



May 12<sup>th</sup> 2021

Dear Board of Trustees and Campus Community:

We are nearing the end of the academic year. We will soon conclude our tenure process and the budget will hopefully be approved in June. By the time the June meeting rolls around, we will also have another commencement under our belt.

The last 12 months have certainly been a challenge to everyone. Despite hurdles, Cascadia survived and accomplished its goals. We educated students, we adapted to a changing environment, we furthered our equity and inclusion efforts, and we wrote a strategic plan.

Our employees are to be commended for making it through and let's hope our return to in-person operations in September comes off as smooth as possible.

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

Campus

- Exempt Reviews
- Constituent Leadership Training
- ETeam Book Club
- Navigators Council
- Classified Co-Facilitator Meeting
- Monthly Foundation Meetings
- April All Employee Drop-in
- Budget Council
- BOT Budget Subcommittee

Community / State

- State of Northshore School District
- Bothell Chamber Board Meeting
- Bothell State of the city
- State of Kenmore
- One Eastside Economic Outlook Summit
- OneRedmond Board Meeting
- Joint Legislative Committee Meetings
- Kirkland City Council Meeting
- State Board Meeting
- WACTC

UWB

- Chancellor & President Monthly Meeting
- Campus Safety Listening Sessions

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

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

**E&I Internship**

The first cohort of E&I Interns from UW Seattle's School of Education will be concluding their internship in the first week of June. Throughout this academic year, the E&I Interns have been instrumental in advancing different E&I initiatives across campus such as building the structure for the E&I Town Halls, working on the Cascadia Scholars Program, and strategizing effective outreach with community partners regarding the E&I/HR recruitment program. We plan to continue this partnership with UW Seattle and therefore, we are currently underway in selecting the next cohort of E&I Interns.

**The Center for Culture, Inclusion, and Community**

The Center for Culture, Inclusion, and Community has officially changed its name. The process started a few months ago, with the Student Advisory Committee for E&I brainstorming possible names. Next, the list of names was sent to EAB for initial feedback. After receiving the feedback from EAB, the Student Advisory Committee created a Canvas poll for the general student population to vote on which name they liked best. It was a landslide with the new name garnering 60% of the student vote and with that the Center's new name is: The Diversity and Equity Center.

**Town Hall: Understanding and Stopping Asian Hate Recap**

E&I Council facilitated an all campus Town Hall on April 26<sup>th</sup>. The topic of the Town Hall was understanding and stopping Asian hate. It was well attended with over 60 participants. The Town Hall discussed the recent increase of attacks on people of Asian descent by providing the historical context that have led up to these attacks, provided space for Asian and Asian American Cascadia employees and students to share their perspective of what has been happening, and how to be an effective ally/bystander when the moment calls for it.

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

**Guided Pathways**

The Guided Pathways co-leads are preparing for our GP session on the May 12 DIA. Thanks to the efforts of everyone involved in the GP work groups and Steering Committee this year, we have (or will have) accomplished the following this year:

- Finalized Cascadia's Areas of Interest,
- Settled on student-friendly terminology to describe Cascadia's pathways: Areas of Interest, Academic Plans, and Programs,
- Developed and refined a phase-based template for academic plans,
- Developed a working list of academic plans,
- Drafted maps for at least one plan within each area of interest and prepared them for initial viewing by SLC,
- Mapped the student onboarding experience from outreach through College 101,
- Identified critical points of confusion throughout the onboarding experience and developed strategies to address them,
- Selected student success software to be implemented next academic year,
- Developed Cascadia's GP work plan for next year,
- Grappled with some of the biggest, most challenging questions around pathways, equity, and the student experience.

**Faculty Scholarship During the Pandemic**

Our faculty continue to remain active in their scholarly communities during the pandemic. For example, Dr. Soraya Cardenas, Tenured faculty in Sociology, has contributed to publications and professional events throughout this past year. A few examples of Dr. Cardenas good work include:

### Publications:

- Cardenas, S. (2021). The Evolving Treadmill of Production in the Digital Society. *IEEE Transactions on Technology and Society*. 10.1109/TTS.2021.3075097
- Cardenas, S. (June 22, 2020). Review: The Technocene: Reflections on Bodies, Minds, and Markets. *Contemporary Sociology*. <https://doi.org/10.1177/0094306120930218w>

### Professional Presentations:

- Spring 2021. Midwest Sociological Association. *The Case for Algorithmic Teaching Tools*
- Fall 2020. IEEE International Symposium on Technology and Society. *An Introduction to the Sociological Imagination and Treadmill of Production in the Age of Emerging Technology*
- Summer 2020. American Sociological Association. Alternative Virtual Engagement Event. *The Scariest Spy Movie Ever: About Sexism, Racism, Global Insecurity, Failing Education, and our Economy* (Originally accepted for Summer 2020 Annual Conference, but cancelled and venue changed to virtual event)

### **From the Vice President for Administrative Services and HR, Martin Logan:**

#### Human Resources/Payroll

HR is currently recruiting for Director of Finance (ongoing), Director of Information Services, Foundation Development Specialist, Fiscal Analyst 1 (Permanent), Cascadia Scholars-BIPOC Student Recruitment & Retention Specialist and PTH Mail Carrier (ongoing), with multiple interviews happening in early May. We recently hired one Associate Faculty for the Math department. April brought much good news. One of them being that the Equity Advocate Hiring Program was officially announced and presented to campus in April with a great turnout and a very engaged audience! Also this month we assessed Spring Quarter Associate Faculty benefits. We're happy to report that some individuals who have lost benefits in the last 18 months may qualify for a COBRA subsidy between April 1 and September 30 through the recently passed American Rescue Plan Act of 2021. The Health Care Authority will directly notify eligible individuals. Finally, in May we are assessing the annual Summer Mader and 2-Year Averaging extra benefits protection for all Associate Faculty who are currently benefits eligible.

Five members of the HR/Payroll team virtually attended a quarterly two-day gathering of statewide CTC HR and Payroll staff called the PPMS Meeting on April 22<sup>nd</sup> and 23<sup>rd</sup>. Many important topics of discussion were covered, including the HCA PEBB Modernization project, DRS/ERA updates, VEBA updates, SBCTC presentations on Banking and Post Payroll processing, and panel discussions with schools already converted to ctcLink to help guide later deployment groups. At the meeting nominations and voting for committee members for the upcoming year were held. Our very own Melissa Stoner was nominated and accepted the position of Chair for the upcoming 2021-2022 fiscal year.

#### Organizational & Professional Development

The April 30 Friday Letter included an announcement about the new Constituent Leadership Training program. The purpose of this exciting new program is to: meet a need for people who fill constituent leader positions to receive ongoing training and support to effectively lead within a shared governance structure; provide those appointed to constituent leader positions with the tools necessary to facilitate communication and problem solving; provide valuable professional development, comradery, and support; and provide access to members of E-Team. The hope is that in fulfilling this purpose participants will gain insight into organizational development, leadership, and group facilitation while also becoming positive forces for organizational change and growth. The Constituent Leadership Training program will launch in Fall 2021 and provide year-round training, mentoring, coaching, and support.

## Information Services

Information Services continues to address student and employee needs in the form of Help Desk requests. In April, 349 new requests were generated (110 of them from students) and the team was able to resolve 379 requests (141 of them for students). In addition to those day to day requests, Information Services completed some big changes and projects.

- The upgrade of all campus servers to current operating systems has finally been completed with the replacement of our outdated Exchange and public website servers. These last two server replacements were projects unto themselves as they greatly impact our operations and the campus's security posture. Thank you to Andrew Pederson, Sandy Nelson and Daniel Tran all for their work on these projects and to all of the campus clients who worked with us to schedule this work so that we could minimize the impact to campus business operations.
- The Information Security Team within IS implemented a few changes to help keep our student and employee data more secure during this past month. This team is now actively monitoring employee and student logins to help intervene when suspicious activity is detected and they have been actively working with other IS team members and the campus in general to help raise awareness of information security best practices. We look forward to continuing these improvements and will be in ongoing communication with the campus about these changes and how everyone can chip in to help. Our Information Security group's core membership includes Cameron Carpenter, Dwayne Willits and Andrew Pederson.

## Finance

Nothing new to report this month.

## ***From the Vice President for External Relations & Planning, Meagan Walker:***

### Communications/Outreach/Marketing



An evening virtual outreach event attended by sixty Northshore School District parents was held on April 29. The Outreach team put together a Trustee Janet McDaniel provided an informative presentation. Trustee Mike Kelly was also present to support the effort and assist with questions. The event was recorded, and the captioned video will be available on the college's website. Through virtual events, office hours, high school visits and college fairs the outreach team made 202 prospective student contacts. Website transformation is ongoing, and the team is planning to launch Live Chat in May.

