



June 12, 2019

Dear Board of Trustees and Campus Community:

When we meet on June 19, we will have finished our commencement ceremonies, our budget writing, and grading for Spring Quarter. This year has been full of transition and huge projects. We have a new building, STEM 4, ready to be designed. We are building a new parking garage. We are neck-deep in our implementation of ctcLink. We have started designing Guided Pathways. We have four new faculty to add to our tenured ranks. We are developing an Equity & Inclusion Plan as well as a Strategic Enrollment Management Plan. We are well on our way to writing our Accreditation report.

Next year will be no different. Important for us is to align our strategic plan with these efforts. I applaud the staff and faculty for their work this year. They've performed well and I am glad the legislature is recognizing their importance through cost-of-living salary adjustments.

We will wrap up this year and discuss plans for next year at this Board meeting. Thank you for your participation during the week of June 10 at the legislative reception, the end of year employee celebration, and commencement.

I look forward to seeing you next week!

Meet and Greets

Since we met in May, here is a list of my campus and community activities:

Campus

- Classified Co-Facilitator Monthly Meeting
- Budget Proposal Council Meeting (x2)
- Academic Honors & Leadership Ceremony
- Welcome Phi Theta Kappa Celebration
- Navigators Council Meeting
- ctcLink Steering Committee Meeting (x2)
- Budget Forum (x2)
- End of the Year Celebration – All Employees
- CSG President Monthly Meeting

Olympia/State

- WACTC Legislative Update Conference Call
- WACTC Monthly Meeting June 6th and 7th – Pierce College Fort Steilacoom

Community

- Bothell Kenmore Chamber - Project for Chamber Board of Directors
- OneRedmond New Executive Director Kristina Hudson – Meet and Greet
- OneRedmond 2019 Annual Lunch
- Bothell Chamber General Meeting
- Key Legislators Thank You Reception
- Bothell Chamber Board Meeting

- CCEC Monthly Check In

UWB

- UW4 CC4 Meeting
- June Policy Group Training

ctcLink:

- ctcLink project implementation for Cascadia and all deployment group 3 colleges remains on time and on schedule. Twenty-three ctcLink project team members and staff subject matter experts (SME's) from 10 departments were extremely busy during April and May. In addition to their normal workload SME's attended 24 in-person business process fit/gap and configuration workshops, participated in over 15 online WebEx's, and completed 155 homework assignments to set up our local PeopleSoft business process configurations.
- In addition to configuration activities our project team also completed: the first of five data validation cycles to validate both the accuracy of our configuration setup and the conversion of Legacy system data over to PeopleSoft system data; the second of five Legacy data cleanup cycles to ensure Legacy data accurately converts over to PeopleSoft data; and, participated in three multi-day common process workshops establishing future PeopleSoft business processes for Enrollment Services, Finance and Student Financials departments.

Senior Staff Reports

To be informative, yet mindful of your time, I have asked the senior staff to only share their top relevant items for your reading pleasure.

From the Executive Director of Equity & Inclusion, John Eklof:

Equity and Inclusion Action Plan

Completed the first draft of the Equity and Inclusion Action Plan. The plan contains 51 action items--spread across the four pillars of focus of our equity work--that provides a variegated approach to enhancing, expanding, and producing equitable and inclusive results for Cascadia. In addition, the plan addresses and seeks to remedy institutional barriers faced by historically marginalized groups on campus.

High School Student of Color Conferences

Cascadia will be hosting the Northshore and Lake Washington School District's student of color conferences for the next academic year. The conferences will concentrate on personal empowerment, cultural identity development, and cultivating leadership skills amongst high school students that identify as a person of color.

Faculty and Staff of Color Conference

The Office of Equity and Inclusion is sending eight employees to attend the Faculty and Staff of Color Conference in Spokane, Washington from October 30-November 1, 2019. The conference serves as an opportunity for professional development, ongoing dialogue on issues impacting professional and career opportunities within higher education, and increase the capacity of employers in higher education to lead and model efforts to combat institutionalized racism and promote ethnic and racial diversity.

From the Interim Vice President of Administrative Services/HR, Martin Logan:

INFORMATION SERVICES

As we wind down on spring quarter, Information Services is happy to report that 86 students have taken advantage of our lending program at the Helpdesk so far this quarter. Compared to spring quarter of last year, this is over a 100% increase (spring quarter last year saw only 35 students taking advantage of this service). We are very pleased to see our students taking advantage of this service!

Since the start of April, Information Services has received 739 requests for service or support and we have successfully closed 757 such requests. During the same time period, we had requests for service or support directly related to class 66 times and we resolved 70. During the fall and winter months, when our weather is unpredictable and power surges are common, Information Services noted an uptick in the number of desktop devices that were damaged due to inconsistent power or surges. A review of our existing surge suppression devices revealed a need to replace them. As of this month, all student devices are protected with current surge suppression devices to help prevent damage to them in the upcoming years.

FINANCE

Finance is right into the busiest time of year, year-end close. While we are short a Finance Director, we are set up for success, getting some support from a former retired director (and having an excellent team, with deep knowledge). We are also getting close to the launch for the Finance Director replacement, the recruitment will occur over the summer. All of this while staying on top of ctcLink activities. If you see anyone on our Finance team, please make sure to let them know how great they are doing through this transition period.

HUMAN RESOURCES & PAYROLL

This month, as in other years, the HR and Payroll team has begun the compensation processes that occur in preparation for the next fiscal and academic year, including:

- Annual Student and Part-Time Hourly Human Resource Action Forms (HRAFs) process in June (approximately 100 employees).
- Annual Exempt and Classified Personnel Action Forms (PAs) and Contracts process in May to June (approximately 100 employees).
- Annual FT Faculty Personnel Action Forms (PAs) process in August (approximately 50 employees).
- IT Professional Structure Reallocation, including reclassifications and pay rate changes, in June.

The Full Time Faculty hiring season is complete for Business Information Technology, and in May we made a successful internal hire for the new Dean for Student Learning – BedA, ELP, & English. We have current and upcoming recruitments in multiple areas, including Student Learning, College Relations & Advancement, Finance, Administrative Services, Enrollment Services and the Kodiak Cave.

The HR and Payroll Team are also pleased to report that with the changes made by Commuter Services to the parking pass system, beginning in July all parking passes will be virtual and purchased online! HR will now only continue to support the administration of ORCA passes for employees.

Lastly, since February our team spent many hours attending CTC Link Business Process Fit Gap and Configuration Sessions as well as completing the required homework assignments. In May the sessions came to a close and all homework assignments have been submitted.

From the Vice President of Student Learning and Success, Dr. Kerry Levett:

- Accounting Faculty Lelia Olson and Marc Hyman along with four Cascadia students attended the 11th Annual UW Bothell School of Business Accounting Banquet. The students included Michelle Tan, Sean Thompson, Trevor Cease and Uyen Nguyen. At the banquet, Lelia was invited up to the stage and publicly commended for her work with UWB in setting up the campus income tax clinic. She was presented with a sash and inducted as an honorary member of the UWB chapter of Beta Alpha Psi. Congratulations Lelia!
- About 12 staff and faculty from Cascadia attended the Unconference on the Transition to College in Mobius Hall on May 24. The Unconference, co-hosted by the UWB/Cascadia librarians and a staff representative from UWB and Cascadia, provided an opportunity for advisors, faculty, and other staff from high schools, community colleges, and universities to discuss the student transition from high school to college and ways to make that experience more meaningful and equitable.
- On Tuesday June 4th, Cascadia partnered with UW-Bothell's Sustainability Office to co-host a career panel about careers in Sustainability, Environmental Science and Conservation. The event drew 20 students and was sponsored by Cascadia Student Government and the Sustainability Club.
- This quarter DSS has been piloting a new software called Sonocent. Sonocent is a note-taking software which allows students to record lectures on an electronic device while highlighting important information by color. All thirteen students who took part in the pilot have had high praise for the software with one of them even saying "I had no idea I was a good note-taker". We consider this pilot to be a success and will work with Sonocent to make this software more available for students with note-taking accommodations.
- Attendance Cascadia's Orientation and Registration Experience (CORE) is up this year. CORE is one part of the 4 stage orientation process for first time, first quarter college students. Last year we had 203 student attend through 14 sessions and this year we have had 278. This is an increase of nearly 37%. Sessions are conducted 4 days per week (2 in person and 2 online) by our Admissions Specialist Kira Luchau and are supported by advising staff who assist students with class registration.

