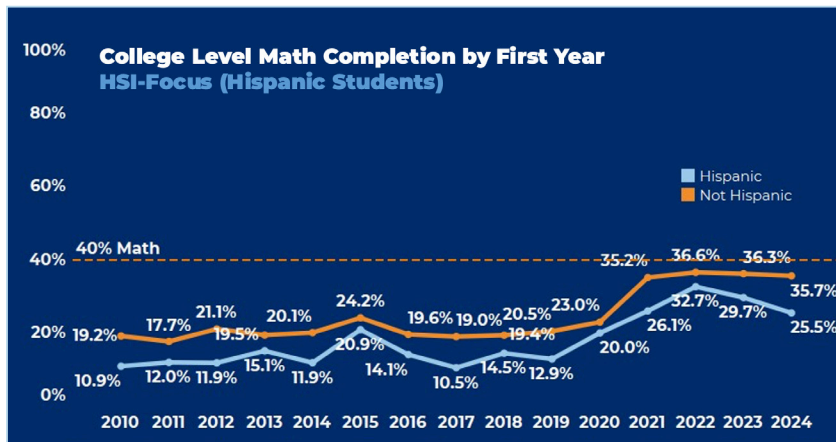


Figure 4. Highlights positive trends in college-level math completion rates in the first year for both Hispanic and non-Hispanic students from 2010 to 2024. Over this period, both groups have shown significant improvements, with non-Hispanic students reaching a peak of 36.6% in 2022 and Hispanic students achieving their highest rate of 32.7% in the same year.

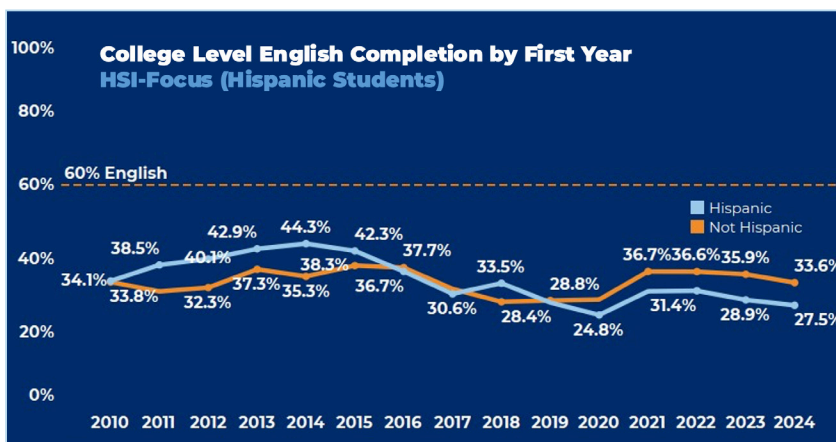


Figure 5. Illustrates trends in college-level English completion rates in the first year for Hispanic and non-Hispanic students from 2010 to 2024. Both groups show fluctuations over time, with non-Hispanic students generally achieving higher completion rates.