## Facilities

Preparations are underway for the CC2 Boiler project to begin in May. Two new boilers will be installed and the contractor will move swiftly to complete the project by mid-June. STEM4 is still on track to put up fencing and break ground in late August or early September. Perhaps Cascadia's most recognizable piece of outdoor sculpture, *The Ancestors*, is scheduled to be removed late June. The large pieces will be stored onsite and assessed by the artist, Michael Dennis, and the Bothell Art Commission. Prior to the completion of STEM4, the sculptures will be placed near the original location. A groundbreaking ceremony is planned for summer. The Facilities team continues working hard to ensure classrooms are made ready for social distancing with proper PPE supplies to be completed by August.

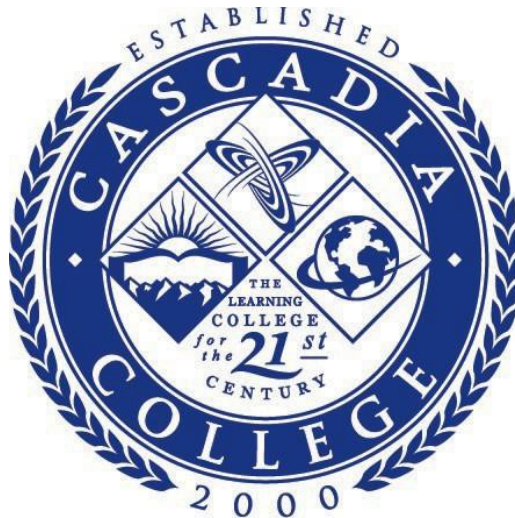
## Foundation

The Foundation Board met in April, providing a chance for members – new and old – to get acquainted with each other. The Foundation’s strategic plan was presented to the Board of Trustees at their last meeting. The hiring process for the new Development Specialist position is wrapping up and an early June hire date is anticipated. The awarding process for the spring scholarships cycle resulted in the awarding of every scholarship available, totaling \$66,000. The Foundation has contracted with a new scholarship program management platform, AwardSpring, and will be ready to offer \$40,000 in awards during the first ever fall scholarships cycle. The College’s employee awards kicked off in April to offer several faculty special recognitions through the Excellence in Teaching, Learning and Service Award. Members of the classified, part-time, and exempt employee groups are also recognized for their distinguished service.

## International Programs

The Department of Homeland Security recently announced that special COVID-19 rules for F-1 international student enrollment will be continued in the 2021-2022 school year. Current students are allowed to take most or all of their classes online in the U.S. or from overseas while new students will need to have hybrid time in their first quarter schedule to seek entry to the U.S. This timely announcement from the U.S. government has allowed IP to strategically put efforts on communication and marketing to current and new international students about summer and fall 2021 admission and registration.

Respectively submitted,  
Eric



**Board of Trustees Meeting Agenda**

**Mr. Roy Captain, Chair**  
**Mr. Mike Kelly, Vice Chair**  
**Ms. Janet McDaniel**  
**Dr. Meghan Quint**  
**Dr. Colleen Ponto**

**Regular Meeting**  
**Wednesday, May 19<sup>th</sup>, 2021**  
**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**

**Wednesday, May 19<sup>th</sup>, 2021**

**4:00 p.m.**

**ZOOM**

**AGENDA**

**1. CALL TO ORDER (4:00pm)**

**2. CONSENT AGENDA**

- Meeting Agenda
- Minutes from our last meeting – April 21<sup>st</sup> 2021

**3. 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.

**4. NEW EMPLOYEES/PROMOTIONS:**

- Introduction of New Employees/Promotions:
  - Shyla Hansen
- Promotions – E-Team members will share staff promotions with the board.
  - Dr. Kerry Levett
  - Marty Logan

**5. INFORMATION ITEMS**

- BOT Retreat Date

**6. DISCUSSION/PRESENTATION ITEMS**

- Faculty Focus: English/FYC Update
- Measuring Mission Fulfillment: Alignment of Strategic Initiatives to Metrics

## **7. RECOMMENDED ACTION ITEMS**

- 2021-2022 College Budget (1st Read)
- 2021-2022 ASCC Budget (1st Read & Action)
- Tenure Votes

## **8. OTHER REPORTS**

- Cascadia Events & Advocacy Board (EAB)
- Cascadia Community College Federation of Teachers (CCCFT)
- Cascadia Classified Union Washington Public Employees Association (WPEA)
- Board Chair and Individual Board Members
- President

## **9. OTHER BUSINESS OR ANNOUNCEMENTS**

## **10. NEXT MEETING**

- Next regularly scheduled Board meeting is Wednesday, June 16<sup>th</sup>, 2021

*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  
April 21<sup>st</sup>, 2021**

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

**BOARD OF TRUSTEES**

Chair Roy Captain, Vice Chair Mike Kelly, Janet McDaniel, Dr. Meghan Quint and Dr. Colleen Ponto present.

**EXECUTIVE STAFF**

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

Alan Smith (AAG) present.

Lily Allen-Richter (recorder) present.

**AREA REPRESENTATIVES**

CCCFT Representative – David Shapiro, Senior 2 Tenured Founding Faculty present.

Student Representative – Angela Tang EAB Advocacy Chair present.

WPEA Representative – Marah Selves, Administrative Services Manager absent.

**AUDIENCE**

Chris Cuneo, David Berner, Becky Riopel, Erik Tingelstad, Erin Blakeney, Kari McGie, Kris Harrell, Kristina Young, Lyn Eisenhour, Michael Horn, Noah Overby and Sara Gomez Taylor

**1. CALL TO ORDER**

Chair Roy Captain called the meeting to order at 4:16 PM

**2. CONSENT AGENDA**

**Chair Roy Captain asked for approval of the consent agenda Trustee Janet McDaniel made a motion to approve the consent agenda with the outlined formatting changes below. Trustee Vice Chair Mike Kelly seconded the motion. Hearing no objections, the trustees approved the consent agenda.**

**Lily, to make edits on page 14 March minutes, third bullet and page 10 comments and questions first bullet drops off**

**3. PUBLIC COMMENTS**

No public comments for the agenda.

**4. INTRODUCTIONS OF NEW EMPLOYEES/PROMOTIONS:**

- none

## 5. INFORMATION ITEMS

### SBCTC Strategic Plan

- The state's community and technical colleges belong to a branch of state government led by the State Board for Community and Technical Colleges. Like the local Board of Trustees, the State Board is appointed by the Governor and has certain realms of established oversight. Those realms include establishing policy and goals for the system.
- The SBCTC has published its next Strategic Plan. The college presidents have been systematically learning about the Strategic Plan so as to understand the individual college's role in the implementation of the plan.
  - Included are three documents:
    - A one page overview of the plan's Goals and Strategies
    - The official public Strategic Plan
    - The internal SBCTC chart of action items associated with each strategy.
- There is an expectation that each local college will embrace the goals and strategies and weave them into local strategic planning. Cascadia has done this well and kept the SBCTC's plan in mind during the entire strategic plan development process.
- Note that equity issues are among the most frequent and highest of priority for the SBCTC.
  - **Strategy 1:** Implement actions, policies and investments that produce equitable outcomes.
  - **Strategy 2:** Implement research-based strategies that are proven to improve completion rates for all students. These strategies include Guided Pathways and Career Launch programs.
  - **Strategy 3:** Enroll more diverse students of all ages and backgrounds in our colleges, increasing their access to higher levels of education, higher salaries and greater financial security.
  - **Strategy 4:** Strengthen advocacy and community partnerships.
  - **Strategy 5:** Improve the college system's long-term financial sustainability and infrastructure.

### Comments/Questions:

- No questions or comments.

### NWCCU Accreditation Recommendation Updates

- Each of our recommendations we have highlighted below:
  - Recommendation 1: ... (1.B.1; 1.B.2) use an ongoing and systematic evaluation and planning process to inform decision making and resource allocation, toward improving institutional effectiveness and achieving mission fulfillment.
  - Recommendation 2: ... (1.C.5; 1.C.7) engage in an effective system of assessment to evaluate the quality of learning in its programs. These assessment efforts should be used to inform academic and learning support-planning and practices to continuously improve student learning outcomes.
    - Cascadia has strong alignment of our student learning outcomes (Institutional learning outcomes, or ILOs). However, we have not effectively assessed learning at the program level and have the challenge of ubiquitous transfer degrees rather than programs.
  - Recommendation 3: ... (1.D.2; 1.D.3) establish and share widely a set of indicators for student achievement that are disaggregated and compared to regional and national peer institutions in a manner that identifies and removes barriers to academic excellence and success (equity gaps), and promotes student achievement.

## 5. INFORMATION ITEMS (Continued)

### NWCCU Accreditation Recommendation Updates (Continued)

- We developed a Student Achievement Framework (SAF) that includes standard data points disaggregated by student subpopulations. Our transition to a new enterprise records system delayed developing new student achievement dashboards. We are now receiving data and checking for accuracy.