From the Vice President of External Relations & Planning, Meagan Walker:

OUTREACH/EXTERNAL RELATIONS

Prospective Student Outreach

The outreach team offered, hosted or attended **16 events yielding 184 points of contact** with prospective students, families, and counselors. In addition to Fast Track and College Goal Cascadia sessions and campus tours, activities included college/career fairs and high school visits with Bothell, North Creek, and Juanita High Schools. Outreach also partnered with the Mobile Application Bachelor's Degree program (MoBAS) to bring **TechFest** to Bothell, UWB for the Husky 5k run, and brought the Advising team out of their offices for hallway and trailer events promoting early registration with the "**Rock EnRoll**" campaign. Summer events are planned to include Redmond Derby Days, Celebrate Woodinville and the Bothell 4th of July Parade where the Outreach team will be joined by employee and student volunteers helping to get the word out!

Several new tools are being piloted for Cascadia's social media including HootSuite and AdobeSpark. Informational and promotional social media activity included the STEM 4 project, college job postings, and campus sustainability to name just a few.

Marketing/Design

The College Relations team bid farewell to Design Manager, Jessica Spowart, and wished her well in her new career path as a Graphic Design instructor in Alabama. The position has been retitled “Lead Graphic and Web Designer” and the screening advisory committee is reviewing qualified candidates. Meanwhile, lots of terrific design work was completed on various projects including materials for the Honors & Leadership Celebration as well as Commencement.

International Programs

May was a busy month in International Programs. Advisors continued conducting wellness checks with students. ISP staff facilitated sessions including Summer and Fall Registration Labs for college and English Language Program students, and a Study Abroad workshop. Recruitment efforts included travel to China, Hong Kong, Vietnam and South Korea. A group of students had a great time on the Argosy Cruise. Shao-Wei Wang represented Cascadia College at NAFSA, a national conference for international educators, in Washington D.C.

Foundation

The Cascadia Foundation Board of Directors meeting was held May 10 and follow-up work is ongoing. The three-year status report was presented at the May meeting of the Board of Trustees. A proposal has been submitted to Puget Sound Energy Foundation to provide emergency Shelter-In-Place kits for an additional twenty classrooms. Training for Foundation staff included Forecasting Revenue and Annual Projections, Legal Best Practices for Social Media and Nonprofits, and QuickBooks for Non-Profits. Employee service and recognition award process is underway. Year-end program reviews were completed with the four college offices that administer grants, loans and vouchers. And, a new endowment is being established through the generosity of Dr. Julie Miller and Ms. Nancee Hofmeister.

FACILITIES AND CAPITAL PROJECTS

Emergency Prep

Work on campus Emergency Preparedness included training on the AlertUs notification system and planning for campus-wide trainings in 2019-20.

Commuter Services

The “Bye-Bye Hang Tags” campaign was rolled-out to communicate information about the new pay-by-plate system for campus parking.

Facilities

In an effort to improve communication, a new Facilities Projects Status list was introduced on the Facilities homepage of the college’s intranet, Go.cascadia. The Library Annex first floor remodel is close to completion. The elevator in CC1 will be shut down for repairs beginning June 17.

Capital Projects

Permits are being reviewed at the City of Bothell for the West Parking Garage and the project is on schedule for groundbreaking in July. The Request for Qualifications (RFQ) has been posted for the STEM 4 building project and the College will review all RFQ’s received in the next few weeks.

We look forward to seeing you at the Board meeting on June 19th.

Respectively submitted,

Eric



Board of Trustees

Meeting Agenda

Dr. Julie Miller, Chair
Mr. Roy Captain, Vice Chair
Ms. Janet McDaniel
Mr. Mike Kelly
Ms. Nancee Hofmeister

Regular Meeting
Wednesday, June 19, 2019
4:00 p.m.

Cascadia College
18345 Campus Way N.E.
Bothell, WA 98011

**Cascadia College Board of Trustees
Cascadia College
18345 Campus Way N.E.
Bothell, WA 98011**

Meeting Agenda and Attachments

**Wednesday, June 19, 2019
4:00 p.m. - Room CC3-121/123
(Moved meeting due to no elevator access in CC2)**

A G E N D A

1. EXECUTIVE SESSION

The Board will meet in a 1 hour 30 minute Executive Session from 2:30-4:00 p.m. to discuss number 2 below and/or any of the issues listed below:

- (1) to receive and evaluate complaints against a public officer or employee;
- (2) **to evaluation the qualifications of an applicant for public employment or to review the performance of a public employee:**
- (3) to discuss with legal counsel litigation or potential litigation to which the college is, or is like to become, a party, when public knowledge of the discussion would likely result in adverse consequences to the college;
- (4) to consider, as a quasi-judicial body, a quasi-judicial matter, between named parties;
- (5) to consider matters governed by the administrative procedures act, chapter 34.05 RCW; and/or
- (6) to plan or adopt the strategy or position to be taken during collective bargaining, professional negotiations, or grievance or mediation proceedings, or to review proposal made in on-going negotiations or proceedings.

2. CALL REGULAR MEETING TO ORDER – 4:00 p.m.

3. CONSENT AGENDA

- Meeting Agenda
- Minutes from our last meeting – May 22, 2019

4. PUBLIC COMMENTS

Anyone wishing to speak to the items on this meeting agenda will be recognized when the item is being discussed. If you wish to speak to the Board, please sign your name on the sign-up sheet. Three minutes per person is allocated for this purpose.

5. EMPLOYEES

- Introduction of New Employees/Promotions

- There are no new employees to introduce to the Board at this time.
- Promotions – E-Team members will share staff promotions with the board.

6. INFORMATION ITEMS

7. DISCUSSION/PRESENTATION ITEMS

- 2018-2019 Board Self-Assessment Process – (EM)
- Equity & Inclusion Plan Update (1st Read) – (JE)

8. RECOMMENDED ACTION ITEMS

- 2019-2020 College Budget (2nd Read/Action) – (EM)
- 2019-2020 Student Fee Proposals (2nd Read/Action) – (KL)
- 2019-2020 Board of Trustees Meeting Calendar (1st Read/Action) – (EM)

9. OTHER REPORTS

- Cascadia Student Government (CSG)
- Cascadia Community College Federation of Teachers (CCCFT)
- Cascadia Classified Union Washington Public Employees Association (WPEA)
- Board Chair and Individual Board Members
- President

10. OTHER BUSINESS OR ANNOUNCEMENTS

- Acknowledgement of the newly established “Miller-Hofmeister Scholarship for Women in STEM” through Cascadia College Foundation – (EM)
- Thank you Trustee Nancee Hofmeister for 5 years of service to Cascadia College – (EM)

11. NEXT MEETING

- No Board meetings in July or August – ***Have a great summer break!***

- BOT Summer Retreat – **Monday, September 9, 2019 10:00-3:00** Location: Dr. Julie Miller's Residence
 - Two new trustees will be attending the retreat.
 - E-Team attending 10:00 through lunch (provided)

- September Board Meeting – **Wednesday, September 25, 2019**
 - 4th Wednesday of the month because the 3rd Wednesday, September 18th is Convocation/President's Pub.
 - Chair Dr. Julie Miller's last Board meeting.
 - "Thank You" dinner after the Board meeting – Location: TBD

The facilities for this meeting are free of mobility barriers. Interpreters for hearing-impaired individuals and taped information for visually impaired individuals will be provided upon request when adequate notice is given.

**Minutes
Regular Meeting
Cascadia College Board of Trustees
May 22, 2019**

**Cascadia College
18345 Campus Way N.E.
Bothell, WA 98011**

BOARD OF TRUSTEES

Chair Dr. Julie Miller, Vice Chair Roy Captain, Nancee Hofmeister, Mike Kelly and Janet McDaniel present.

EXECUTIVE STAFF

Dr. Kerry Levett, Marty Logan, Dr. Eric Murray and Meagan Walker present. John Eklof absent.

Alan Smith (AAG) present.

Vicki Newton (recorder) present.

AREA REPRESENTATIVES

CCCFT Representative – Sharon Saxton, Senior 2 Tenured Founding Faculty present.

Student Representative – Seth Smith, CSG President present.

WPEA Representative – Marah Selves present.