## STRATEGIC PRIORITY 3:

# Culture & Systems

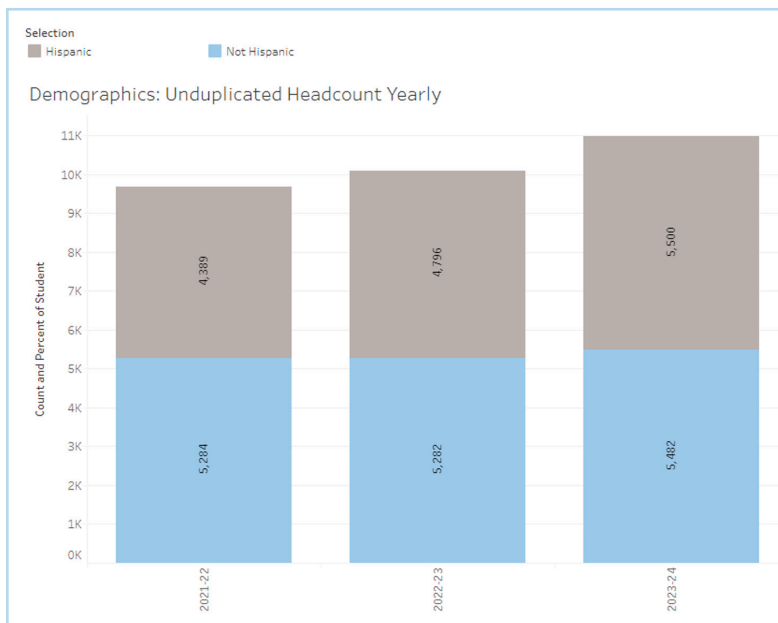


Figure 6 displays CBC's demographics over the last three academic years, highlighting the unduplicated headcount of Hispanic and non-Hispanic students.

### Goal 1:

#### Live and practice our identity as a Hispanic-Serving Institution

CBC is committed to embracing its identity as a Hispanic-Serving Institution (HSI). This commitment involved hiring a full-time translator, establishing a formal translation process to facilitate bilingual signage and the translation of materials, thereby reducing barriers for Spanish-speaking students, families, and community members. An HSI Advisory Council was developed to guide the college on strategies to better support Hispanic students, and fifteen council members participated in ESCALA's "Moving Towards Serving Institute" program to enhance these efforts.

Additionally, an Undocumented Student Task Force was formed to recommend strategies for supporting undocumented students, leading to the creation of the Undocumented Student Advocacy Specialist (USAS) position. The Foundation Scholarship Application was also translated and reviewed in Spanish to improve accessibility.



**Goal 2:**

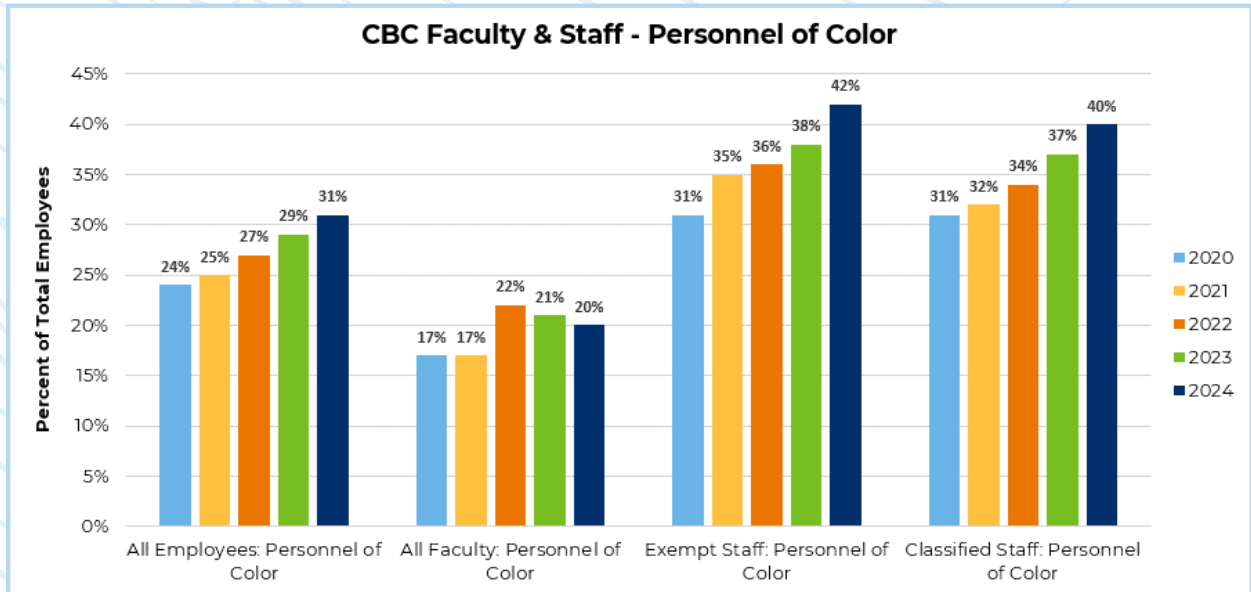
**Create a more diverse, equitable, and inclusive college**

**Equity Center Facility** – the Cultural Appreciation and Student Advocacy Center (La CASA) was built to provide multicultural programming and services to promote equity and celebrate diversity and inclusion.