#### Comments/Questions:

- No questions or comments.

## 6. DISCUSSION/PRESENTATION ITEMS

### Faculty Focus: Networking Infrastructure Program

- Cascadia's Networking Infrastructure Technology Program was approved as an endorsed Career Launch program at the end of Fall 2020. This endorsement from the State Board's Career Launch Endorsement Review (CLER) team qualified Cascadia to become an Amazon Web Services (AWS) Educate associate partner.
- The Cloud Computing Career Launch Program is a partnership between AWS Educate, Washington's technology employers and technology education programs.
- By using cloud skills, we would not only be current, but we would support students who want to gain skills in cloud computing. We want to help students achieve success.
- Foundational, Entry Level and intermediate skills
- We are going to look at other colleges to see how well this degree would work with other institutions.

#### Comments/Questions:

- Great job, this is really innovative.
- Why should we not do this? Keep going!

### Cascadia College Foundation Strategic Plan

- Foundation Director, Mark Collins, and Foundation Chair, Alex Lee, will review the progress the Foundation has made over the past six years in terms of developing systems and ensuring compliance while simultaneously growing the Foundation's scholarships and programs.
- The Foundation is now at a point where it is ready to grow its capacity for fundraising to support the college's strategic plan initiatives but in order to do so, it will need to add an additional employee.
- In addition to the PowerPoint provided, here are some additional highlights:
  - ROI for the College Investment.
    - Every dollar we have put in we received 1.50 with this investment it would increase to 1.75
    - Scholarships increase enrollment. For every \$1,000 we give in scholarships, the college see \$1,400 in tuition.

### Foundation Program growth since 2014

|                                  | <u>2014</u>   | <u>2015</u>   | <u>2016</u>   | <u>2017</u>   | <u>2018</u>   | <u>2019</u>   | <u>2020</u>   |
|----------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| <b>Student Scholarships</b>      | 51,755        | 27,200        | 43,008        | 64,407        | 102,722       | 107,078       | 127,077       |
| <b>Student Grants</b>            | 1,241         | 0             | 0             | 0             | 0             | 0             | 28,096        |
| <b>Employee Awards</b>           | 2,175         | 2,000         | 2,299         | 2,500         | 6,254         | 5,887         | 8,000         |
| <b>College Discretionary</b>     | 8,604         | 1,511         | 3,415         | 3,566         | 4,220         | 4,781         | 1,144         |
| <b>Grant Transfer to College</b> | 100           | 600           | 400           | 733           | 6,111         | 0             | 5,000         |
| <b>Other Program Support</b>     | <u>41,752</u> | <u>12,880</u> | <u>33,451</u> | <u>25,713</u> | <u>32,972</u> | <u>46,908</u> | <u>53,835</u> |
|                                  | \$105,627     | \$ 44,191     | \$ 82,573     | \$ 96,919     | \$152,279     | \$164,654     | \$223,152     |

## 6. DISCUSSION/PRESENTATION ITEMS (Continued) Cascadia College Foundation Strategic Plan

### Comments/Questions:

- Really great work from Alex and the team. We have come such a long way. Funding is a big issue, but for the kind of benefits we are getting this would be a wonderful opportunity.
- High leverage move to help our students.
- Truly respect the work that you have done, you have achieved so much. Thank you.

### Risk Management Matrix

- In 2006, the state asked its agencies to begin assessing their risk management commitment and activities. Over time this became an executive order. While the state does not dictate a specific tool or template, Cascadia did employ a template the previous two academic years.
- This year due to a number of emergent issues, we took a different approach whereby we carried over what the college had ranked as its highest risks in prior years and added the new risks posed by ctcLink, COVID, and the 2020 elections.
- We then plotted the risks in a matrix to illustrate in which of our plans, initiatives, or policies each was being addressed.
- Rather than reviewing the entire PowerPoint, Meagan opened the floor for question:

### Comments/Questions:

What are some high level themes you'd like for the Trustees us to know?

- We want to ensure that you all are well informed regarding how we are addressing COVID with our students and employees.
- We are formulating our new task force Working in the New Normal (WINN) that will allow us to address the social, emotional and mental health challenged as well as our physical challenge of transitioning out of the pandemic to back on campus.
- We are still grappling with ctcLink.

Did this involved a review of insurance policies?

- It wasn't tackled this year, but it will be tackled next year.

What community involvement did you have with this plan?

- Faculty, Staff, Trustees to Classified Assemblies and Exempt Assemblies.

### Strategic Plan Mission Fulfillment Metrics

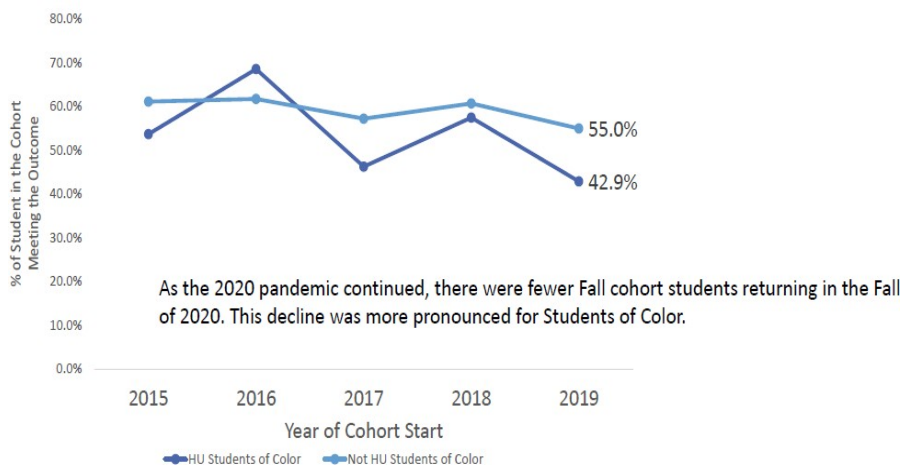
- In addition to the PowerPoint presentation, here are some notable highlights:

- For years prior to the pandemic, Students of Color enrollment had steadily increased, but during the pandemic has dropped.

- Fall cohorts have demonstrated reductions in the equity gap for completions of awards/degrees and transfers.

- Students of Color completions are close to or at par, with nonstudents of color in terms of awards/degrees and transfers.

### Fall to Fall Retention/Completion Decline



## 6. DISCUSSION/PRESENTATION ITEMS (Continued)

### Strategic Plan Mission Fulfillment Metrics

#### Comments/Questions:

- Bravo, great work.
- It is so important to know what others are doing, but important to start doing what others aren't. We are first in many things.
- By the Fall retreat, we will have a complete package for you all.
- Our accrediting agency has pretty much agreed
- How might we create dashboard for each of these 5 branches?

#### **Monthly Finance Report: Fiscal Workshop**

- In addition to the PowerPoint presentation, here are some notable highlights:
  - We will be able to continue to use our stimulus funding over the next few years to help with budget gaps.
  - Language for stimulus is anything relate to loss revenue so we could use this for the loss of revenue for the parking garage as an example.

#### Comments/Questions:

- Looking forward to next month with the firm numbers. Janet and Mike got to take a deep dive. We approved additional spending through reserves last year, but we didn't need to use it, so next month should be an impressive showing of numbers.

## 7. RECOMMENDED ACTION ITEMS

### **Lab, Facilities, Technology Replacement Budget (1<sup>st</sup> Read/Review)**

- Kerry shared
- Meagan shared
- Marty shared
- These expenses will be lumped into the final 2021-2022 Budget next BOT meeting.

#### Comments/Questions:

- For the Phones, more and more of the corporate offices are going with individual cell phones rather than a physical phone, this might be a direction Cascadia should look into.

### **Strategic Plan**

***Vice Chair Mike Kelly asked for approval of the Cascadia College's Strategic Plan. Mission Trustee Dr. Meghan Quint made a motion to approve the Cascadia College's Strategic Plan and Trustee Dr. Colleen Ponto second. All in favor, no abstains.***

#### Comments/Questions:

None

## 8. REPORTS

Cascadia Events & Advocacy Board (EAB): Angela Tang, Advocacy Board Chair was present and doesn't have anything to add to her report.

Cascadia Community College Federation of Teachers (CCCFT): David Shapiro, Tenured Founding Faculty was present and didn't have anything

Cascadia College Classified Union Washington Public Employees Association (WPEA) Report: Marah Selves, Administrative Services Manager was not present, but Kris Harrell filled in and had nothing to add.

## **8. REPORTS (Continued)**

### Chair and Individual Board Members Reports:

Nothing to report.

### President's Report:

- Spring Parent Campaign Thursday, April 29<sup>th</sup> Mike will attend with Janet
- LWSD 2<sup>nd</sup> week of May- Lily send out a poll tomorrow. Connect with Sara
- Next week Cascadia is the host for the State of the City of Bothell address, we will be doing the same thing for Kenmore next week.