AUDIENCE

Aylar Atadurdyeva, Dr. Brian Bansenauer, Melissa Barker, Dr. Chris Byrne, Glenn Colby, Dr. Soraya Cardenas, Mark Collins, Dr. Catherine Crain, Lyn Eisenhour, Dr. Azizeh Farajallah, Haley Green, Marc Hyman, Han Jackson, Natasa Kesler, Jared Leising, Megan Luce, Garth Neufeld, Danielle Neufeld, Angelic Neufeld, Lelia Olson, Erik Olson, Julia Olson, Mike Panitz, Erin Richards, Becky Riopel, Brent Schaffer, Kennan Schaffer, August Schaffer, Dr. Rosemary Sutton, Gene Taylor, Dr. Erik Tingelstad and Renee Witherspoon were present.

EXECUTIVE SESSION

There was no Executive Session planned for this meeting.

CONVENED TO PUBLIC SESSION AT 4:00 P.M.

1. CALL TO ORDER

Chair Dr. Julie Miller called the meeting to order at 4:05 p.m.

2. CONSENT AGENDA

There was an agenda change request to complete the Action Items: Resolutions to Recognize Cascadia Student Government Officers and Tenure Actions first so students could get to class and staff could leave, as some family members were present.

Chair Dr. Julie Miller asked for approval of the consent agenda with the changes noted. Trustee Janet McDaniel made a motion to approve the consent agenda and Trustee Nancee Hofmeister seconded the motion. Hearing no objections, the Board approved the consent agenda.

3. PUBLIC COMMENTS

There were no public comments.

4. INTRODUCTIONS OF NEW EMPLOYEES

There were no new employees to introduce to the Board.

Dr. Kerry Levett announced a staff promotion: Lyn Eisenhour is now the new Dean of Student Learning for Transitional Studies.

The Board congratulated Dean Eisenhour; thanked her for all she has done for the college and the audience gave her a big round of applause and congratulations.

5. INFORMATION ITEMS

STEM 4 Building Update

Meagan Walker, VP of College Relations & Advancement, gave the Board an update on the STEM 4 Building. Ms. Walker presented project objectives, fast facts, a timeline, site information and next steps for the building.

The Board would like to send a letter to the UW Regents to acknowledge how important this relationship is to both institutions and how well the relationship is working. This building is a perfect example of the excellent continued collaboration.

Cascadia College Foundation Update

The Cascadia College Foundation gave the Board a three-year update on the foundation. Mark Collins, Assistant Director of the Foundation was available to answer any questions the Board had on the update.

A copy of the Cascadia College Foundation Three Year Update dated May 10, 2019, is available upon request.

6. DISCUSSION/PRESENTATION ITEMS

2019-2020 ASCC Budget (1st Read)

The Services and Activities (S&A) Budget Committee facilitated an open process whereby student clubs and college departments requested funding for the 2019-20 academic year. The process included completing detailed applications and meeting with the S&A Budget Committee to present requests.

The projected S&A budget for the 2019-2020 academic year is \$710,467.00. Budget proposals totaled \$763,174.92, requiring \$68,409.03 be removed to meet the target budget and support the legislature-approved 8% Cost of Living Adjustment (COLA) - 25 professional and student staff positions are currently funded via S&A funds.

The S&A Budget Committee provided recommendations to the Cascadia Student Government regarding allocations. Per their recommendations, CSG provided to the Board a spreadsheet listing requests and allocations.

The Board had no questions on the budget spreadsheet and took the following action:

Chair Dr. Julie Miller asked for a motion to approve the 2019-2020 Associated Students of Cascadia College Budget. Trustee Janet McDaniel made a motion to approve the 2019-2020 Associated Students of Cascadia College Budget and Vice Chair Roy Captain seconded the motion. Hearing no objections the Board of Trustees approved the 2019-2020 Associated Students of Cascadia College Budget.

2019-2020 College Budget (1st Read)

The 2019-2020 College Operating Budget has not been completed. This year, a new budget model was developed and all of the known revenues and expenses were estimated. However, the State Board has not yet delivered the specific allocation numbers or tuition

numbers to the colleges even though the legislature has finished their work. The State Board is still trying to determine how the new funds from the legislature will be distributed.

Until those numbers are finalized (around June 1), the college's budget cannot be accurately estimated. At the April Trustee's meeting, estimated revenues were shared with the board based on last year's allocation and estimated enrollment numbers.

President Murray presented an update of the revenue numbers that included estimated expenses given the information we have to date.

A copy of President Murray's PowerPoint presentation is available upon request.

2019-2020 Student Fee Proposals (1st Read)

Dr. Kerry Levett, VP of Student Learning & Success presented information on student fees. This item will be brought back to the June 19th meeting for a 2nd Read/Action by the Board:

Recommendations for Fee Eliminations

Application Fee

- We currently have a \$30 application fee.
- Discussion: The application fee is perceived as an enrollment barrier. The fee does generate approximately \$50,000 in revenue to the general fund. Enrollment Services, Budget Council and E Team support eliminating the fee in order to clear enrollment access barriers.
- **Recommendation:** Eliminate the application fee of \$30 starting October 1, 2019.

Recommendations for New Fees

Industry Recognized Certification Fee

- Cascadia's Professional Technical Programs may award program credit for specific industry recognized certifications. Networking Infrastructure is the only program that has pre-approved certain certificates for the awarding of credit. Approval of this fee would expand our credit for prior learning options for students. The fee covers a ½ hour of additional duty time for the faculty and some minimal staff processing time to complete the assessment process for the individual student request.
- **Recommendation:** Enact \$35 per 5 credit course fee effective July 1, 2019

Replacement Diploma Fee

- At the time of graduation students are issued a diploma for each degree or certificate earned. Students needing replacement diplomas will be assessed a \$5 replacement fee for each diploma needing replaced.
- **Recommendation:** Enact \$5.00 fee effective July 1, 2019 [This approximately covers average costs for document generation and shipping]

Recommendations for Fee Changes

Art Courses Fee

- Currently assessed: \$12/per studio course
- Discussion: Our new Graphic Design course was added to the Art curriculum in 2018-2019. A popular course with students, it is much more expensive to run than the studio courses. With the addition of ART 120: Graphic Design to our curriculum, our costs outpace the revenue from fees and thus create an unsustainable program. While this is a significant increase in fees, this increase would align Cascadia with what peer institutions charge for course fees (average \$88 for graphic arts courses) and better cover the actual costs for the graphic arts course. This fee would cover:
 - Specialized paper and ink for the plotter (printer)
 - Amortization of the plotter to pay for periodic replacement and upgrade

- **Recommendation:** Increase the course for Art 120 – Intro to Graphic Design from \$12 to \$50.

Action Proposal for High School Credit Waiver (1st Read/Action)

Dean Lyn Eisenhower presented information to the Board on the Washington State Board of Education application of temporary waiver from High School Graduation Requirements. Ms. Eisenhower explained the background, rationale for applying and benefits to students and the next steps to apply for the waiver.

The Board had no questions on the waiver application and took the following action:

Chair Dr. Julie Miller asked for a motion to approve the request for a High School Credit Waiver. Trustee Nancee Hofmeister made a motion to approve the Request for a High School Credit Waiver and Trustee Janet McDaniel seconded the motion. Hearing no objections the Board of Trustees approved the request for a High School Credit Waiver. A Board letter signed by the President and the Board Chair will accompany the High School Credit Waiver application.

7. RECOMMENDED ACTION ITEMS

Resolutions to Recognize Cascadia Student Government (1st Read/Action)

The following individuals played a major role in the success of the Associated Students of Cascadia College and the Cascadia Student Government. In recognition of their accomplishments, we have prepared resolutions to acknowledge their contributions to Cascadia College and their leadership roles. Resolutions were presented to the students who were present:

- Aylar Atadurdyeva (Fall 2018 – Spring 2019) - present
- Melissa Barker (Fall 2018 – Spring 2019) - present
- Han Jackson (Fall 2018 – Spring 2019) - present
- Evan Schroeder (Fall 2018 – Spring 2019) - absent
- Seth Smith (Fall 2018 – Spring 2019) - present
- Renee Witherspoon (Fall 2018 – Spring 2019) - present

Chair Dr. Julie Miller asked for a motion to approve Student Resolutions 05-22-19-01 through 05-22-19-06. Trustee Nancee Hofmeister made a motion to approve the student resolutions and Vice Chair Roy Captain seconded the motion. Hearing no objections the Board of Trustees approved Student Resolutions 05-22-19-01 through 05-22-19-06.