**Diversity, Equity, and Inclusion (DEI) Dean** –hired to create an Office of DEI to lead the equity work for the College.

**Bilingual Campus Signage**– CBC formed a work group to define translation priorities and establish guidelines for materials and signage.

The data highlights a notable increase in the proportion of Hispanic students over the three years, growing from 45.4% in 2021-22 to 50.1% in 2023-24. This increase indicates a positive trend towards greater representation and participation of Hispanic students at CBC, reflecting the college’s ongoing efforts to support and engage with this community.



The chart shows the demographic breakdown of CBC faculty and staff, focusing on personnel of color, over the years 2021, 2022, and 2023. For exempt and classified staff, the proportion of personnel of color has increased steadily from 33.1% in 2021 to 34.8% in 2022, and further to 38.2% in 2023.

For faculty, the representation of personnel of color also showed an increase from 17.2% in 2021 to 21.8% in 2022, and a slight decrease to 21.2% in 2023.

These trends indicate a positive shift towards greater diversity among CBC’s personnel, particularly among exempt and classified staff, reflecting the institution’s ongoing commitment to inclusivity and representation within its workforce.

## Goal 3:

### **Create and support a racially and ethnically diverse workforce that reflects CBC's community**

**Search Advocate Program** - the Human Resources Department hired a consultant to train over 30 search advocates in March 2024 to expand CBC's Search Advocate Program. Recruiting procedures were modified for administrative staff and faculty to include use of a search advocate, and it was strongly recommended for classified staff as well. Development of an in-house search advocate training program is underway to ensure an expanded pool of search advocates.

**Faculty and Staff Hiring Process** - CBC job descriptions were streamlined to emphasize the most important information, such as the college's DEI statement in English and Spanish and details about community, cultural awareness, and commitment to supporting the success of Hispanic students or other underserved populations as a required qualification. When appropriate, positions were Spanish preferred or required. Advertising and outreach were expanded to reach diverse candidates, resulting in a greater number of diverse candidate applications and a proportionate increase in diverse new employees hired to the number of diverse applicants.

## Goal 4:

### **Implement equitable systems and processes that meet student and employee needs**

**ctcLink** - successfully implemented college-wide to improve compatibility with systems at other Washington community and technical colleges.

**Yes, And** - In 2017, CBC adopted the core tenets of "Yes, And" to intentionally guide a positive culture of high-level engagement by embedding the key principles and behaviors into CBC processes. In September 2024 the college began the work of further tailoring "Yes, And" to CBC. Two surveys were given to all employees and 24% responded, surfacing areas of strength in CBC culture and areas for improvement. A group was tasked with using this data and gathering further input from employees across campus as they draft and redraft CBC-personalized language for approval by the end of Spring Quarter.



## STRATEGIC PRIORITY 4:

# Community Relationships

### Goal 1:

#### **Build and sustain relationships with community-based organizations**

CBC has built and is working to sustain partnerships with community-based organizations to enhance educational outcomes and cultural engagement.

**Welcome Week Tribal National Collaboration** - tribal members from the Employment and Education Department presented the history of the Colville Tribe and conducted holistic development sessions, fostering deeper understanding of Indigenous cultures.

**Government-to-Government Meetings** - were held with the Confederated Tribes and Bands of the Yakama Nation, Confederated Tribes of the Umatilla Indian Reservation, and the Confederated Tribes of the Colville Reservation, beginning the development of a partnership/collaboration and aligning educational initiatives.

**African American Community , Cultural & Educational Society (AACCES) Partnership** - provided support for their scholarship program, promoting educational access and equity.

**LULAC Collaboration** - with the local LULAC chapter CBC facilitated outreach efforts through the LULAC Conference, supporting an annual on-campus fall event for high school students, thereby expanding CBC's community engagement and supporting pathways to higher education..