## **9. OTHER BUSINESS/ANNOUNCEMENT**

**None**

## **10. MEETING ADJOURNMENT**

Chair Roy Captain adjourned the regular meeting at 5:50 PM

## **11. Minutes Approved and Adopted on May 19<sup>th</sup>, 2021**

\_\_\_\_\_  
Roy Captain, Board Chair

Attest:

\_\_\_\_\_  
Dr. Eric Murray, President  
Bdminutes04212021

**Cascadia College Board of Trustees**  
**Introduction of New Employees/Promotions**

**Subject:** Introduction of New Employees/Promotions

**Background:**

It gives us great pleasure to introduce the following new employees and to update the Board on staff promotions:

**New Employees:**

Shyla Hansen  
Fiscal Specialist 1 – Finance

A Brief biography on Shyla is attached.

**Discussion:**

President Murray will acknowledge the respective supervisor who will introduce the new employees.

## New Employee Bio

### Shyla Hansen Fiscal Specialist 1 – Finance

Shyla Hansen just joined Cascadia as our new Fiscal Specialist 1, Accounts Receivable. Shyla brings an extensive background in customer service working for many years with Hilton. She also has worked multiple years as an accounts payable clerk. Shyla's education includes being a former student of Cascadia as well as attending Brigham Young University in Provo, UT.



**Cascadia College Board of Trustees**  
**Information Items**

**Subject:** BOT Retreat Date

**Justification:**

Proposing BOT Retreat Date of Thursday, September 9<sup>th</sup> from 10:00am-3:00pm. Full calendar of BOT meetings for 2021-2022 will be approved at the June meeting.

**Background:**

Previous BOT Retreats were held on Wednesday and Thursday's during the first full week of September.

**Cascadia College Board of Trustees**  
**Discussion/Presentation Items**

**Subject:** Faculty Focus: English/FYC Update

**Justification:**

Curriculum update

**Background:**

English faculty have redesigned the pre-college pathway and improved students' transitions into college-level coursework, resulting in improved access to and completion of college-level English.

**Discussion:**

Robyn Ferret, Senior II Tenured Faculty and English Division Chair, will be presenting and available to answer any questions the Board may have on this item.

# English Placement and Pre-College Pathway

Robyn Ferret, English Division Chair

May 19, 2021 | Board of Trustees

# What We Know

Longer pre-college pathways → Increased attrition

Students who placed into pre-college English were less likely to enroll (Fall 2018: 47% compared to 63%)

Academic writing expectations rest on a foundation of **critical literacy skills**

...**BUT** incoming Engl 101 students consistently scored lowest on critical thinking in an introductory assignment

**Students who do not test into English 101 need pre-college curriculum to meaningfully, efficiently address gaps in academic reading practice, to shift focus from personalized writing practice to critical literacy.**

# What We've Done

2016-19:

- Developed common curriculum in First-Year Composition courses
- Shortened pre-college pathway from a 3-course sequence to one course
- Offered co-requisite option for pre-college

2020-21: English 95: designed to

- Address gaps in reading
- Help students transition from HS
- Target digital and information literacy skills for returning students

# What We've Done

Increased placement options for students

**From only Accuplacer → HS transcripts, writing samples, and more**

Increased successful completion of college-level English in a student's first year

**From 52% in 2010 to 64% in 2019**

# What We'll Do Next

**Our Goal: to minimize (if not eliminate) placement by testing, and maximize more authentic, equitable pathways for students entering our community**

Next Steps: AYs 2021/22, 2022/23:

- ❑ Run at least one standalone and four co-requisite sections of English 95; review for schedule revision.
- ❑ Synthesize assessment of our current placement paths; continue making iterative improvements to the efficacy of our process.
- ❑ Complete design, equity audit, and implementation of guided self-placement tool as alternative to placement test.

# Questions?



## Cascadia College Board of Trustees

### Discussion/Presentation Items

**Subject: Measuring Mission Fulfillment: Alignment of Strategic Initiatives to Metrics**

**Justification:**

In order to demonstrate mission fulfillment, the NWCCU requires institutions to set and articulate “meaningful goals, objectives, and indicators of its goals to define mission fulfillment and to improve its effectiveness in the context of and in comparison with regional and national peer institutions. “ (Standard 1.B.2.)

The Board of Trustees’ role is to approve the strategic plan, including the data structure, and to evaluate the effectiveness of the plan in demonstrating mission fulfillment.

**Background:**

The emerging Strategic Plan (2021) data architecture is supported with metrics designed to directly demonstrate mission fulfillment as they directly link to our mission statement. The Strategic Plan data architecture under discussion this month presents specific indicators for each of the 6 mission metric categories and demonstrates how planned strategic initiatives align to specific metrics.

**Discussion:**

Two support documents are provided for discussion:

1. Strategic Plan Appendix A: Mission Fulfillment Measurement (the foundation document explaining the metric framework)
2. A presentation slide deck to facilitate discussion that outlines:
  - A review of the mission fulfillment metric categories presented at the April 2021 Board of Trustee meeting,
  - An overview of specific metrics supporting each category,
  - A demonstration of alignment between strategic actions and metrics, and
  - A preview of next steps.

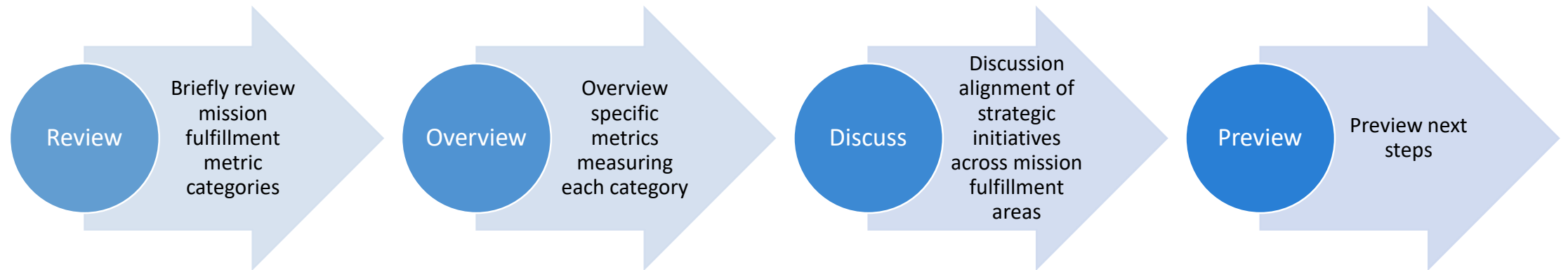
Dr. Kerry Levett, Vice President for Student Learning and Success, and Dr. Michael Horn, Director of Institutional Effectiveness will be available to present the information and answer questions.



# Measuring Mission Fulfillment: Alignment of Strategic Initiatives to Metrics

Cascadia College Board of Trustees: May 2021

# Presentation Overview



# Building the data infrastructure: Categories of mission fulfillment metrics

- **Access (Enrollment)**

- Access refers to the number of students enrolled, with a focus on assessing enrollment gaps across ethnic and other student groups. The following indicators are also assessed across Programs.

- **Achievement Milestones**

- Educational achievement *Milestones* are recognized accountability and mission fulfillment indicators in postsecondary education. We track the following milestone metrics, each reported by race/ethnicity and other groups, ***with a focus on assessing equity gaps across student groups.***

# Continued: Categories of mission fulfillment metrics

- **Sense of Belonging**

- Students who report a higher sense of belonging at the end of their first year do better and persist more in their second and third years. Sense of belonging will be assessed using a yet to be developed Climate/Engagement survey.

- **Student Learning Outcomes**

- Student Learning Outcomes indicator metrics ensure that Cascadia monitors and continuously improves learning. These outcomes are: Learn Actively; Think Critically, Creatively, & Reflectively; Communicate with Clarity and Originality; Interact in Diverse and Complex Environments.

- **Organizational Learning and Growth**

- Cascadia's ability to continuously improve is supported by employee growth. Assessing mission fulfillment must necessarily include indicators of the organization's reduction of internal equity gaps and capacity for continuous improvement in a dynamic environment.