Tenure (2nd Read/Action)

Dr. Eric Murray, President of Cascadia College, presented to the Board **four** third year candidates considered for tenure. Tenure candidate's approvals follow:

1. Mr. Garth Neufeld – Psychology
 - a) After the recommendations of the Tenure Review Committee and the District President, the Board of Trustees granted tenure to Mr. Garth Neufeld of Cascadia College.

Chair Dr. Julie Miller asked for a motion to award tenure to Mr. Garth Neufeld. Trustee Mike Kelly made a motion to award tenure to Mr. Garth Neufeld and Trustee Nancee Hofmeister seconded the motion. Hearing no objections the Board of Trustees granted tenure status to Mr. Garth Neufeld.

The Board presented a Tenure Resolution written by the Tenure Review Committee Chair and signed by members of the Board to Mr. Garth Neufeld noting his accomplishments to Cascadia College.

2. Ms. Lelia Olson – Business & Accounting
 - a) After recommendations of the Tenure Review Committee and the District President, the Board of Trustees granted tenure to Ms. Lelia Olson of Cascadia College.

Chair Dr. Julie Miller asked for a motion to award tenure to Ms. Lelia Olson. Trustee Janet McDaniel made a motion to award tenure to Ms. Lelia Olson and Vice Chair Roy Captain seconded the motion. Hearing no objections the Board of Trustees granted tenure status to Ms. Lelia Olson.

The Board presented a Tenure Resolution written by the Tenure Review Committee Chair and signed by members of the Board to Ms. Lelia Olson noting her accomplishments to Cascadia College.

3. Mr. Brent Schaffer – English
 - a) After recommendations of the Tenure Review Committee and the District President, the Board of Trustees granted tenure to Mr. Brent Schaffer of Cascadia College.

Chair Dr. Julie Miller asked for a motion to award tenure to Mr. Brent Schaffer. Trustee Nancee Hofmeister made a motion to award tenure to Mr. Brent Schaffer and Trustee Janet McDaniel seconded the motion. Hearing no objections the Board of Trustees granted tenure status to Mr. Brent Schaffer.

The Board presented a Tenure Resolution written by the Tenure Review Committee Chair and signed by members of the Board to Mr. Brent Schaffer noting his accomplishments to Cascadia College.

4. Ms. Srividhya Venkatraman – Math
 - a) After recommendations of the Tenure Review Committee and the District President, the Board of Trustees granted tenure to Ms. Srividhya Venkatraman of Cascadia College.

Chair Dr. Julie Miller asked for a motion to award tenure to Ms. Srividhya Venkatraman. Vice Chair, Roy Captain made a motion to award tenure to Ms. Srividhya Venkatraman and Trustee Nancee Hofmeister seconded the motion. Hearing no objections the Board of Trustees granted tenure status to Ms. Srividhya Venkatraman.

The Board presented a Tenure Resolution written by the Tenure Review Committee Chair and signed by members of the Board to Ms. Srividhya Venkatraman noting her accomplishments to Cascadia College.

Parking Rates (1st Read/Action)

Marty Logan, Interim VP of Administrative Services/HR, presented the Commuter Services Advisory Committee (CSAC) recommendations to increase parking rates, effective September 1, 2019.

Detailed rates presented:

	Current 2019	Projected Quarterly Rates			Dollar Change/Quarter		
		Proposed 2020	2021	2020	2020	2021	2022
Full Week/Quarter	194	204	214	225	10	10	11
3 Day/Quarter	147	154	162	170	7	8	8
2 Day/Quarter	110	116	121	127	6	5	6
U-PASS/ORCA/Quarter	110	116	121	127	6	5	6
Motorcycle/Quarter	74	78	82	86	4	4	4
Carpool/Quarter	194	204	214	225	10	10	11
Daily Rate	8	9	9	10	1	0	1

Chair Dr. Julie Miller asked for a motion to approve the proposed parking and UPASS/ORCA rate schedules for 2020-2022 with the rate changes becoming effective September 2019. Vice Chair, Roy Captain made a motion to approve the proposed parking, UPASS/ORCA rate schedules for 2020-2022, and Trustee Janet McDaniel seconded the motion. Hearing no objections the Board of Trustees approved the proposed parking and UPASS/ORCA rate schedules for 2020-2022.

WAC Revision – Chapter 132Z-116 Parking & Traffic Rules (2nd Read/Action)

Rules Coordinator, Vicki Newton and AAG, Alan Smith gave the Board an overview of the WAC revisions for the Parking & Traffic Rules. Both UWB and Cascadia are amending their WAC's for Parking & Traffic Rules. A joint public hearing with UWB and Cascadia College's Rules Coordinators was held at 10:00 a.m. on Wednesday, April 24th in the North Creek Events Center. There were members of the public who attended the public hearing with no comments presented.

AAG Alan Smith commented that the revisions become effective 31 days from the date published in the Washington State Register.

Chair Dr. Julie Miller asked for a motion to approve the WAC Revisions – Chapter 132Z-116 – Parking & Traffic Rules. Trustee Janet McDaniel made a motion to approve the WAC Revisions and Trustee Nancee Hofmeister seconded the motion. Hearing no objections the Board of Trustees approved the WAC Revisions – Chapter 132Z-116 – Parking & Traffic Rules.

8. REPORTS

Cascadia Student Government Report: CSG President Seth Smith commented that the new student team will begin in September. He thanked the S&A Budget Committee for their hard work with the student budget.

Cascadia Community College Federation of Teachers (CCCFT): Sharon Saxton, Senior 2 Tenured Founding Faculty shared that the teacher appreciation week was fun for the faculty. She also thanked the Steering Committee who hosted a social gathering with the CCCFT and WPEA. It was very successful and many staff were in attendance.

Cascadia College Classified Union Washington Public Employees Association (WPEA) Report: Marah Selves had nothing further to report to the Board.

Chair and Individual Board Members Reports:
Nothing to report.

President's Report:

President Murray reminded the Board that after the June 19th Board meeting, there will be a dinner to thank Trustee Nancee Hofmeister for her 5 years of service to the college. Trustee Hofmeister's last meeting will be June 19th. He also reminded the Board of the End of the Year Celebration to take place on Tuesday, June 11th in Mobius Hall. Dr. Julie Miller offered to hold the September 9th Board Summer Retreat at her residence.

9. OTHER BUSINESS/ANNOUNCEMENTS

10. MEETING ADJOURNMENT

Chair Dr. Julie Miller adjourned the regular meeting at 5:43 p.m.

11. Minutes Approved and Adopted on June 19, 2019:

Dr. Julie Miller, Board Chair

Attest:

Dr. Eric Murray, President

Bdminutes052219

Cascadia College Board of Trustees

Discussion/Presentation Items

Subject: 2018-2019 Board Self-Assessment

Background

For two years the Board participated in the GISS (ACCT) Self-Assessment Process to fulfil their yearly evaluation requirement as an individual board member and as a group. In 2014 Dr. Murray shared that the GISS documents were proprietary and copyrighted and as a result could no longer be used by the college. Mr. Glenn Colby, Institutional Researcher (IR) spent some time reviewing assessment tools and produced the attached on-line assessment for Trustee use. The questions are closely tied to those from GISS and can be used to continue a yearly comparison.

Attached is a copy of the 2018 Board of Trustees Self-Assessment Survey Report analysis from last year.

If the Board would like to change and or add a question, now would be the time to do so.

If the Board agrees to continue using this document as presented, Mr. Glenn Colby our IR will be asked to open the survey for Board response on Wednesday, June 19th. Review of the survey will close on Friday, July 12th.

Mr. Colby will provide his comparison review in time for the Board discussion at their September 9th summer board retreat.

