



November 11th, 2020

Dear Board of Trustees and Campus Community:

The month between the October Trustees meeting and the November meeting has been one of the busiest on record for campus, for the community, and for the President's Office. As you can see from the Meet & Greets list, there has been non-stop campus and community activity. In my opinion, this is a return to "normalcy". In our new world, all of the things we used to accomplish now must come back to being routine.

I believe the campus continues to adapt and learn in this new environment. We surveyed students this month to determine how they were thriving and what hurdles they were encountering. Faculty continued to adapt their teaching styles and, like good Cascadians, are working hard to embrace the best pedagogy for their disciplines. Staff constituent groups are developing programs and connections to keep their groups healthy. And the Students are using their collective voice through Student Government to give us feedback on things going well, and not so well.

It is worth mentioning that the campus worked hard these last 5-6 weeks to have programming around the election. We staged anchor events, drop-ins, and information such that there was a continual environment of supportive conversation. The world will continue to evolve over the next four years and we must continue to adapt with it. This means a return to our community and legislative involvement as well as advocacy for the very best services and teaching that we can offer to our students.

This will be our last public meeting of a difficult 2020. Our December meeting will be an executive session to start the President's annual evaluation. Thanks to the Board for supporting the college's financial and educational goals.

Meet and Greets

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

Campus

- Fall DIA
- Classified Co-Facilitator Meeting
- Navigators Meeting
- DIA Planning Group
- Door Entry assignment every Monday
- ETeam Book Club
- Foundation Board Meeting
- EAB Chair Meeting
- Two Trustee Candidate meetings
- Two faculty department meetings (Humanities, 150 Sub-Group)
- BOT Sub-committee for Finance

Community / State

- Weekly WACTC President Meetings
- Bothell Chamber Board Meeting
- Continuing Education Contract Meeting
- 5-Star Consortium Meeting

- Affordable Housing 101 Workshop
- District 46 Legislative Meeting
- District 1 Legislative Meeting
- Lake Washington School District Meeting
- Kelly Snyder, Public Works Director Snohomish County
- Paul Pitre, WSU-Everett Chancellor
- Redmond State of the City
- Two WACTC Reports: Student affairs commission and Research commission

UWB

- Chancellor & President Monthly Meeting
- Campus Safety Meeting
- Dr. Sharon Jones, UWB Vice Chancellor of Academic Affairs
- Sync up Meetings

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 Townhalls

The planning for the E&I Townhalls is coming along. The E&I Council has been focusing on the specific structure of the Townhalls, how to manage feedback from each session, and what would be an appropriate amount of Townhalls to have each year. Our goal is to have the first Townhall in January. As mentioned previously, the overall intent of these Townhalls is for the campus to proactively address different E&I topics and issues together as a community.

Foundations of E&I

The course covers the basic elements of E&I for the beginner and lays the groundwork/foundation for further learning. Those more advanced in E&I will also benefit, as the work of E&I runs deep and there is always more to be learned.

Course Content

Each of the modules below include sub-pages filled with content, videos, and articles.

1. Welcome to the Foundations of Equity & Inclusion
2. Definitions
3. Race
4. Gender and Sexuality
5. Ability
6. Microaggressions and Apologies
7. Structural and Institutional Oppression
8. Social Justice and Allyship
9. What Comes Next?
10. Resource Depository

Disability Awareness Month

The Center for Culture, Inclusion, and Community partnered with Disability Support Services to host a Brown Bag discussion about Disability Awareness Month on October 29, 2020. Individuals were invited to share and discuss their experiences related to the Disabled community. The purpose of the discussion was to bring awareness to issues impacting Disabled individuals in recognition of Disability Awareness Month.

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

The Activities & Recreation Center (ARC) opened the top floor for student study space and can currently accommodate 41 students. During the month of October, there were 82 students who used the space, averaging about 8 students per day, about 1/3 of which were Cascadia students.

Faculty in the English Language Program (ELP) and English as a Second Language (ESL) are working to integrate curriculum in those two programs. This will enable us to combine international and resident students in one program for English language learning, meeting student needs while addressing declining enrollments. On October 29, Political Science faculty members Erin Richards and Heather Fralick presented “What Happens Next?” to educate the campus community about the different possible scenarios following the election.

Guided Pathways work groups continue to develop and revise program maps, gather design and decision input from students and faculty, and examine student onboarding and support processes.