# Mission Fulfillment Metrics

Aligning actions to metrics

# Mission Fulfillment Metric Overview

| Accessible   | Equitable   | Superior Educational Experiences  | Student Learning Outcomes  | Sense of Belonging    | Organizational Learning and Growth  |
|--|---|---|--|-----------------------|---|
| <ul style="list-style-type: none"> <li>• Enrollment access by group (SAF)</li> <li>• Enrollment status: new or continuing (SAF)</li> <li>• Credential seeking (SAF)</li> <li>• Enrollment Intensity (SAF)</li> <li>• Demographics (SAF)</li> <li>• Veteran status (SAF)</li> <li>• Pell status (SAF)</li> <li>• Pre-college enrollment (SAF)</li> <li>• Credential enrollment (SAF)</li> </ul> | <ul style="list-style-type: none"> <li>• Enrollment (SAF)</li> <li>• Retention (SAF)</li> <li>• Sense of belonging</li> <li>• Math courses enrollment (SAF)</li> <li>• Retention of employees of color</li> </ul> | <ul style="list-style-type: none"> <li>• Basic skills gains (SAF)</li> <li>• Credit milestones (SAF)</li> <li>• Credit completion (SAF)</li> <li>• Math year 1 (SAF)</li> <li>• English year 1 (SAF)</li> <li>• Fall to second term retention (SAF)</li> <li>• Fall to fall retention (SAF)</li> <li>• Transfer to 4 year (SAF)</li> <li>• Credential completion (SAF)</li> <li>• Time to credential (SAF)</li> </ul> | <ul style="list-style-type: none"> <li>• Learn</li> <li>• Think</li> <li>• Communicate</li> <li>• Interact</li> </ul> <p>Disagreed by outcome and student groups (SAF)</p> | <p>In development</p> | <ul style="list-style-type: none"> <li>• Employee diversity</li> <li>• Continuous improvement drivers               <ul style="list-style-type: none"> <li>➤ Quality</li> <li>➤ % improvement</li> <li>➤ Idea generation</li> <li>➤ % completion</li> <li>➤ Student satisfaction</li> <li>➤ Employee engagement &amp; Satisfaction</li> </ul> </li> </ul> |

# The Impact of Strategic Access Initiatives across Fulfillment Areas

| Accessible   | Equitable  | Superior Educational Experiences | Student Learning Outcomes | Sense of Belonging  | Organizational Learning and Growth  |
|--|--|----------------------------------|---------------------------|---|---|
| <ul style="list-style-type: none"> <li>• Complete initial mapping work (GP)</li> <li>• Collaborate to design a Web app (GP)</li> <li>• Implement and market expanded BFET program (SEM)</li> <li>• Implement CRM to improve student communications(SEM)</li> </ul> | <ul style="list-style-type: none"> <li>• Develop plan for intrusive and culturally relevant advising (GP)</li> <li>• Implement and market expanded BFET program (SEM)</li> </ul> |                                  |                           | <ul style="list-style-type: none"> <li>• Develop plan for intrusive and culturally relevant advising (GP)</li> <li>• Implement and market expanded BFET 1 program (SEM)</li> <li>• Implement CRM to improve student communications (SEM)</li> </ul> | <ul style="list-style-type: none"> <li>• Collaborate to design a Web app (GP)</li> <li>• Develop plan for intrusive and culturally relevant advising (GP)</li> <li>• Implement CRM to improve student communications (SEM)</li> </ul> |



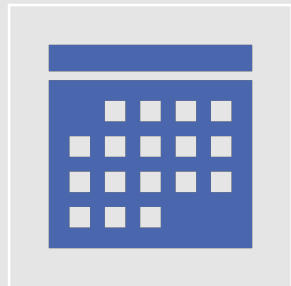
# The Impact of Strategic Equity Initiatives across Fulfillment Areas

| Accessible | Equitable   | Superior Educational Experiences   | Student Learning Outcomes   | Sense of Belonging  | Organizational Learning and Growth   |
|------------|---|--|---|---|--|
|            | <ul style="list-style-type: none"> <li>• Launch Cascadia Scholars (EI)</li> <li>• Co-create a land acknowledgement (EI)</li> <li>• Conduct Eng. &amp; Math placement review (GP)</li> <li>• Translate BEdA materials into other languages (SEM(SEM))</li> </ul> | <ul style="list-style-type: none"> <li>• Conduct Eng. &amp; Math placement review (GP)</li> <li>• Translate BEdA materials into other languages (SEM)</li> </ul> | <ul style="list-style-type: none"> <li>• Co-create a land acknowledgement (EI)</li> </ul> | <ul style="list-style-type: none"> <li>• Launch Cascadia Scholars (EI)</li> </ul> | <ul style="list-style-type: none"> <li>• Establish employee affinity groups (EI)</li> <li>• Remodel the hiring process through equity lens (EI + HR)</li> <li>• Implement Equity Advocates (EI + HR)</li> <li>• Co-create a land acknowledgement (EI)</li> </ul> |

# The Impact of Strategic Superior Education Experiences Initiatives across Fulfillment Areas

| Accessible  | Equitable   | Superior Educational Experiences  | Student Learning Outcomes  | Sense of Belonging | Organizational Learning and Growth   |
|---|---|---|--|--------------------|--|
| <ul style="list-style-type: none"> <li>Collaborate to ensure students are learning (GP)</li> <li>Increase # of students receiving financial awards (SEM)</li> <li>Advisor-faculty summits (GP)</li> <li>Re-imagine SAP (SEM)</li> <li>Deepen advisor-faculty student inventions (GP)</li> </ul> | <ul style="list-style-type: none"> <li>Collaborate to ensure students are learning (GP)</li> <li>Increase # of students receiving financial awards (SEM)</li> </ul> | <ul style="list-style-type: none"> <li>Collaborate to ensure students are learning (GP)</li> <li>Increase # of students receiving financial awards (SEM)</li> <li>Advisor-faculty summits (GP)</li> <li>Re-imagine SAP (SEM)</li> <li>Deepen advisor-faculty student inventions (GP)</li> </ul> | <ul style="list-style-type: none"> <li>Collaborate to ensure students are learning (GP)</li> </ul> |                    | <ul style="list-style-type: none"> <li>Collaborate to ensure students are learning (GP)</li> </ul> |

# Next Steps



## **June:**

Overview continuous improvement cycle  
"calendar"



## **Summer Board of Trustees Retreat:**

Dive deeper into the mission fulfillment metrics  
Review comprehensive strategic plan



**Cascadia College Board of Trustees**  
**Discussion/Action Items**

**Subject:** 2021-2021 College Budget (1st Read)

**Justification:**

To ensure financial transparency with the Board of Trustees.

**Background:**

Regular updates are provided to the Board to keep them up to date on the Colleges' budget/finances. This month we are providing a Fiscal Workshop which includes the 1<sup>st</sup> read of the College Budget and recommended expenses from the College Budget Council.

**Discussion:**

Martin Logan, VP for Administrative Services & HR will be available to answer any questions the Board may have on this item.

# FISCAL WORKSHOP

May 19, 2021

# FISCAL WORKSHOP

1. 1<sup>st</sup> Read – Expenses/Revenues
2. Reserves
3. Suggested Expenses
4. Stimulus Funds

# OPERATING BUDGET 1<sup>ST</sup> READ

| <b>BUDGET SUMMARY</b>              |                             |     |                        |                       |                        |
|------------------------------------|-----------------------------|-----|------------------------|-----------------------|------------------------|
|                                    |                             |     |                        |                       |                        |
| <b>REVENUES - Operating Budget</b> |                             |     | <b>20-21 Projected</b> | <b>20-21 Actual</b>   | <b>21-22 Projected</b> |
|                                    | SBCTC Allocation            |     | \$ 11,088,295          | \$ 13,626,124         | \$13,294,154           |
|                                    | Tuition (State Students)    |     | \$ 4,959,520           | \$ 4,071,505          | \$ 4,279,689           |
|                                    | Tuition (Contract Students) |     | \$ 6,938,413           | \$ 7,279,286          | \$ 7,088,597           |
|                                    | Other                       |     | \$ -                   |                       |                        |
|                                    |                             | SUM | \$ 22,986,228          | \$ 24,976,915         | \$24,662,439           |
| <b>EXPENSES - Operating Budget</b> |                             |     | <b>20-21 Projected</b> | <b>20-21 Actual</b>   | <b>21-22 Projected</b> |
|                                    | Anticipated                 |     | \$ 25,052,144          | \$ 24,044,154         | \$ 25,377,822          |
|                                    | ctcLink Reconciliation      |     |                        | \$ 1,500,000          |                        |
| <b>REVENUES (minus) EXPENSES</b>   |                             |     | <b>20-21 Projected</b> | <b>20-21 Actual</b>   | <b>21-22 Projected</b> |
|                                    |                             |     | \$ (2,065,917)         | \$ (567,239)          | \$ (715,383)           |
|                                    |                             |     |                        | Actuals Not Confirmed |                        |