CASCADIA COLLEGE

BOTHELL • OUR COMMUNITY'S COLLEGE

2018 Board of Trustees Self-Assessment Survey Report

Prepared by the Office for Institutional Effectiveness

August 30, 2018

Contents

1	Introduction	3
1.1	Survey Items	3
1.2	Confidentiality	3
2	Survey Organization	4
3	Summary of Results	5
4	Results	6
4.1	Roles and Responsibilities	6
4.1.1	Level of Agreement or Disagreement	6
4.1.2	Trustee Comments.....	6
4.2	Board of Trustees / President Relationship	8
4.2.1	Trustee Comments.....	8
	Board Meetings and Efficiency	10
4.2.2	Level of Agreement or Disagreement	10
4.2.3	Trustee Comments.....	10
4.3	Institutional Effectiveness	12
4.3.1	Level of Consideration	12
4.3.2	Trustee Comments.....	12
4.4	Readiness.....	14
4.4.1	Level of Implementation	14
4.4.2	Level of Agreement or Disagreement	14
4.4.3	Trustee Comments.....	14
4.5	Future Professional Development.....	16
4.5.1	Level of Agreement or Disagreement	16
4.5.2	Trustee Comments.....	16
4.6	Trustee Satisfaction	17
4.6.1	Level of Agreement or Disagreement	17
4.6.2	Areas of Expertise.....	17
4.6.3	Student Success	17
4.6.4	Trustee Comments.....	17

1 Introduction

This report presents findings from the 2018 Board of Trustees Self-Assessment Survey administered in July 2018. This online survey was administered as a continuation of an ongoing self-assessment process used by the Board of Trustees since 2011. The survey serves to strengthen the understanding of responsibilities of the trustees and to ensure that information is available for making decisions. It also provides a review of internal and external relationships and promotes an open dialogue for accountability purposes.

1.1 Survey Items

The survey items were originally developed after reviewing surveys from peer institutions, other boards of trustees, and the Association of Governing Boards. The self-assessment was designed and implemented as a survey to allow for individual assessment and collective assessment. Comparisons to previous years' responses are included in this report when available and appropriate.

At the suggestion of Board members, one question was changed in 2018. In the *Roles and Responsibilities* section, Q7 was changed from "Board members participate in trustee development activities" to "Trustee development activities are available to the Board members." The original wording of Q7 was identical to Q44 in the *Readiness* section. Q44 was not modified in 2018, so the survey now includes one question about the *availability* of development activities (Q7a) and another about Trustee *participation* in development activities (Q44).

1.2 Confidentiality

This self-evaluation tool has been created to assess the readiness of the Board of Trustees to lead and promote success at Cascadia College. All responses are CONFIDENTIAL and no individual information may be shared outside the Office of Institutional Effectiveness. This report may only be shared with the President, the Executive Assistant to the President, and the Board of Trustees.

Trustees were sent individualized invitations via email and the following message was displayed to respondents when they accessed the online Qualtrics survey:

This self-evaluation tool has been created to assess the readiness of the Board of Trustees to lead and promote success at Cascadia College.

Your responses are completely anonymous. Responses to anonymous surveys cannot be traced back to the respondent. No personally identifiable information is captured unless you voluntarily offer personal or contact information in any of the comment fields. Additionally, your responses will be combined with those of others and summarized in a report to further protect your anonymity.

Individual responses will be CONFIDENTIAL and will not be shared outside the Office of Institutional Effectiveness. The final report will also be CONFIDENTIAL and will only be shared with the President, the Executive Assistant to the President, and the Board of Trustees.

Please complete this survey by end of day on Wednesday, July 11, 2018. For questions, please contact Glenn Colby, Director of Institutional Effectiveness, at gcolby@cascadia.edu or 425.352.8420.

2 Survey Organization

The Board of Trustees Self-Assessment Survey was administered by the Office of Institutional Effectiveness in July 2018. The survey consists of 70 items organized into the following item groups (themes):

1. Roles and Responsibilities
2. Board of Trustees / President Relationship
3. Board Meetings and Efficiency
4. Institutional Effectiveness
5. Readiness
6. Future Professional Development
7. Trustee Satisfaction

Most item groups consist of a series of Likert questionnaire items—statements for which respondents specify a level of agreement or disagreement for a statement on a symmetric agree-disagree scale—followed by an open-ended comment item. By using Likert items, we can create a scale for each item and item group by simply calculating the mean scale value and comparing the result to the full range of the scale¹.

For items asking respondents to indicate a level of agreement, the following choices were provided:

- Strongly agree [5]
- Somewhat agree [4]
- Neither agree nor disagree [3]
- Somewhat disagree [2]
- Strongly disagree [1]

For items asking respondents to indicate a level of consideration, the following choices were provided:

- Highly considered [4]
- Moderately considered [3]
- Somewhat considered [2]
- Not considered at all [1]

For items asking respondents to indicate a level of implementation, the following choices were provided:

- Completely implemented [4]
- Mostly implemented [3]
- Somewhat implemented [2]
- Not implemented at all [1]

¹ The Likert scaling approach assumes that all items and responses should be weighted equally and that the distances between each item are equal, assumptions that are almost certainly not true in this case. However, given our purpose of administering this survey and the limited number of respondents, Likert scaling is a reasonable approach for analyzing the results.

3 Summary of Results

Mean levels of agreement across themes are high—at or above 4.8 out of a possible 5.0—suggesting a high level of agreement and understanding overall regarding roles and responsibilities, relationships, efficiency, readiness, and satisfaction. This finding is consistent with the 2017 results for which the mean levels of agreement were all at or above 4.8 out of a possible 5.0. As in 2017, across the 39 items where trustees were asked to indicate a level of disagreement or agreement there were no *Disagree* [2] or *Strongly disagree* [1] responses; this indicates overall harmony and little disagreement among board members. In addition, there were no responses of *No* for any of the nine *Future Professional Development* items, suggesting a high level of competence and support for learning across the Board of Trustees.

Despite the strong positive overall results across all themes, results for the following individual items may warrant discussion:

- **Q7a.** *Trustee development activities are available to the Board members*). Mean response: 4.2/5.0. Response distribution: 2 *Strongly Agree* [5], 2 *Somewhat Agree* [4], 1 *Neither Agree nor Disagree*. This question replaced Q7 in 2018 revised because Q7 was identical to Q44 (see below). The results indicate some level of disagreement about whether Trustee development activities are available to Board members, and the results for Q44 (see below) may be related to a lack of available development activities.
- **Q33.** *Trustee activity in the community*. Mean response: 2.2/4.0. Response distribution: 1 *Moderately considered* [3], 3 *Somewhat Considered* [2]. This result is consistent with the 2017 result (mean=2.2/4.0) and other results going back to 2015 (see Table 5).
- **Q35.** *Positive media coverage*. Mean response: 3.2/4.0. Response distribution: 3 *Highly considered* [4], 2 *somewhat considered* [2]. This result is slightly higher than the 2017 result (mean=2.5/4.0).
- **Q41.** *Employee satisfaction*. Mean response: 4.0/4.0. Response distribution: 5 *Highly Considered* [4]. This result is higher than the 2017 result (mean=2.8/4.0).
- **Q44.** *Board members participate in trustee development activities*. Mean response: 2.8/4.0. Response distribution: 1 *Completely Implemented* [4], 1 *Mostly Implemented* [3], 2 *Somewhat Implemented* [1], 1 (*No Response*). This result is similar to the 2017 result (mean=2.7/4.0). Board members might want to consider how participation in development activities relates to the availability of development activities (see Q7a above).
- **Q69.** *Areas of expertise*. The most common areas expertise that trustees contribute to the board are *Connections to business and industry* (n=4), *Expertise in finance, budget and management* (n=3), and *Connections to the local community* (n=3). Of the seven areas listed in the survey, one area was not “covered” by any trustee:
 - Raising funds for the college

Two items in the *Future Professional Development* section had a response of “*Would like more information.*”

- **Q55.** Am I knowledgeable about Strategic Planning?
- **Q57.** Am I knowledgeable about the institution's programs and services?

Finally, Table 1 shows response rates for each year the survey has been administered.

Table 1. Number of trustees and respondents by year.

	2011	2012	2013	2014	2015	2016	2017	2018
Number of Trustees	5	5	5	5	5	5	5	5
Number of Respondents	5	4	5	4*	5	5	4*	5

*There were four trustees by the time the survey was administered in 2014 and 2017.

4 Results

The survey results are organized by item group (theme). Results from prior years are included when available.

4.1 Roles and Responsibilities

This section reports results for *Roles and Responsibilities* theme.

4.1.1 Level of Agreement or Disagreement

Table 2 shows the mean (average) ratings for *Roles and Responsibilities* items that asked participants to indicate their level of agreement or disagreement on a scale from 1 (strongly disagree) to 5 (strongly agree).

4.1.2 Trustee Comments

There were no trustee comments for the *Roles and Responsibilities* theme.

Table 2. Mean responses for *Roles and Responsibilities* items scaled from 1 (Strongly disagree) to 5 (Strongly agree)².