The Campus Climate Dialog for Climate Justice was the third (semi-annual) event Cascadia Sustainability has hosted on climate change, for discussion on campus and student engagement. This year we partnered with UW Bothell sustainability, and had 140 unique participants, from Cascadia, UW Bothell, UW Seattle, UW Tacoma, Shoreline CC, Edmonds CC, Lake WA IT, Northshore school district, Whatcom CC, and Highline College. Speakers included Nick Bond, the Washington State Climatologist, and Jamie Stroble Climate Equity & Community Partnerships Lead at King County. The recording can be seen here: <https://sites.google.com/view/uwbccclimatedialog/event-recording>

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

Human Resources/Payroll

The month of October brought two new full time employees to Cascadia in Finance and Student Advising. Nor Boice comes to us from Tacoma Community College, and brings with her a wealth of knowledge to our Finance team as a Nonpermanent Fiscal Specialist 1.

Samantha Penjaraenwatana joined our Student Advising team earlier this year in a part-time capacity, and recently transitioned into a Full-Time Exempt Advisor role. HR is also gearing up for additional recruitments in Advising and Enrollment Services in the coming weeks.

Additionally, with the beginning of a new quarter comes time for HR to assess benefits eligibility for approximately 100 Associate Faculty members. This is always important work, and is particularly so during the uncertainty of the current pandemic. Thanks to collaboration with Marah Selves and Melissa Stoner, we now have questions built into the Associate Faculty contract-signing process in ctcLink that allow us to collect information about teaching FTE they may have at other CTC schools. This step greatly aids the process of assessing AF benefits eligibility and is yet another example of how our HR and Payroll team has been working closely to learn and adapt to the functionalities of ctcLink.

Five members of the HR and Payroll team virtually attended the quarterly two-day gathering of statewide CTC HR and Payroll staff called PPMS meetings. Many important topics of discussion were covered, including process-sharing for the FFCRA (Families First Coronavirus Response Act), Open Enrollment 2021 (Nov 1-30), Associate Faculty benefits during times of lower enrollment, and an open discussion with schools in ctcLink to help guide later deployment groups, the next of which goes live in February 2021.

Information Services

The month of October was another busy one for the Information Services department as they continue to see large numbers of requests due to remote work, the start of fall quarter and ctcLink. Last month, Information Services received 588 new requests for assistance, with 270 of them being generated from students. Since the quarter started so late in September, the department had some catching up to do and they actually resolved far more requests than were opened – at a total of 733 (384 of those were for students).

Finance

The finance team recently lost our Fiscal Analyst but we were quickly able to hire a non-permanent classified position to keep the work flowing. With staffing changes, it provides an opportunity to evaluate the office needs. With that in mind, we will be shifting the office, ever so slightly. Below is a tentative plan (all new hires must be approved by e-team) of what the future will entail.

Director

Fiscal Analyst 5

Fiscal Analyst 1 or 2 – vacant (recent departure)

Fiscal Specialist 1- AP

Fiscal Specialist 1- AR

Fiscal Specialist 2- SF – vacant (previous departure)

Student Hourly- AP: TBD- Inventory, Small and attractive, Inventory management

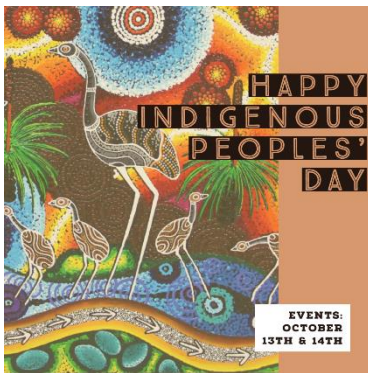
Currently, our team has two non-permanent classified employees. These positions are intended to help us manage during our transition period, while we work back to full staff. These two position will be dissolved when we reach full strength.

We look forward to the next evolution of our team and can't wait for the leaner, cleaner, timely team finance.

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

Outreach/Marketing/Communications

The team has continued updating the [Welcome Back \(Readiness\)](#) and [Coronavirus](#) information webpages and sharing content via social media from various regional health entities. Ongoing work to make the website more effective and efficient included adding “JumpTo” sections for easy information grab, and a “back to top” button for simplified navigation.



The Outreach team participated in various virtual events resulting in connection with approximately 181 potential students. Social media was used heavily for promotion to high school counselors and students.