These efforts underscore CBC's commitment to fostering strong community relationships and enhancing the educational experience for all students.

### Goal 2:

#### **Strengthen relationships with K-12 and four-year institutions**

CBC has focused on strengthening connections with K-12 and four-year institutions, as well as enhancing communication with community partners. To achieve this, CBC collaborated with area high schools by hosting on-campus competitions such as DECA, Future Business Leaders of America (FBLA), and Math is Cool, providing students with exposure to CBC, financial literacy, financial aid information, and other resources.

**STEM Transfer Program** - CBC and Washington State University Tri-Cities recently completed a grant on increasing transfer rates for low income students from CBC to WSU-TC in STEM fields. CBC focused on collaborations in advising, recruiting CBC students to WSU-TC, campus visits, and data sharing. We are hopeful that a second grant will continue to fund innovation in transfer agreements.

**WASC Challenge Grant** - CBC is a partner in a consortium working with Benton City and Ki-Be School District to increase the number of people in Benton City participating in post-secondary education. CBC hosted a number of events in Benton City and at CBC. In October an event is planned to introduce migrant students and their parents to STEM fields and education.

**Career Connect Tech** - CBC partners with Pasco School District on a pathway program into high tech degrees. The program is transitioning from Legacy High School to Chiawana High School in the fall in hopes of attracting more students into Computer Science and Cyber degree pathways.



### Goal 3:

#### **Align enrollment and academic programs with emergent workforce needs**

CBC developed programs based on community input, with the goal of meeting the needs of both students and the community. Many of CBC's community partners also serve on advisory boards and councils for professional technical programs. New programs were established in health sciences, business and computer science, and automotive and manufacturing technology.

In addition, the Nuclear Technology program was expanded to support future energy demands.

### Goal 4:

#### **Increase and improve communications and relationships with community partners**

To improve outreach and engagement with diverse communities, CBC developed bilingual marketing materials and communication tools, supporting future student enrollment campaigns and ensuring accessibility for non-English-speaking families. These initiatives reflect CBC's commitment to fostering inclusive educational environments and building robust partnerships with educational institutions and community organizations.



### **Achieving Our Goals**

The Inclusivo Steering Committee held bi-monthly meetings to assess progress toward meeting the Strategic Plan goals and provided reporting to Cabinet. Presentations on progress were communicated to staff and faculty during Welcome Week and Teaching and Learning days throughout the year.



### **Next Steps**

The Inclusivo Committee will review the college's accomplishments, reflect on what worked and what didn't, and provide recommendations to CBC leadership about next steps. Following leadership approval, the Committee will create an action plan for new and/or ongoing projects, identify resource constraints and/or resources needed, establish processes for addressing any unmet objectives, determine key performance indicators (KPI), and adjust timelines as needed to complete the 2022-2025 strategic plan while establishing the foundation for the 2026 strategic plan and beyond.

Guided by the college's strategic plan, CBC has accomplished a considerable amount over the past few years. From increased opportunities for students, enhanced academic programs, and elevating CBC's HSI designation, to improved hiring processes for faculty and staff. Through these initiatives the college is undertaking significant strides to meet the educational needs of students and the professional needs of the community.





Columbia Basin College complies with the spirit and letter of state and federal laws, regulations, and executive orders to ensure equal opportunity in education, participation in college activities, and employment. CBC does not discriminate on the basis of race, color, creed, religion, national or ethnic origin, parental or family status, marital status, sex or gender, sexual orientation, gender identity or expression, age, genetic information, honorably discharged veteran or military status, perceived or actual sensory, mental, or physical disabilities, use of a trained guide dog or other service animal allowed by law, or any other prohibited basis. CBC refers any questions or complaints to Vice President for Human Resources & Legal Affairs and CBC's Title IX/EEO Coordinator by email at [vpshr@columbiabasin.edu](mailto:vpshr@columbiabasin.edu) or by telephone at 509-542-5548. If you are a student who requires an accommodation, please contact CBC Disability Support Services at 509-542-4412 or the Washington Relay Service at 711 or 1-800-833-6384. This notice is available in alternative media by request.