# RESERVES

| <b>RESERVES - Protected Accounts</b> |              | <b>a/o 3/1/21</b>   |
|--------------------------------------|--------------|---------------------|
| Data Processing                      | 443          | \$ 1,274,885        |
| Motor Pool                           | 460          | \$ 37,122           |
| Associated Students                  | 522          | \$ 1,595,882        |
| Parking                              | 528          | \$ 14,898,091       |
| Aux Enterprise                       | 570          | \$ (17,757)         |
| Grant-in-Aid                         | 846          | \$ (179,500)        |
| Student Loan                         | 849          | \$ (144,977)        |
| Long Term Loan                       | 860          | \$ 269,890          |
| Bldg & Constr                        | 057          | \$ 485,067          |
| Grants & Contracts                   | 145          | \$ 483,301          |
| Student Tech Fee                     | 148          | \$ 852,419          |
| Arc Fees                             | 148          | \$ 1,065,622        |
| <b>RESERVES - Available Funds</b>    |              |                     |
| Fees                                 | 148          | \$ 2,470,000        |
| Cash Balance by fund                 | 146          | \$ 2,138,101        |
| Cash Balance by fund                 | 147          | \$ 379,548          |
|                                      | SUM          | \$ 6,299,656        |
| Stimulus funds                       |              | \$ 6,074,136        |
| Investment Income                    |              |                     |
| Local Govt Investment Pool           | 841          | \$ 2,167,741        |
| Long Term Investments                | 841          | \$ 6,355,000        |
|                                      | <b>TOTAL</b> | <b>\$ 8,522,741</b> |



## RESERVES – SUGGESTED EXPENSES

| <b>RESERVES - Suggested Expenses</b>              | One-Time                 | One-Time             | On-going          |                                  |
|---|--------------------------|----------------------|-------------------|----------------------------------|
| <b>Budget Requests</b>                            | <b>One-Time-Low</b>      | <b>One-Time-High</b> | <b>Ongoing</b>    |                                  |
| Student Support Software                          | \$ 38,490                | \$ 38,490            | \$ 19,500         | <b>Recommended</b>               |
| Faculty Sabbatical                                | \$ 50,000                | \$ 50,000            |                   | <b>Recommended</b>               |
| Office of E&I Funding                             |                          |                      | \$ 22,500         | <b>Recommended</b>               |
| Foundation Development Specialist Position        | \$ 27,000                | \$ 27,000            | \$ 54,000         | <b>Recommended</b>               |
| COVID 19 Memorial                                 | \$ 5,000                 | \$ 5,000             |                   | <b>BOT Decision</b>              |
| AASHE STARS Reporting                             |                          |                      | \$ 975            | <b>Seeking Alternate Funding</b> |
| Exploratory and Experiential Learning Coordinator |                          |                      | \$ 5,335          | <b>Not Recommended</b>           |
|   |                          |                      |                   |                                  |
| Marketing   | See Attached Explanation |                      |                   |                                  |
| Facilities R&R                                    | See Attached 5 Options   |                      |                   |                                  |
| Labs R&R  | \$ 51,163                | \$ 76,784            |                   |                                  |
| <b>TOTAL</b>                                      | <b>\$ 171,653</b>        | <b>\$ 197,274</b>    | <b>\$ 102,310</b> |                                  |
|   |                          |                      |                   |                                  |
| Technology R&R                                    | \$ 878,500               | \$ 990,500           | From Fund 443     |                                  |

# BUDGET REQUEST SCORING

| <b>2021-2022 Budget Requests</b>   |             |                |                 |
|--|-------------|----------------|-----------------|
| Please place a "1", "2", "3", or "4" in the Tier column per the rubric below:<br>Tier 1 = Essential, must find a way to fund<br>Tier 2 = Important, fund if possible with available resources<br>Tier 3 = Worthy, merits consideration, but not at the expense of current programs<br>Tier 4 = Not yet, more information is needed or the timing is not right. |             |                |                 |
| <b>Action Plan</b>   | <i>Tier</i> | <i>Ongoing</i> | <i>One Time</i> |
| Student Support Software   | 1           | 19,500         | 38,490          |
| Faculty Sabbatical Funding   | 1.7         |                | 50,000          |
| Office of E&I Funding  | 1.7         | 22,500         | 22,500          |
| Foundation Development Specialist Position   | 2           | 54,000         | 27,000          |
| COVID-19 Memorial Project  | 2.4         |                | 5,000           |
| AASHE STARS Reporting  | 2.4         |                | 975             |
| Exploratory and Experiential Learning Coordinator  | 2.6         | 16,005         | 16,005          |
|  |             | 112,005        | 159,970         |

# STIMULUS FUNDS

|                                       |                     |
|---------------------------------------|---------------------|
| <b>STIMULUS - Revenue (Protected)</b> |                     |
| HEERF I                               | \$ 578,115          |
| HEERF II                              | \$ 2,051,497        |
| GEER                                  | \$ 357,639          |
| HEERF III                             | \$ 3,665,000        |
| Spent                                 | \$ (578,115)        |
| <b>TOTAL</b>                          | <b>\$ 6,074,136</b> |

## STIMULUS – SUGGESTED EXPENSES

|                                  |  |                   |
|----------------------------------|--|-------------------|
| <b>STIMULUS - Expenses</b>       |  |                   |
| 20-21 Operating (Balance Budget) |  | \$ 567,239        |
| 20-21 COVID-Related              |  |                   |
| 21-22 Operations                 |  | \$ 332,555        |
| 21-22 COVID-Related              |  |                   |
| 22-23 Operations                 |  |                   |
| 22-23 COVID-Related              |  |                   |
| <b>TOTAL</b>                     |  | <b>\$ 899,794</b> |

## 2021-2022 Budget Requests

### Software for Tracking Student Support

\$38,490.00 (includes implementation and license for 1 year) + \$19,500 ongoing for year 2 and 3

This proposed software, known as Symplicity, would manage sensitive and timely information related to Disability Support Services, CARE Team referrals, student conduct cases and Title IX. Responding to DSS Accommodations requests and concerns, CARE Team, conduct and Title IX incidents require the cooperation of a number of different entities on campus including staff from Student Success Services, Student Learning, Human Resources, the Counseling Center and Campus Safety. The adoption of the proposed system would allow better tracking and cross-referencing of incidents and allow for improved coordinated support of students in crisis. The proposed system allows for multiple levels of access to ensure that the appropriate parties can access the correct information. The adoption of this system would also increase access to this information to a 24/7 access allowing entities such as campus safety the ability to respond to an incident after hours with the appropriate information. This was already a concern, but being in an online environment makes the need for better virtual tracking even more important. Secure sharing and documenting of student confidential information is not only important, it is a compliance issue with federal and state regulations.

### Faculty Sabbatical

\$50,000 one-time funding for 2021-2022, 3 quarters, 2 faculty

Faculty sabbatical leaves are granted to eligible members of the faculty for the purpose of providing opportunities for study, scholarly activities, and creative activities for the enhancement of the College's instructional programs. This request will cover two faculty member sabbaticals for a total of three quarters. Sabbatical proposals are evaluated on the following criteria:

- the merit of the sabbatical project in relation to the applicant's professional development plans,
- the applicant's current and previous contributions to the college community,
- the proposal's relevancy to the College's academic plan, and
- whether or not the applicant has had a previous sabbatical.

(CBA 15.23)

### Office of E&I Funding

\$22,500 both one-time and ongoing

The Office of E&I is submitting a budget request for the following items: (1) funding for Affinity Groups; (2) honorariums for E&I guest speakers; (3) special assignments for different E&I related projects; and (4) miscellaneous. The proposed budget items can assist the Office of E&I in further advancing Cascadia's E&I goals.

### Foundation Development Specialist Position

\$27,000 one-time (2021-2022) and \$54,000 (beginning 2022-23) ongoing

The Cascadia College Foundation has achieved a position of financial and programmatic stability – and is prepared to expand its support of Cascadia College. By joining with the Foundation to fund a new Development Specialist position, the College will enable the Foundation to increase its operating capacity – and in turn 1) expand and support a larger, more engaged Foundation Board of Directors, 2) institute best-practice informed, data-driven relationship development and fundraising strategies, and 3) align these efforts with Cascadia College’s strategic priorities – namely to increase enrollment and retention, and particularly for under-represented, historically marginalized (URHM) students.

### COVID-19 Memorial

\$5000 one-time funding

Faculty budget request promotes the “design” and “creation” of a Cascadia College Campus COVID-19 Pandemic and Resilience Memorial. The civic and community project invites the campus and public communities the opportunity to “respond” and “reflect” upon a global pandemic that inflicted the loss of human life and spiraled the world into a global economic recession. The project site is envisioned to be on the raised lawn directly across from the Peace Poles and garden on Cascadia’s campus.

### Campus AASHE STARS Reporting for 2021-2024

\$975 one-time funding

The Campus has submitted a Sustainability Tracking, Assessment, and Ratings System (STARS) report with the Association for Advancement of Sustainability in Higher Education (AASHE) for our sustainability assessment in the past, and needs to submit a new report in 2021 for the 3-year cycle. This report showcases and develops plans for efforts of sustainability on campus, in all areas of the College’s activity, from academics, engagement, operations, energy, grounds, waste, water, transportation, diversity and affordability, and innovation and leadership, among others. The STARS report has supported our advertisement of campus through our assessment, as Cascadia College was listed as the #1 Campus in the National for Sustainable Grounds each year from 2018-2020.