Cascadia is nearing 1,500 Instagram followers and continuing engagement across platform promoting events such as the student media preferences survey (in conjunction with 19 other community and technical colleges nationwide), election events, COVID-19 safety, financial aid, disability services, library, Indigenous Peoples Day, and more.

Work is continuing on the Winter supplemental campaign, “It’s Cool to Start in Winter.” Facebook ads, Search Engine Optimization, and retargeting to drive visitors to an ad landing page. Prospective students will be able to connect with someone within 24 hours to learn more about their trajectory. Personalized, efficient support is the goal.

Facilities/Capital Projects

The West Garage has been completed. The garage will remain closed through Fall quarter. Winter quarter opening is yet to be determined.

Stem 4 has completed Working Group 2 sessions to collect information on the interior programming of labs, classrooms, shared spaces, and offices. The design team is reviewing the information collected and will report back to the participants. Design work will continue through the end of 2020.

Foundation

As expected, Fall quarter was the busiest for disbursing scholarships and awarding emergency grants. Combined with summer, ninety-three percent of scholarships have been awarded. Also as anticipated, there has been higher demand for emergency grants, already exceeding demand for all of last year. To replenish the Aroha Compassion Emergency Grant fund – and help ensure the emergency grant program is sustainable – the emergency grants program will be featured during this year's Cascadia Team Giving – annual employee campaign.

Steady progress is continuing on a new direction for the foundation. The draft staffing plan is complete and has been moving through college and foundation processes. The Board's composition and necessary committees have been defined. New Board member, Alex deGolia, was welcomed at the last full board meeting. Alex is an executive recruiter by profession, has been a community college student and previously worked in higher ed financial aid. Alex's skills and experience will help tailor new scholarships and other programs to student and college needs.

International Programs

International Programs hosted Seisho High School in Japan for its third short-term program remotely for four days in October. Two local Japanese scientists gave virtual lectures via Zoom. Japanese 221, taught by Akiko Takamatsu, and several international students collaborated with the high school for cultural presentations and exchange. International Programs marketing team participated in several overseas virtual fairs.

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, November 18th 2020
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, November 18th 2020
4:00 p.m.
ZOOM**

AGENDA

1. Executive Session

The Board will meet in a fifteen minute Executive Session 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 TO ORDER (4:15pm)

3. CONSENT AGENDA

- Meeting Agenda
- Minutes from our last meeting – October 21st, 2020

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. NEW EMPLOYEES/PROMOTIONS:

- None

6. INFORMATION ITEMS

- Campus Social Connection Project (EM)
- Campus Safety Update (MW)

7. DISCUSSION/PRESENTATION ITEMS

- Monthly Finance Report: 1st Quarter Finance Update (ML)
- Draft Strategic Plan Review (KL)
- Marketing (MW)

8. RECOMMENDED ACTION ITEMS

- Transforming Lives Nomination

9. 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

10. OTHER BUSINESS OR ANNOUNCEMENTS

11. NEXT MEETING

- Special Meeting – Board Winter Retreat is Wednesday, December 9th 2020
- Next regularly scheduled Board meeting is Wednesday, January 20th 2020

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
October 21st, 2020**

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

BOARD OF TRUSTEES

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

Trustee Janet McDaniel absent.

EXECUTIVE STAFF

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

Alan Smith (AAG) present.

Lily Allen (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 present.

AUDIENCE

Becky Riopel, Lyn Eisenhour, Deann Holliday, Megan Luce, Lindsay Burke, Sara Gomez Taylor, Haley Green, Donna Sullivan, Samantha Brown, Erik Tingelstad, David Berner

1. CALL TO ORDER

Chair Roy Captain called the meeting to order at 4:05pm

2. CONSENT AGENDA

Chair Roy Captain asked for approval of the consent agenda with edits to page 12 regarding the 2020-2021 Legislative Action Committee BOT Rep Section where a copy paste error occurred and to page 13 to correct the spelling of Meagan. Vice Chair Mike Kelly made a motion to approve the consent agenda and Trustee Dr. Colleen Ponto seconded the motion. Hearing no objections, the trustees approved the consent agenda.

3. PUBLIC COMMENTS

No public comments for the agenda.

4. INTRODUCTIONS OF NEW EMPLOYEES/PROMOTIONS:

- Introduction of New Employees/Promotions:
 - Samantha Penjaraenwatana, Student Life Advisor
 - Linda Richard, Full-Time Faculty Math Instructor
- Promotions – E-Team members will share staff promotions with the board. No promotions to discuss.