# Exhibit C

# Columbia Basin College

## Cash Reserve Report Month End October 2024

<b>Assets</b>		<b>FY2025 - October</b>	
<b>Cash</b>			
In Bank	1000070	\$	21,736,415
Petty Cash	1000020	\$	5,504
<b>Total Cash</b>		<b>\$</b>	<b>21,741,919</b>
<b>Investments</b>			
Short Term (0-365 days)	1000040-1000050		
	1020000-1020030	\$	5,070,831
Long Term (>365 days)	1110003-1110060	\$	16,612,973
<b>Total Investments</b>		<b>\$</b>	<b>21,683,804</b>
<b>Accounts Receivable</b>			
Current	1010100 + 1010030	\$	1,908,443
Unbilled	1010050	\$	415,781
AR - Other	1010240 + 1010060	\$	167,387
Allowance for AR	1010110 + 1010130	\$	(18,497)
<b>Total AR</b>		<b>\$</b>	<b>2,473,114</b>
<b>Inter/Intra Gov Receivables</b>			
Due from Fed	1010150	\$	1,616,915
Due from Other Gov	1010160	\$	1,788,829
Due from Other Agency	1010180	\$	92,424
<b>Total Inter/Intra Gov Receivables</b>		<b>\$</b>	<b>3,498,168</b>
<b>Total Assets</b>		<b>\$</b>	<b>49,397,005</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Accounts Payable	2000010	\$	186,947
Accrued Salaries Payable	2011010	\$	-
Due to Other Agency	2012050	\$	161,793
Sales/Use Tax	2010070	\$	894
Accrued Liabilities	2001070	\$	-
COP Current Year P&I Due	2050010	\$	1,525,250
<b>Total Current Liabilities</b>		<b>\$</b>	<b>1,874,885</b>
<b>Total Liabilities</b>		<b>\$</b>	<b>1,874,885</b>

<b>Cash Balance</b>	
(ASSETS less LIABILITIES)	\$ 47,522,121
<b>Dedicated Balances</b>	
Account	
Student Supported Capital	1000070 \$ 3,911,006
3.5% - Institutional Financial Aid	1010190 \$ 1,829,399
Students S&A	1000070 \$ 5,326,535
Bookstore Operating Reserves	1000070 \$ 2,727,132
Technology Fee	1010190 \$ 121,945
Parking Fees	1010190 \$ 1,073,873
Basic Food Employment and Training	1000070 \$ 246,508
<b>Total</b>	<b>\$ 15,236,398</b>
<b>Reserves Policy - BOT Policies on Reserves</b>	
Unplanned Capital Repair and Replacement	\$ 2,000,000
Capital Facilities Projects	\$ 20,497,969
Operating Reserve	\$ 10,920,000
Emergencies	\$ 2,000,000
<b>Total</b>	<b>\$ 35,417,969</b>
<b>Operating Reserves Balance</b>	
Existing Reserve balance less Dedicated Reserves and Emergency Reserves	<b>\$ (3,132,246)</b>

# Exhibit D



**Fiscal Year 2425 Operating Funds Variance**

**As of Fiscal Month End: October**

				EXP/BDGT	EXP/REV	REV/BDGT	
State Alloc	001, 24J, 08A	EXP BDGT	\$ 41,947,578		28.01%	28.86%	97.04%
		EXP	\$ 11,747,444				
		REV (Alloc)	\$ 40,704,614				
Local Fees	148	EXP BDGT	\$ 3,234,519		25.07%	51.12%	49.04%
		EXP	\$ 810,931				
		REV	\$ 1,586,340				
Local Tuition	149	EXP BDGT	\$ 23,181,188		25.50%	82.02%	31.10%
		EXP	\$ 5,912,053				
		REV	\$ 7,208,338				
Contracts	146	EXP BDGT	\$ 1,840,358		29.62%	27.83%	106.42%
		EXP	\$ 545,114				
		REV	\$ 1,958,429				
YTD Total	*Includes Interfund Transfers	EXP BDGT	\$ 69,570,957		27.33%	36.95%	73.96%
		EXP	\$ 19,015,541				
		REV	\$ 51,457,721				
<b>Approved Budget Total</b>		BDGT	\$ 69,138,607	Key:		Spend rate less than 5% below FY %    Spend rate with in + or - 5% of FY%    Spend rate more than 5% above FY%	