Item	2012	2013	2014	2015	2016	2017	2018	Trend
Q1. The Board understands and adheres to its roles and responsibilities.	4.8	4.8	5.0	5.0	5.0	5.0	5.0	
Q2. The Board relies on board policy in making decisions and in guiding the work of the institution.	5.0	4.6	4.8	4.6	4.6	5.0	5.0	
Q3. The Board ensures that the institutions plans are responsive to the community needs.			4.5	4.2	4.4	5.0	4.8	
Q4. Agenda items provide sufficient information to enable good board decision-making.			4.8	4.8	5.0	4.8	4.8	
Q5. The Board sets and communicates clear expectations for president performance.	4.4	4.6	5.0	4.0	4.8	5.0	4.8	
Q6. Board meetings and study sessions provide sufficient opportunity to explore key issues.	4.6	4.2	4.5	4.2	4.8	5.0	4.8	
Q7. Board members participate in trustee development activities.	4.2	4.6	4.0	4.2	3.6	3.5		
Q7a. Trustee development activities are available to the Board members.							4.2	
Q8. (Question eliminated in 2016 because it was identical to Q2.)								
TOTAL (Weighted Grand Mean)	4.6	4.6	4.7	4.4	4.6	4.8	4.8	

² Q7 was modified in 2018 because it was identical to Q44 in the *Readiness* section.

4.2 Board of Trustees / President Relationship

This section reports results for the *Board of Trustees / President Relationship* theme.

Table 3 shows the mean (average) ratings for all *Board of Trustees / President Relationship* items that asked participants to indicate their level of agreement or disagreement on a scale from 1 (strongly disagree) to 5 (strongly agree).

4.2.1 Trustee Comments

There were two trustee comments for the *Board of Trustees / President Relationship* theme:

1. without question, the board has a very good working relationship with the President.
2. We have not had any public or media issues

Table 3. Mean responses for *Board of Trustees / President Relationship* items scaled from 1 (Strongly disagree) to 5 (Strongly agree)³.

Item	2012	2013	2014	2015	2016	2017	2018	Trend
Q10. Board members' behavior exemplifies ethical behavior and conduct that is above reproach.			● 4.8	● 5.0	● 5.0	● 5.0	● 5.0	
Q11. New members participate in a comprehensive orientation to the board and college.	● 3.8	● 3.6	● 4.0	● 4.4	● 4.4	● 5.0	● 4.6	
Q12. The Board sets and communicates clear expectations for president performance.	● 4.6	● 4.8	● 5.0	● 4.6	● 4.8	● 5.0	● 4.8	
Q13. The Board maintains a positive working relationship with the president.	● 4.6	● 4.8	● 5.0	● 4.8	● 5.0	● 5.0	● 5.0	
Q14. The board regularly reviews the president contract to assure appropriate support and compensation.			● 4.8	● 5.0	● 4.0	● 5.0	● 5.0	
Q15. The Board regularly evaluates the president.	● 4.6	● 4.6	● 4.8	● 4.8	● 5.0	● 5.0	● 5.0	
Q16. Disagreements among members are carefully handled by the Board Chair.	● 4.8	● 4.6	● 4.5	● 4.6	● 4.8	● 5.0	● 4.3	
Q17. The Chair serves as the voice of the Board when dealing with the public and media.	● 5.0	● 4.8	● 5.0	● 5.0	● 5.0	● 5.0	● 4.5	
Q18. The roles and responsibilities of the Chair are clear and supported by all trustees.	● 5.0	● 4.6	● 4.5	● 5.0	● 5.0	● 4.8	● 5.0	
TOTAL (Weighted Grand Mean)	● 4.6	● 4.5	● 4.7	● 4.8	● 4.8	● 5.0	● 4.8	

³ Q12 was eliminated from the survey in 2016 because it was identical to Q5. However, since this item is associated with two different themes the results for Q5 continue to be used for Q12.

Board Meetings and Efficiency

This section reports results for the *Board Meetings and Efficiency* theme.

4.2.2 Level of Agreement or Disagreement

Table 4 shows the mean (average) ratings for all *Board Meetings and Efficiency* items that asked participants to indicate their level of agreement or disagreement on a scale from 1 (strongly disagree) to 5 (strongly agree).

4.2.3 Trustee Comments

There was one trustee comment for the *Board Meetings and Efficiency* theme:

1. I am very satisfied with the manner in which our board meetings are conducted as well as the effectiveness of our agendas and decision making.

Table 4. Mean responses for *Board Meetings and Efficiency* items scaled from 1 (Strongly disagree) to 5 (Strongly agree)⁴⁵.

Item	2012	2013	2014	2015	2016	2017	2018	Trend
Q20. Trustees come to each meeting prepared and ready to debate issues fully and openly.	4.6	4.4	4.8	4.6	4.8	4.8	4.8	
Q21. Board members avoid conflicts of interest and the perception of such conflicts.	4.8	4.6	4.8	5.0	5.0	5.0	4.8	
Q22. Board meetings are conducted in an orderly, efficient manner.	4.8	4.6	4.8	5.0	5.0	5.0	5.0	
Q23. The Board's policy manual is up-to-date and comprehensive.	4.6	4.0	4.0	4.8	4.8	4.3	4.8	
Q24. The Board clearly delegates the administration of the institution to the president.	4.8	4.2	5.0	5.0	5.0	5.0	5.0	
Q25. The Board regularly receives and reviews reports on the financial status of the institution.	4.8	4.8	5.0	5.0	5.0	5.0	5.0	
Q26. Board policies and practices assure effective fiscal management and internal controls.			4.8	4.8	5.0	5.0	4.8	
Q27. The Board expects and supports faculty, staff, and student participation in college decision-	4.4	4.0	5.0	5.0	5.0	5.0	5.0	
Q28. The Board clearly understands its policy role and differentiates its roles from those of the president and college staff.	4.4	4.0	5.0	5.0	5.0	5.0	5.0	
Q29. The Board honestly debates the issues affecting its community and speaks with one voice once a decision or policy is made.*	4.8	4.6	5.0	4.4				
Q29a. The Board honestly debates the issues affecting its community.					4.8	4.8	4.6	
Q29b. The Board speaks with one voice once a decision or policy is made.					5.0	5.0	5.0	
TOTAL (Weighted Grand Mean)	4.7	4.4	4.8	4.9	4.9	4.9	4.9	

4.3 Institutional Effectiveness

This section reports results for the *Institutional Effectiveness* theme.

4.3.1 Level of Consideration

Table 5 shows the mean (average) ratings for all *Institutional Effectiveness* items that asked participants to indicate the level of consideration given to a series of indicators over the last three years on a scale from 1 (not considered) to 4 (highly considered).

4.3.2 Trustee Comments

There was one trustee comment for the *Institutional Effectiveness* theme:

1. my overall view is the institution is highly effective meeting our communities needs.

⁴ Q29 was split into two separate items (Q29a and Q29b) in 2016 since it was a double-barreled question that addressed two issues yet allowed for only one answer.

⁵ Q28 appeared on the survey with the word “it” rather than “its” and will be corrected in future distributions of this survey.

Table 5. Mean responses for *Institutional Effectiveness* items scaled from 1 (Not considered) to 4 (Highly considered).

Item	2014	2015	2016	2017	2018	Trend
Q31. Student Achievement Data	3.8	3.8	4.0	4.0	4.0	
Q32. Program Review Reports	3.5	3.4	3.8	3.8	3.6	
Q33. Trustee activity in the community	3.5	2.4	2.2	2.0	2.2	
Q34. Data review (Transfer data, Graduation data, Retention data)	4.0	3.8	3.8	4.0	4.0	
Q35. Positive media coverage	3.3	3.5	2.8	2.5	3.2	
Q36. Enrollment Monitoring	4.0	3.8	3.8	4.0	4.0	
Q37. Disaggregated student cohort data on successful completion of Basic Skills courses	3.8	3.5	3.4	3.8	3.8	
Q38. Student data on completion and placement by occupational programs	3.5	2.5	3.6	3.5	3.4	
Q39. Data on the effectiveness of customized and/or short-term workforce training	3.5	2.2	3.0	3.3	3.3	
Q40. Fostering success and equity	3.8	3.0	3.6	3.8	4.0	
Q41. Employee satisfaction	3.5	3.2	3.4	2.8	4.0	
TOTAL (Weighted Grand Mean)	3.7	3.2	3.4	3.4	3.6	

4.4 Readiness

This section reports results for the *Readiness* theme.