5. INFORMATION ITEMS

Adoption of OER's (Open Educational Resources) by the Math Discipline

- In addition to the PowerPoint shared, additional notes are below:
 - Spring 2018: none of our math courses were using OERs so every math student spent approximately \$150 on a textbook.
 - Summer 2018: work group funded to develop common WAMAP courses and convert Pre-calculus sequence, Business sequence, and Math in Society to OER (cost = \$3000 to VP office).
 - Summer 2020: work group funded to convert Developmental Math and Calculus sequences to OER (cost = \$2700 to VP office and \$2500 to BEdA funding).
 - Fall 2020: 32/39 or 82% of math sections are using OER materials saving students approximately \$120,000 in fall quarter alone.
 - 20-21 Academic Year: Students will save approximately \$250,000 by using OER materials in math courses.
 - Cost to Cascadia College was less than \$10,000 Savings to students is \$250,000 (approximately) per academic year.

Comments/Questions:

- Great job to Megan Luce and the math faculty to open this option for large savings to students.

6. DISCUSSION/PRESENTATION ITEMS

The Bock Learning Center – supporting students during a pandemic

- The Bock Learning Center provides both general and targeted (i.e. specific course) learning support to students. While the pandemic has presented challenges, the Bock Center staff have re-imagined their work to meet the needs of students in our remote reality.
 - Centralized zoom tutoring rooms. Students join a large open room and then is placed in an appropriate breakout room for their needs.
 - The work the Bock Learning Center Staff has done is much more involved than zoom training, they have also worked on how to maintain active learning models in the remote environment.
 - Moving into Fall the Bock Learning Center got survey feedback from students and staff to help make improvements to the department.
 - The Bock Learning Center has also noticed a decrease in requests for tutoring help so they have been exploring other options on how students can access these services asynchronously so that those who are unable to attend live tutoring sessions can still get assistance.
 - Additional resources from students include: Tips for being an online student, how to use Canvas, time management, manage stress and overwhelm and how to be successful in an online environment.
 - We are offering proctoring in the physical space for those who are not wanting to use HonorLock (the remote testing application). So people can schedule time to be in the Learning center with appropriate Covid precautions.

Comments/Questions:

- What are you most proud of?
 - The innovation of the department has been amazing. They have been coming up with great inventive ways to help students understand materials in the remote environment.
- What wonderful work to you and your department.
- Keep onward and upward with what you are doing. Your work is much appreciated.

6. DISCUSSION/PRESENTATION ITEMS (Continued)

Monthly Finance Report: Fall Enrollment and 20-21 Projections

- FTE is considered preliminary until the end of the term.
 - Continued coding edits may take place up until the end of the term that result in modest changes to enrollment (typically < 30 FTE)
 - Most courses use the 10th day of the quarter as the census date for enrollment. However, continuous enrollment courses, such as internships, may use the last day of the term as the census date
- FALL2020 enrolled 2,221.0 FTE, down 14.4% (-374.3 FTE) from Fall 2019. Totals exclude College in the High School (CiHS).
- While most segments of enrollment were down, Running Start enrollment was up 3.3% (+24.7 FTE) to 775.7 FTE.
- State-Supported enrollment was down 17.2% for Fall 2020 (-270.6 FTE) to 1,303.7.

Comments/Questions:

- The 10th day numbers are just getting in right now so 10-15% down is the average among the other colleges.
- Mike & Janet Sub-committee meeting will be called together before the next meeting.
- For the November meeting, can we get the spreadsheets before the meeting?
 - Yes.
- With the enrollment down, are we doing anything different for next quarter?
 - We are using historical trends right now, but we don't know what the next steps are. This is a very unique time and it seems like there are lots of students who may need an additional push.
- Lily, please add marketing to the next BOT agenda for November.
- Great to hear that Northshore School District is on board to help reach out to families, glad we are making solid connections.