**YTD Target Rate 33.33%**

**Notes:**

Account	BDGT	EXP	EXP/BDGT	State Allocation Schedule #3
Salaries and Wages	5000003 \$ 41,882,916	\$ 11,739,301	28.03%	~\$570k of "Other Expenses" expense is for yearly Insurance payment.
Benefits	5010003 \$ 13,574,402	\$ 4,163,679	30.67%	
Contracted Services	5050003 \$ 3,113,343	\$ 867,389	27.86%	
Goods & Routine Services	5030003 \$ 2,974,354	\$ 443,179	14.90%	
Other Expenses	5081004 \$ 2,805,210	\$ 1,142,960	40.74%	
Utilities	5060003 \$ 1,737,000	\$ 268,782	15.47%	
Travel	5080004 \$ 787,693	\$ 140,651	17.86%	
Capital Expenses	5040003 \$ 354,966	\$ 1,012	0.28%	
Grants, Scl. ships, Fellowships	5020003 \$ 1,277,234	\$ 248,588	19.46%	
Debt Expenditures	5110003 \$ 1,696,525	\$ -	0.00%	
Interfund Transfers	\$ (632,686)	\$ -	0.00%	
<b>YTD Total</b>	<b>\$ 69,570,957</b>	<b>\$ 19,015,541</b>		

Print Date: 12/2/2024

# Exhibit E



## **BOARD POLICIES**

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

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

In alignment with the Carver Governance Model and Process adopted by the Board of Trustees, the President is held accountable for organizational compliance – ensuring and allowing any practice, activity, decision or situation that is lawful, prudent and not in violation of commonly accepted business and professional ethics, and that 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 not fail to 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.
6. Make false claims or withhold required information about any programs, services, or cost of attendance.



**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 unlawful, 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. Hinder, prevent or restrict the exercise of academic freedom.
4. Hinder or prevent employees from using established grievance procedures.



Community College District 19  
**Board of Trustees**

**POLICY TYPE: EXECUTIVE LIMITATIONS EL-4**

***POLICY TITLE: COMPENSATION***

With respect to employment, compensation to employees, consultants, contract workers and volunteers, the President shall not fail to promote adherence to nor fail to ensure fiscal integrity and good public image.

The Board of Trustees reserves the sole authority to change the compensation and benefits for the President.

The President shall not promise or imply permanent or guaranteed employment to anyone in the College.

# Exhibit F

## BY-LAWS

**POLICY TYPE: GOVERNANCE PROCESS**

**POLICY TITLE: BY-LAWS OF COMMUNITY COLLEGE DISTRICT 19**

The Board of Trustees of Community College District 19, under the authority vested in said Board by the Laws of the State of Washington, hereby adopt the following By-Laws.

### Article VI

#### ADOPTION OR REVISION OF POLICIES

- Section 1.** **Board Policies.** Policies of the Board are established for Executive Limitations, Board Governance Process, Board Staff Linkage and Ends Policy Statements. In order to achieve a consistent pattern of administration, such policies should be reflected in continuous decision making.
- Section 2.** **Timeline.** Proposed written policies, or revision of existing written policies, shall be presented to the Board one month prior to the intended date of formal action to provide ample time for consideration and possible revisions.



## BY-LAWS

### POLICY TYPE: GOVERNANCE PROCESS

#### ***POLICY TITLE: BY-LAWS OF COMMUNITY COLLEGE DISTRICT 19***

The Board of Trustees of Community College District 19, under the authority vested in said Board by the Laws of the State of Washington, hereby adopt the following By-Laws.