### Coordinator/Facilitator for Exploratory and Experiential Learning

\$5335.00 per quarter= \$16,005 ongoing per year

A faculty member to coordinate IL and EDP curriculum development and resources and to facilitate the Equity, Diversity and Power & Integrated Learning Communities of practice. A coordinator/facilitator will be a central resource for courses that offer Community-Based Learning and for integrated course links, for programming IL and EDP courses -- particularly in the 150 series, and for facilitating the two experiential learning faculty communities of practice.

## Budget Request to Cascadia Board of Trustees for Communication/Outreach/Marketing

Cascadia’s Communication/Outreach/Marketing department has responsibilities for several critical functions in addition to college recruiting which include:

- Designing, programming and maintaining our public website in terms up daily updates, creation of new pages, WCAG compliance, and architecture improvements
- Designing, programming and maintaining all official social media channels
- Public information and crisis communication
- Staff role in Emergency Operations Center
- Graphic and digital design for college-wide educational campaigns (eg. COVID), special events (eg. Elections 2020), and important dates

To date, the department has two full-time employees and four part-time employees (one part-time employee was recently funded out of federal stimulus money to assist with the surge in web help desk tickets).

| Request                             | Cost  | Purpose   |
|-------------------------------------|---|---|
| Advertising Budget                  | \$50,000 (ongoing)  |   |
| FT Outreach/Recruiting Specialist   | \$55,000-\$60,000 plus benefits per year (\$22,000 yr) for two years  | 2- year contract for employee who will focus on recruiting efforts with our service area high schools, plus share ownership of TargetX communication platform (which will be purchased using Guided Pathways money) |
| RT Communication Specialist         | \$55,000-\$60,000 plus benefits per year (\$22,000 yr) for two years* | 2-year contract for employee who will focus on communications with students, employees, and media with concentration on everything COVID-related  |
| Budget Request to BOT for marketing | \$110,000 + benefits (\$44,000)                                       |   |

\*This budget item could be covered through federal stimulus money

Facilities Renewal

|           | Option 1             | Option 2                      | Option 3              | Option 4             | Option 5             |
|-----------|----------------------|-------------------------------|-----------------------|----------------------|----------------------|
|           | Minimum from 2020-21 | Finish funding 2020-21        | Start funding 2021-22 | Halfway fund 2021-22 | Fully fund 2021-22   |
| Furniture | \$116,718            | \$145,546                     | \$219,308             | \$219,308            | \$219,308            |
| Paint     | \$16,051             | \$81,926                      |                       | \$98,034             | \$98,034             |
| Carpet    |                      |                               |                       |                      | \$91,759             |
| Subtotal  | \$132,769            | \$227,508 (includes option 1) | \$219,308 + Option 2  | \$317,342 + Option 2 | \$409,101 + Option 2 |
| Total     | \$132,769            | \$227,508                     | \$446,816             | \$544,850            | \$636,609            |



## Cascadia College Board of Trustees

### Action Items

**Subject: 2021-2022 ASSC Budget (1<sup>st</sup> Read & Approval)**

#### **Justification:**

Annually, the students serving on the Services & Activities (S&A) Fee Budget Committee and the Events & Advocacy Board facilitate the request process for the use of the S&A Fees by various student groups and departments on campus. This year, due to challenges faced related to Covid-19 and a virtual modality, the students are proposing to allocate funds exactly as they did for the 2020-2021 academic year. The Trustees must approve this budget.

#### **Background:**

In reflection over this year we have seen the Covid-19 pandemic have significant impact on the ability for the Cascadia community to provide services, programs and resources they normally would. While adaptations were made, most areas who received Services & Activities (S&A) fee funding for the 2020-2021 academic year will only use a fraction of what they were allocated.

As we looked at the process for 2021-2022 S&A funding allocations, the ability for requestors to reasonably and accurately project what they may need in the next academic year was next to impossible as the campus worked to determine appropriate work and classroom modalities, as well as challenging enrollment projections.

In light of these circumstances, the Events & Advocacy Board (EAB) voted to suspend the 2021-2022 S&A budget development process and keep the 2020-2021 allocated budgets the same for the 2021-2022 fiscal year. This will allow for those programs that were allocated money for new/traditional initiatives but were unable to come to fruition in the virtual environment a chance to take place in the upcoming year.

This changed to the process required EAB to update their governing documents. Those votes took place in February, 2021 to revise their constitution and Financial Code. More detail about these revisions can be provided in an additional document if you like.

#### **Recommendation:**

Support the student proposal to allocate funds as they were in 2020-2021 for the 2021-2022 academic year. If S&A Fee projections are not able to cover the approved allocations, the difference will be covered by the S&A Fund Balance (as allowed through the ASSC Financial Code).

**Action:**

Chair asks for motion: \_\_\_\_\_

Trustee makes motion: \_\_\_\_\_

Trustee seconds motion: \_\_\_\_\_

All in favor:

|          | Yes | No | Abstain |
|----------|-----|----|---------|
| Captain  |     |    |         |
| Kelly    |     |    |         |
| McDaniel |     |    |         |
| Ponto    |     |    |         |
| Quint    |     |    |         |

|                                 | 2019-2020<br>Allocated | 2020-2021<br>Allocated |              | 2021-2022<br>Proposed |                                   |
|---------------------------------|------------------------|------------------------|--------------|-----------------------|-----------------------------------|
| Yours Truly                     | \$ 10,000.00           | \$ 1,000.00            |              | \$ 1,000.00           |                                   |
| Campus Sustainability Coord.    | \$ 5,250.00            | \$ 6,000.00            |              | \$ 6,000.00           |                                   |
| Community Engagement Officer    | \$ 5,112.50            | \$ 1,700.00            |              | \$ 1,700.00           |                                   |
| Earth Week                      |                        | \$ 1,600.00            | fund balance | \$ 1,600.00           |                                   |
| Student Life Advisor            | \$ 76,752.46           | \$ 72,961.00           |              | \$ 72,961.00          |                                   |
| Student Life Assistant Director | \$ 89,188.84           | \$ 86,481.00           |              | \$ 86,481.00          |                                   |
| Student Life Professional Dev.  | \$ 10,000.00           | \$ 2,000.00            |              | \$ 2,000.00           |                                   |
| The "Center"                    | \$ 16,696.40           | \$ 18,350.45           |              | \$ 18,350.45          |                                   |
| Center Professional Staff       |                        | \$ 46,000.00           | fund balance | \$ 46,000.00          |                                   |
| Equity & Inclusion Initiatives  |                        | \$ 2,300.00            | fund balance | \$ 2,300.00           |                                   |
| Outdoor Wellness                | \$ 20,000.00           | \$ 17,100.00           |              | \$ 18,300.00          | includes Recreation & Intramurals |
| Club Council                    | \$ 35,000.00           | \$ 20,000.00           |              | \$ 20,000.00          |                                   |
| Student Life Operations         | \$ 188,667.10          | \$ 150,000.00          |              | \$ 150,000.00         |                                   |
| Wetland Day                     | \$ 750.00              | \$ 500.00              |              | \$ 500.00             |                                   |
| Kodiak Cave/Food Pantry         | \$ 76,326.23           | \$ 78,000.00           |              | \$ 78,000.00          |                                   |
| Jumpstart Orientations          | \$ 5,500.00            | \$ 4,000.00            |              | \$ 4,000.00           |                                   |
| Kodiak Leadership Program       | \$ 12,000.00           | \$ -                   | did not fund | \$ -                  |                                   |
| Events & Advocacy Board (EAB)   | \$ 75,800.00           | \$ 60,000.00           |              | \$ 60,000.00          |                                   |
| Health & Wellness Resource Ctr  | \$ 57,514.00           | \$ 52,000.00           |              | \$ 52,000.00          |                                   |
| Victim Advocate                 | \$ 26,820.00           | \$ 14,310.50           |              | \$ 14,310.50          |                                   |
| Recreation & Intramurals        | \$ 9,600.00            | \$ 1,200.00            |              | \$ -                  | combined with Outdoor Wellness    |

Contingency (automatic 5%)

**\$ 30,780.75**

**\$ 666,283.70 Total approved**

\$ 608,012.00 projected allocation

\$ (58,271.70) overage covered by fund balance

**\$ 30,780.75**

**\$ 666,283.70**

\$ 519,427.00

\$ (146,856.70)

**Cascadia College Board of Trustees**  
**Action Items**

**Subject:** Tenure **Approval**

**Justification:**

It is the Board's responsibility to review and approve the tenure candidates and corresponding tenure resolutions.

**Background:**

Dr. Eric Murray, President of Cascadia College, will present two third year candidates who are being considered for tenure. A Special Faculty & Family Tenure Celebration will take place on May 25<sup>th</sup> 2021 at 4:30pm.