Strategic Plan: Draft Mission Statement Review

- In addition to the PowerPoint shared, additional notes are below:
 - The Trustees are invited to discuss the following questions (note: These are the same questions that were discussed during Convocation):
 - How well does our mission statement answer these questions:
 - Who we are?
 - To whom is our work directed?
 - Where we engage?
 - Our impact?
 - What matters most to us?
 - What matters most to the people in our district?
 - **Next Steps:**
 - (1) Institutional effectiveness Council (IEC) will summarize comments and feedback and share out for the college Community review.
 - (2) Board of Trustees Review and Approve/Affirm (January 2021)

Comments/Questions:

Trustees shared their initial responses to the above questions regarding Cascadia's mission statement:

- What matters most to us?
 - Student Success
- What matters most to the people in our district?
 - Affordable higher education with greater success rates for our students.
 - Collaborative learning culture focused on student success.
 - "Like a plum."

6. DISCUSSION/PRESENTATION ITEMS (Continued)

Strategic Plan: Draft Mission Statement Review

Comments/Questions:

- Even for those who never enroll with us, Cascadia brings a richness to the broader community.
- Think bigger, emotion, energy, passion, we help students “live into their greatness.”
- Move with the times, how do we reach out to a larger market?
- Community Leaders of past, present & future.

7. RECOMMENDED ACTION ITEMS

NWCCU Approval for Distance Learning

Chair Roy Captain asked for approval of the NWCCU Approval for Distance Learning. Vice Chair Mike Kelly made a motion to approve the NWCCU Approval for Distance Learning and Trustee Dr. Meghan Quint second the motion. All in favor, no abstains.

Comments/Questions:

- Are we already self-monitoring this remote process?
 - Yes, we are going through the same auditing process as we did with in person classes in the online environment. Every course is reviewed on a 5 year basis to ensure the student learning outcomes are achieved.
- Have we re-implemented student evaluations? From my recollection we removed them sometime in the beginning of the pandemic?
 - Yes, we added them again over the summer and will continue through this summer.
- Each of the courses did have a shell for online prior to moving completely online. We are getting better, there was a foundation to start with. We are working hard to confirm that even though the experience might be different, the education gained from us will be the same no matter the modality.

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 did want to add a shout out to Alan Smith for his presentation he gave on free speech. It was beautifully argued and quite passionate.

Cascadia College Classified Union Washington Public Employees Association (WPEA) Report: Marah Selves, Administrative Services Manager was present and didn't have anything to add to her report.

Chair and Individual Board Members Reports:

Northshore School District Meeting. Very informative and time well spent. This needs to happen more frequently, annually perhaps. Colleen added how we can mutually support each other. It really seems like we strengthened the relationship. Meghan can help with Lake Washington School District with Roy.

President's Report:

Thank you to the Board about the conversations surrounding the mission statements, marketing.

Shout out to Alan again

Where we need to head for Continuing Education.

8. REPORTS (Continued)

President's Report:

Recruitment for Roy's replacement for next year. Eric meets with them one on one and then the Board chair, Eric and the candidate. We would like to vet at least 4 people before making a decision. Any additional people please send to Eric.

All trustees fall conference.

Kim Tanaka November 12th reminders.

Don't forget November is the last public meeting of the year.

9. OTHER BUSINESS/ANNOUNCEMENT

New Parking Garage. We are only at 8% occupancy for parking so our revenue is down 92% we are going to start paying back the loan, but if we don't have parking revenues come in we are going to have to pivot on paying back our loan.

10. MEETING ADJOURNMENT

Chair Roy Captain adjourned the regular meeting at 5:52PM

11. Minutes Approved and Adopted on October 21st, 2020

Roy Captain, Board Chair

Attest:

Dr. Eric Murray, President

Bdminutes102120

Cascadia College Board of Trustees
Information Items

Subject: Campus Social Connections Project

Justification:

This item is to keep the Trustees informed of the actions being taken to keep the campus running as smoothly as possible.

Background:

Social connection is the lubricant that helps with problem-solving, reducing tension, and good communication. This ability to interact with colleagues is greatly reduced because of the pandemic and it causes previously “easy” issues to become more difficult to resolve. For this reason, the campus is being intentional about the information we share, the connections we promote, and the efforts we’re making to keep people connected.

The following page outlines the over-arching strategy. One of those tactics (videos via the Friday Letter) have already started and the Trustees are encouraged to watch those videos.

Dr. Murray will be available to talk more about this with the Board if desired.

Campus Engagement and Adaptation *the building of community in our on-line environments*

Purpose of this Document

To outline a suggested approach to promoting continued continuity of *community* in the college's online environment while simultaneously suggesting activities that will result in a successful transition back to on-campus operations.