### Article VII

#### OFFICERS OF THE BOARD

- Section 1.** ***Election.*** At the first regular meeting of the Board following July 1 of each year, the Board shall elect from its membership a Chair and Vice-Chair to serve for the ensuing year. In Addition, the President of Columbia Basin College shall serve as Secretary to the Board of Trustees as specified by State Law. The Secretary may, at his/her discretion, appoint the administrative assistant or other appropriate college staff member to act as recording secretary for all regular and special meetings of the Board.
- Section 2.** ***Chair.*** The Chair, in addition to any duties imposed by Rules and Regulations of the State Board, shall preside at each regular or special meeting of the Board, sign all legal and official documents recording action of the Board, and develop in concurrence with the Board Secretary, an agenda for each meeting of the Board. The Chair shall, while presiding at official meetings, have full rights of discussion and vote.
- Section 3.** ***Vice-Chair.*** The Vice-Chair, in addition to any duties imposed by Rules and Regulations of the State Board, shall act as Chair of the Board in the absence of the Chair.
- Section 4.** ***Chair Pro Tempore.*** In case of the absence of the Chair and Vice-Chair from any meeting of the Board of Trustees or in case of the inability of both of the two to act, the Board of Trustees shall elect for the meeting a chair Pro Tempore, and may authorize such Chair Pro Tempore to perform the duties and acts authorized or required by said Chair or Vice-Chair to be performed, as long as the inability of these said officers to act may continue.
- Section 5.** ***Secretary.*** The Secretary of the Board shall in addition to any duties imposed by Rules and Regulations of the State Board, keep the official seal of the Board, maintain all records of meetings and other official action of the Board.
- Section 6.** ***Duties.*** The Secretary shall also be responsible for Board correspondence, compiling the agenda of meetings, and distributing the minutes of the meetings and related reports.
- Section 7.** ***Meetings.*** The Secretary, or the designee must attend all regular and special meetings of the Board, and official minutes must be kept of all such meetings.

Adopted: 07/01/1997  
Revised: [mm/dd/yyyy]  
Last Reviewed: 11/15/2024

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## BY-LAWS

**POLICY TYPE: GOVERNANCE PROCESS**

**POLICY TITLE: BY-LAWS OF COMMUNITY COLLEGE DISTRICT 19**

The Board of Trustees of Community College District 19, under the authority vested in said Board by the Laws of the State of Washington, hereby adopt the following By-Laws.

### Article VIII COMMITTEES

- Section 1.** *Board as a Whole.* The Board of Trustees shall act as a Committee of the Whole for the conduct of its business.
- Section 2.** *Special Committees.* Special committees of Board members may be appointed by the Chair of the Board upon authority of the Board with such powers and duties and for such term as the Board may determine.
- Section 3.** *Board Minutes.* Minutes of the proceedings of each committee shall be kept and as soon as practical after a meeting a copy of said minutes shall be mailed or delivered to each member of said committee and remaining members of the Board of Trustees and the President of the college.

## BY-LAWS

**POLICY TYPE: GOVERNANCE PROCESS**

***POLICY TITLE: BY-LAWS OF COMMUNITY COLLEGE DISTRICT 19***

The Board of Trustees of Community College District 19, under the authority vested in said Board by the Laws of the State of Washington, hereby adopt the following By-Laws.

### Article IX

#### FISCAL YEAR

***Section 1. Fiscal Year.*** The fiscal year of the Board shall conform to the fiscal year of the State of Washington and shall be from July 1 to June 30 inclusive.

## BY-LAWS

**POLICY TYPE: GOVERNANCE PROCESS**

***POLICY TITLE: BY-LAWS OF COMMUNITY COLLEGE DISTRICT 19***

The Board of Trustees of Community College District 19, under the authority vested in said Board by the Laws of the State of Washington, hereby adopt the following By-Laws.

### Article X

#### OFFICIAL SEAL

***Section 1. Official Seal.*** The Board of Trustees shall maintain an official seal for use upon any or all official documents of the Board. The seal shall have inscribed upon it the name of the college which shall be:

COMMUNITY COLLEGE  
District 19  
State of Washington