4.4.1 Level of Implementation

Table 6 shows the mean (average) ratings for all *Readiness* items that asked participants to indicate the level of implementation given to a series of indicators over the last three years on a scale from 1 (Not implemented at all) to 4 (Completely implemented).

4.4.2 Level of Agreement or Disagreement

Table 7 shows the mean (average) ratings for all *Readiness* items that asked participants to indicate their level of agreement or disagreement on a scale from 1 (strongly disagree) to 5 (strongly agree).

4.4.3 Trustee Comments

There were no trustee comments for the *Readiness* theme.

Table 6. Mean responses for *Readiness: Level of Implementation* items scaled from 1 (Not implemented at all) to 4 (Completely implemented).

Item	2014	2015	2016	2017	2018	Trend
Q43. The Board regularly receives and reviews reports on student outcomes (OAC, Measuring Up, Surveys).	3.8	3.2	4.0	4.0	3.8	
Q44. Board members participate in trustee development activities.	3.3	3.0	2.2	2.7	2.8	
Q45. The Board participates in an evaluation process that is used to help enhance its performance.	3.8	3.4	4.0	4.0	4.0	
Q46. The Board measures its accomplishments against its goals.	3.3	2.8	3.2	4.0	4.0	
TOTAL (Weighted Grand Mean)	3.6	3.1	3.4	3.7	3.6	

Table 7. Mean responses for *Readiness: Level of Agreement or Disagreement* items scaled from 1 (Strongly disagree) to 5 (Strongly agree).

Item	2012	2013	2014	2015	2016	2017	2018	Trend
Q47. The Board is aware that the College routinely evaluates effectiveness of efforts to improve student success and uses the results to improve policy and practice.	4.8	4.8	5.0	5.0	5.0	5.0	5.0	
Q48. The Board is aware that there is alignment and extensive collaboration of efforts to improve student success.	5.0	4.6	4.8	4.6	4.6	5.0	5.0	
Q49. The Board is aware that the College has established a strategic planning and accreditation process based on data to create objectives for measuring student success.			4.5	4.2	4.4	5.0	5.0	
Q50. Decisions about budget allocations are based on evidencing effectiveness and support of mission fulfillment.			4.8	4.8	5.0	5.0	4.6	
Q51. The Board is aware that there is training available to the Board, faculty, and staff on using data and research to improve programs and services.	4.4	4.6	5.0	4.0	4.8	4.5	4.6	
TOTAL (Weighted Grand Mean)	4.7	4.7	4.8	4.5	4.8	4.9	4.8	

4.5 Future Professional Development

This section reports results for the *Future Professional Development* theme.

4.5.1 Level of Agreement or Disagreement

Table 8 shows the distribution of responses for all *Future Professional Development* items that asked participants to indicate *Yes*, *No*, or *Would like more information*.

4.5.2 Trustee Comments

There was one trustee comment for the *Future Professional Development* theme.

1. I have not had the opportunity to lobby on behalf of the institution at the local, regional or state level.

Table 8. Frequency distribution for *Future Professional Development* items.

Item	Yes	Would like more	
		No	information
Q53. Do I understand the role/responsibilities of the president?	5	0	0
Q54. Do I understand the time commitment as a Trustee?	5	0	0
Q55. Am I knowledgeable about Strategic Planning?	4	0	1
Q56. Do I read and understand the organization's financial statements?	5	0	0
Q57. Am I knowledgeable about the institution's programs and services?	4	0	1
Q58. Do I advocate for the institution with local, state, and federal governing bodies?	3	2	0
Q59. Do I understand my roles and responsibilities as a Trustees?	5	0	0
Q60. Do I understand shared governance?	5	0	0
Q61 Do I understand and support the mission of the organization?	5	0	0
TOTAL (Mean)	4.6	0.2	0.2

4.6 Trustee Satisfaction

This section reports results for the *Trustee Satisfaction* theme.

4.6.1 Level of Agreement or Disagreement

Table 9 shows the mean (average) ratings for all *Trustee Satisfaction* items that asked participants to indicate their level of agreement or disagreement on a scale from 1 (strongly disagree) to 5 (strongly agree).

4.6.2 Areas of Expertise

Table 10 reports frequencies of responses for the question, “In what ways, if any, has your Board promoted or addressed student success at your institution in the past year?” (Q69). One trustee also entered the following response for Q69h (Other primary expertise not listed): “passion for accessibility to all students.”

4.6.3 Student Success

There was one comment from a trustee when asked, “In what ways, if any, has your Board promoted or addressed student success at your institution in the past year?” (Q70).

1. much of the work the board does in one fashion or another ultimately supports student success - in my view.

4.6.4 Trustee Comments

There was one trustee comment for the *Trustee Satisfaction* theme:

1. I am very satisfied with the work I and fellow trustees perform as we support the college and our President. I am honored to be a trustee for Cascadia College.

Table 9. Mean responses for *Trustee Satisfaction: Level of Agreement or Disagreement* items scaled from 1 (Strongly disagree) to 5 (Strongly agree).

Item	2012	2013	2014	2015	2016	2017	2018	Trend
Q63. The quality, amount, and frequency of information provided to the board is satisfactory.	4.6	4.4	4.8	4.8	5.0	5.0	4.8	
Q64. Overall I receive satisfaction serving as a board member.	5.0	4.6	4.8	5.0	5.0	5.0	5.0	
Q65. Board members adhere to confidentiality.	5.0	4.8	4.8	5.0	5.0	5.0	5.0	
Q66. My contributions on the Board are valued.	5.0	4.6	4.8	4.8	5.0	5.0	4.8	
Q67. Overall effectiveness of board management and organization is satisfactory.	4.8	4.8	4.8	4.8	5.0	5.0	5.0	
Q68. My time as a board member is used effectively.	4.8	4.6	5.0	4.8	5.0	5.0	5.0	
TOTAL (Weighted Grand Mean)	4.9	4.6	4.8	4.9	5.0	5.0	4.9	

Table 10. Frequency distribution for *Trustee Satisfaction: Areas of Expertise* items.

Item	2014	2014	2016	2017	2018
Q69a. My connections to elected officials as a way to advocate for the College	0	0	1	0	1
Q69b. Expertise in finance, budget, and management	2	3	3	2	2
Q69c. My significant experience in education and curriculum development	1	1	1	1	1
Q69d. Connections to business and industry	4	5	4	4	4
Q69e. Connections to the local community	3	4	2	1	3
Q69f. Construction and facilities management	0	0	1	1	1
Q69g. Raising funds for the College	0	0	0	0	0
Q69h. Other primary expertise not listed	0	0	0	2	1
TOTAL (Sum)	10	13	12	11	13

Cascadia College Board of Trustees

Discussion/Presentation Items

Subject: Equity & Inclusion Plan Update (1st Read)

Background

The Equity & Inclusion Action Plan was created in five parts:

1. Qualitative data gathered from previous DIAs and Cavolines (2018). This data consisted of each department on campus sharing their feedback as to what Cascadia could do to make the college a more equitable and inclusive place.
2. Qualitative data gathered by the Executive Director of Equity and Inclusion (EDEI) on a campus wide listening tour (January 24-May 2, 2019). The EDEI conducted 100 interviews with staff, students, and faculty. The interviews concentrated on assessing the strengths and weaknesses of Cascadia regarding E&I work and what institutional support could look like from the newly formed Office of Equity and Inclusion.
3. Soliciting campus-wide input from Cascadia's DIA (April 18, 2019). The DIA allowed employees the opportunity to provide their perspective on a comprehensive list of 147 suggestions given to the EDEI during the listening tour and from the past DIAs and Cavolines about the E&I work on campus. Additionally, the employees approximated realistic timelines as to when these suggestions could be implemented.
4. E&I Council gathered all of the aforementioned data and categorized it thematically. From these larger themes, the council made official recommendations and action items for the EDEI to review.
5. The EDEI wrote the E&I Action Plan from the official recommendations and action items made by the E&I Council.