**Recommendations/Action:**

The Board of Trustees will take action on two third year candidates eligible for tenure.

**1. Kathleen Brown – Art**

After having given reasonable consideration to the recommendations of the Tenure Review Committee and the District President, the Board of Trustees grants tenure to Kathleen Brown at Cascadia College and supports the attached tenure resolution:

Chair asks for motion: \_\_\_\_\_

Trustee makes the motion: \_\_\_\_\_

Trustee seconds the motion: \_\_\_\_\_

All in favor:

|          | Yes | No | Abstain |
|----------|-----|----|---------|
| Captain  |     |    |         |
| Kelly    |     |    |         |
| McDaniel |     |    |         |
| Ponto    |     |    |         |
| Quint    |     |    |         |

**Now the Board will read a Tenure Resolution Commending Tasha Walston**

**2. Tasha Walston – English**

After having given reasonable consideration to the recommendations of the Tenure Review Committee and the District President, the Board of Trustees grants tenure to Tasha Walston at Cascadia College and supports the attached tenure resolution:

Chair asks for motion: \_\_\_\_\_

Trustee makes the motion: \_\_\_\_\_

Trustee seconds the motion: \_\_\_\_\_

All in favor:

|          | Yes | No | Abstain |
|----------|-----|----|---------|
| Captain  |     |    |         |
| Kelly    |     |    |         |
| McDaniel |     |    |         |
| Ponto    |     |    |         |
| Quint    |     |    |         |

**CONGRATULATIONS TO CASCADIA COLLEGES' TWO NEWLY TENURED FACULTY MEMBERS!**



**Resolution of the Cascadia College (District 30)  
Board of Trustees  
5/19/2021**

**Resolution Commending  
Kathleen Brown  
Cascadia College Tenured Faculty**

*Whereas*, Kathleen Brown has demonstrated her ability to be a successful teacher and an instrumental part of the fabric of Cascadia with her hard work and diligence.

*Whereas*, Kathleen Brown has provided excellence in teaching and learning through thoughtfully structured curriculum and dynamic collections of accessible teaching materials developed during the remote learning shift, has experimented with new methods to help retain the feeling of studio engagement for students, and has provided students with customized feedback and nurturing spaces for creative risk and collaboration.

*Whereas*, Kathleen Brown has provided leadership by serving on the Teaching and Learning Academy Steering Committee, supporting colleagues during the remote learning shift, working with the Cascadia Foundation on their Student Stories initiative, offering guidance to high school students through the Jumpstart program, and co-facilitating a series of faculty-student “teach-ins” for social justice.

*Whereas*, Kathleen Brown has demonstrated dedication to professional development by expanding her expertise in design software and blended learning best practices, and by enriching the community with public art projects.

*Whereas*, Kathleen Brown has demonstrated commitment to excellence in teaching, learning and assessment as well as leadership and service through her engagement with campus diversity initiatives including the Land Acknowledgement committee, her vital contributions to Cascadia’s Museum of Pandemic Culture, and her faithful tenets of passion, student success, and access to opportunity.

*Therefore, be it resolved* that the Board of Trustees of Cascadia College commends and applauds the efforts and accomplishments of Kathleen Brown, as Faculty of Cascadia College, and awards her the status of Tenured Faculty.

Adopted and Approved on May 19, 2021.

\_\_\_\_\_  
Roy Captain, Chair  
Board of Trustees

\_\_\_\_\_  
Mike Kelly, Vice Chair  
Board of Trustees

\_\_\_\_\_  
Janet McDaniel  
Board of Trustees

\_\_\_\_\_  
Colleen Ponto  
Board of Trustees

\_\_\_\_\_  
Dr. Meghan Quint  
Board of Trustees

\_\_\_\_\_  
Dr. Eric Murray  
President



**Resolution of the Cascadia College (District 30)  
Board of Trustees  
5/19/2021**

**Resolution Commending  
Tasha Walston  
Cascadia College Tenured Faculty**

*Whereas*, Tasha Walston has demonstrated their ability to be a successful teacher and an instrumental part of the fabric of Cascadia with their hard work and diligence.

*Whereas*, Tasha Walston has provided excellence in teaching and learning by integrating curriculum in many learning communities, prioritizing connection and structure in online courses, reviewing and implementing digital tools for students both within and beyond their courses, increasing accessibility and communication touchpoints, and responding to students with compassion and empathy for the realities of their lives.

*Whereas*, Tasha Walston has provided leadership by serving as a Faculty Council representative, a member of the Equity and Inclusion Council as well as the Equity, Diversity, and Power faculty community of practice, contributing to the “teach-in” series for social justice, and developing Cascadia’s Museum of Pandemic Culture.

*Whereas*, Tasha Walston has contributed to their department’s common curriculum development, assessment, and COG review, has contributed their skills as a working writer to a major translation and a collaborative fiction series, has demonstrated dedication to shared understanding and systemic change on our campus, and has devoted time both in and out of class to help students make sense of challenging current events.

*Whereas*, Tasha Walston has demonstrated commitment to excellence in teaching, learning and assessment as well as leadership and service through their compassion, resilience, and flexibility, continuing to grow in partnership with students, colleagues, and community, becoming the teacher their students need them to be.

*Therefore be it resolved* that the Board of Trustees of Cascadia College commends and applauds the efforts and accomplishments of Tasha Walston, as Faculty of Cascadia College, and awards her the status of Tenured Faculty.

Adopted and Approved on May 19, 2021.

\_\_\_\_\_  
Roy Captain, Chair  
Board of Trustees

\_\_\_\_\_  
Mike Kelly, Vice Chair  
Board of Trustees

\_\_\_\_\_  
Janet McDaniel  
Board of Trustees

\_\_\_\_\_  
Colleen Ponto  
Board of Trustees

\_\_\_\_\_  
Dr. Meghan Quint  
Board of Trustees

\_\_\_\_\_  
Dr. Eric Murray  
President



**Cascadia Events & Advocacy Board (EAB)  
Report to the Board of Trustees  
Cascadia College  
Meeting: April 2021**

Dear Trustees,

As we reach the midway point of Spring Quarter, EAB has been working to provide new and exciting events for students to participate in. Through the Advocacy Question of the Week on Instagram, EAB is working to gather student feedback. These weekly questions are giving us an insight into student opinions, where we have asked about a variety of topics from campus safety to student comfort levels in returning to in-person classes. EAB is also continuing to work on new ways to try to engage students.

Our latest event was Kody's birthday, which had three parts to it. For the Paint Night Live, Students were sent a painting kit and joined a Zoom call to learn how to paint a picture of Kody together. There was also a coloring contest where students could submit an image of their Kody painting or a Kody coloring page, to enter a drawing to win a Bob Ross waffle maker. In addition to this, students were also able to sign up for a special edition Kody's birthday t-shirt giveaway.

In addition, we have been continuing to hold our weekly Discord Socials. There has been regular engagement from students joining the voice call to play games and chat with each other for an hour each week. This casual atmosphere gives students an opportunity to get to meet new peers in the online environment. Another casual event that happens every other Friday are the EAB movie nights. Movies are available for students to stream for 48 hours and are easily accessible through the portal link found through the Student Life Canvas page.

Our next event will be our annual SpringFest from May 26th-May 28th. We will be offering a variety of events for this. Throughout the entire week, we will be hosting a scavenger for students. On May 26th, there will be a caricature artist and a comedian on zoom. On the 27th, there will be a trivia night hosted by Kevin from the Office. There will also be a showing of the movie Grease hosted as an outdoor movie on the Cascadia/UWB field. For the last day, students will be able to pick up terrarium kits and tie dye making kits.

Sincerely,  
Angela Tang  
EAB Advocacy Chair



**Cascadia Community College Federation of Teachers  
Local 6191, AFT**



***Report to the Board of Trustees  
Cascadia Community College  
Meeting Date: May 2021***

❖ **CCCFT General Membership Meeting**

CCCFT held a General Membership meeting on 5/12/21.

Topics of discussion included a report on the Washington State Legislative Session (AFT-WA members around the state were pleased to see passage of a number of bills supporting higher education), planning for re-entry in fall, and ideas for how to most equitably distribute the 2021 COLA to members.



**Washington Public Employees Association**

**UFCW Local 365**

***Report to the Board of Trustees***

***Cascadia College***

***Meeting Date: May 2021***

WPEA stewards, and administration are currently discussion the back to work plan and making sure our members and employees are feeling heard and safe for when we come back.

WPEA has a member meeting on May 20<sup>th</sup> to discuss what we know about coming back to campus and address staff concerns.

WPEA stewards are also in conversations with CCCFT to plan going back to campus and to share concerns and offer additional support to eachother.

Thank you,

Marah Selves, M.Ed, Administrative Services Manager