The E&I Action Plan contains four areas of focus which are the foundational pillars of the equity and inclusion work at Cascadia:

1. Student Success
2. Employee Success
3. Classroom and Curriculum
4. Policies and Practice

These areas overlap with one another and create a holistic approach to make Cascadia College a more equitable and inclusive institution. The four areas of focus allow for multiple entry points for the variety of stakeholders at the college to engage in E&I work. Under each pillar there will be action items that will include the following:

1. A brief description of the action item
2. Which area responsible for the action item
3. A timeline as to the prospective start and (if applicable) end date
4. How it will be accomplished
5. The intended outcome

Currently, the E-Team is evaluating which area of the college will be responsible for each action item and prioritizing the order of implementation of each respective action item.

We plan to present a draft E&I Plan to the Board at the September 25th Board meeting, with the hopes that the third read and action can commence at the October 16th meeting.

We will also provide an example action item in each pillar.

John Eklof, Executive Director of Equity & Inclusion is available to answer any questions the Board may have on this item.

Cascadia College Board of Trustees

Action Items

Subject: 2019-2020 College Operating Budget (2nd Read/Action)

Background

The 2019-2020 College Operating Budget has been completed. This year, a new budget model was developed and all of the known revenues and expenses were estimated. The State Board has delivered the specific allocation numbers and tuition numbers.

In summary, the college has filled a 1.65M gap. This gap comes from declining enrollment and increased expenses.

- 1M is being used from International Programs.
- The college leadership instituted about \$600,000 in personnel and operational savings.
- The budget is being forwarded with a \$50,000 deficit...the lowest deficit in the last 3 years.

As all of the budget is a projection, influenced largely by enrollment, the \$50,000 deficit, or .001% of the budget, seems to be a reasonable risk rather than finding more savings.

Additional dollars accrued through vacancy savings throughout 19-20 can also offset the deficit.

Discussion

President Murray and Martin Logan, Interim VP of Administrative Services/HR will be available to answer any questions the Board may have on this item. They are looking to have a motion to pass the budget as presented at the Board meeting. Updated worksheets and a list of the suggested savings will be available at the meeting.

Recommendation

It is recommended that the Board approve the 2019-2020 College Operating Budget as presented in the meeting.

Vote/Adoption

Chair asks for motion: _____

Trustee makes the motion: _____

Trustee seconds the motion: _____

All in favor:

	Yes	No	Abstain
Miller			
Captain			
McDaniel			
Kelly			
Hofmeister			

Cascadia College Board of Trustees

Action Items

Subject: 2019-2020 Student Fee Proposals (2nd Read/Action)

Recommendations for Fee Eliminations

Application Fee

- We currently have a \$30 application fee.
- Discussion: The application fee is perceived as an enrollment barrier. The fee does generate approximately \$50,000 in revenue to the general fund. Enrollment Services, Budget Council and E Team support eliminating the fee in order to clear enrollment access barriers.
- **Recommendation:** Eliminate the application fee of \$30 starting October 1, 2019.

Recommendations for New Fees

Industry Recognized Certification Fee

- Cascadia's Professional Technical Programs may award program credit for specific industry recognized certifications. Networking Infrastructure is the only program that has pre-approved certain certificates for the awarding of credit. Approval of this fee would expand our credit for prior learning options for students. The fee covers a ½ hour of additional duty time for the faculty and some minimal staff processing time to complete the assessment process for the individual student request.
- **Recommendation:** Enact \$35 per 5 credit course fee effective July 1, 2019

Replacement Diploma Fee

- At the time of graduation students are issued a diploma for each degree or certificate earned. Students needing replacement diplomas will be assessed a \$5 replacement fee for each diploma needing replaced.
- **Recommendation:** Enact \$5.00 fee effective July 1, 2019 [This approximately covers average costs for document generation and shipping]

Recommendations for Fee Changes

Art Courses Fee

- Currently assessed: \$12/per studio course
- Discussion: Our new Graphic Design course was added to the Art curriculum in 2018-2019. A popular course with students, it is much more expensive to run than the studio courses. With the addition of ART 120: Graphic Design to our curriculum, our costs outpace the revenue from fees and thus create an unsustainable program. While this is a significant increase in fees, this increase would align Cascadia with what peer institutions charge for course fees (average \$88 for graphic arts courses) and better cover the actual costs for the graphic arts course. This fee would cover:
 - Specialized paper and ink for the plotter (printer)
 - Amortization of the plotter to pay for periodic replacement and upgrade
- **Recommendation:** Increase the course for Art 120 – Intro to Graphic Design from \$12 to \$50.

Discussion

Dr. Kerry Levett, VP of Student Learning & Success will be available to answer any questions the Board may have on this item.

Recommendation

It is recommended that the Board approve the 2019-2020 Student Fee Proposals.

Vote/Adoption

Chair asks for motion: _____

Trustee makes the motion: _____

Trustee seconds the motion: _____

All in favor:

	Yes	No	Abstain
Miller			
Captain			
McDaniel			
Kelly			
Hofmeister			

Cascadia College Board of Trustees

Action Items

Subject: 2019-2020 Board of Trustees Meeting Dates (1st Read/Action)

Background

The Board of Trustees reviews and agrees upon times and dates for scheduled Board of Trustees Meetings for the upcoming year.

The Board is asked to approve the date and time of the Board Meetings for the 2019-2020 academic year. Attached is the proposed schedule of meeting times and dates.

Once approved the meetings will be filed with the Code Revisers Office per WAC 132Z-104-010.

Discussion

- September 25th is the 4th Wednesday because the 3rd Wednesday is Convocation and the campus is closed.
- December 11th is the winter board retreat.
- January 8th is a special meeting/executive session for the President's contract review.
- July and August – no regular board meetings.

Recommendation

It is recommended that the Board of Trustees approve the 2019-2020 Board of Trustees Meeting Dates.

Vote/Adoption:

Chair asks for motion: _____

Trustee makes the motion: _____

Trustee seconds the motion: _____

All in favor:

	Yes	No	Abstain
Miller			
Captain			
McDaniel			
Kelly			
Hofmeister			

Cascadia College
2019-2020 Board of Trustees - Meeting Dates
Third Wednesday of Each Month (unless otherwise noted)

All Meetings will begin at 4:00 p.m. and will take place in Room 260 at Cascadia College, 18345 Campus Way N.E., Bothell, WA 98011.

2019-2020 Board Meeting Dates

Wednesday, September 25, 2019 (*4th Wednesday*)

Wednesday, October 16, 2019

Wednesday, November 20, 2019

Wednesday, December 11, 2019 (*Winter Board Retreat-No Regular Board Meeting*)

Wednesday, January 8, 2020 (*Special Meeting/Executive Session-No Regular Board Meeting*)

Wednesday, January 15, 2020

Wednesday, February 19, 2020

Wednesday, March 18, 2020

Wednesday, April 15, 2020

Wednesday, May 20, 2020

Wednesday, June 17, 2020

July/August 2020 - No Regular Board Meetings scheduled



Cascadia Student Government (CSG)

Report to the Board of Trustees

Cascadia College

Meeting Date: June 2019

Cascadia Student Government has officially ended our year.

We finished off the year celebrating the dedication and hard work from all of our clubs this year by catering a brunch for our final club council meeting.

We celebrated the year with all of student life for the final time on June 5th. The team has left behind letters to our successors with tips and tricks and some words of wisdom.

This coming year will be a bit unique, we have restructured Student Government and Cascadia Activities Board together into one Events and Advocacy Board. Aarushi Sahai is the new Advocacy Chair and will be the student representative to this board next year.

Finally, we wanted highlight Becky, Shandy, and Kirk, for all of their support, dedication, and guidance throughout this past year. We couldn't have been as successful as we were without them.

Thank you all for a fantastic year,

Seth Smith, CSG President



Cascadia Community College Federation of Teachers

Local 6191, AFT

Report to the Board of Trustees

Cascadia College

Meeting Date: June 2019

- ❖ Classes are now completed for the 2019-2020 school year. We look forward to welcoming one new tenure-track faculty member in Fall 2019.
- ❖ The Steering Committee met to begin planning for 2019-2020. These plans include a potluck lunch during the pre-fall activities with WPEA and classified staff.

Respectfully submitted,

Sharon Saxton - Senior 2 Tenured Founding Faculty



Washington Public Employees Association

UFCW Local 365

Report to the Board of Trustees

Cascadia College

Meeting Date: May 2019

Stacie Leanos, WPEA Staff Representative, was on campus for “office hours” on April 29th and got to visit with members and answer questions that they had.

WPEA and CCCFT are excited to come together on DIA day and have lunch, bringing together two communities for conversation and fun.

Thank you,

Marah Selves, Administrative Services Manager