Guiding Philosophy

- Leadership on campus, from the executive team to the governance groups to the individual work groups, are collectively concerned and wanting to support all constituents in the campus community, i.e., faculty, staff, administration, students, and campus partners.
- The impacts of multiple traumas, including on-going health, governmental, and race issues, require inspiration and activities from college leaders. However, these issues also require resiliency, ingenuity, and self-care by each individual member of the college community.
- Success in this trauma-inspired moment comes from continued good will towards others despite the lack of traditional opportunities to demonstrate this.

Emerging Issues

We hope to collaboratively manage these issues:

- Displacement of emotions onto others due to world and personal circumstances, causing disruption to the workplace.
- Polarizations regarding multiple issues showing up in the workplace and inter-personal interactions.
- The physical workplace as we know it becoming less and less familiar, and the positive behaviors we exhibit on campus becoming more difficult to sustain in the online environment.
- And, when employees return to campus, the knowledge that adjustment and re-orientation to not only the physical environment but also to our social practices must be appreciated.

Stages

Actions are divided into two stages. The first recognizes and responds to our situation currently and is represented below. In Winter, we'll print the second stage, focusing on how we are planning for a future return to the work place.

Proposed Action Items: STAGE ONE

- **Survey.** Administer in December a survey to the campus with the following components. We hope to learn:
 - How people want to be recognized and appreciated in this environment;
 - How content or not content employees are with the current situation;
 - What people need to feel a sense of connection with our campus community;
 - What people miss about working in-person.

- **Offer Relevant Workshops.** The following workshops will be created and implemented to help adjustment:
 - Weekly, via the Friday Letter, a video will be posted with commentary by Eric and/or others about the relevancy of the information to our current situation. This is a weekly, self-guided moment to explore the impacts of society in its current form.
 - A leadership workshop is being developed for the facilitators of our employee-lead governance groups (assemblies, councils, etc).

- **Community Building.** The following activities for community building are being planned:
 - Creating a winter DIA with the DIA Planning Group dedicated to building community in the current environment and accepting the environment as it is.
 - Responding to the survey feedback to develop other methods for community building and recognition in Winter and Spring quarters.

Cascadia College Board of Trustees

Information Items

Subject: Campus Safety Update

Justification:

An update on: 1. Emergency Preparedness and Environmental Health & Safety personnel, and; 2. The Advisory Council on Campus Safety (ACCS) per the Board's request.

Background:

1. As part of our Master Services Agreement, Cascadia College helps to cover the salaries of an Emergency Manager and an EH&S Manager for our campus. The previous EH&S Manager departed first and a search to find a replacement for a position was underway by the time the Emergency Manager gave notice. Cascadia College had a representative on the search committee for the new EH&S manager; Meagan Walker had the opportunity to meet the finalists.

Allyson Long has accepted our offer to serve as the new EH&S Manager for UW Bothell and Cascadia. She has experience in occupational health and safety, working for OSHA at the state level as well as at the University of California San Diego. It turns out that she also has a good deal of experience in emergency management. For that reason, she has agreed to serve in the dual capacity for the remainder of this academic year.

That will give us time to for both institutions to discuss how we might improve the model for a shared emergency manager, develop a job description, and then launch a search.

2. ACCS was formed in 2017 after Cascadia and UWB contracted to hire a Community Resource Officer (CRO) from the Bothell Police Department to be part of Campus Safety to work with our campus community to identify an appropriate candidate, help establish expectations, and respond to any emergent issues.

Following the Black Lives Matter protests, some members of our community expressed concerns about having an armed police officer on campus. ACCS resumed meetings in October/November with a new charge:

- educate itself and the community about the role of campus safety and the CRO, including training the staff receives around equity and inclusion
- engage the campus community via surveys and other methods to understand our safety needs/desires, address concerns, discuss additional or alternative models that would also address emotional needs, and recommend next steps to the President and Chancellor by end of academic year.

Cascadia College Board of Trustees
Discussion/Presentation Items

Subject: Monthly Finance Report: 1st Quarter Finance Update

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 looking at 2020-2021 Enrollment Projections and future financial impacts.

Discussion:

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

2020-21 ENROLLMENT PROJECTION UPDATE & LOOKING FORWARD

November 18, 2020

GUIDING PRINCIPLES

Student goals should influence the scheduling, sequencing, and availability of courses.

- Customize resources to ensure employee and student success.
- Reduce institutional barriers.

Recognize that **people** are our most valuable resource.

- Create sustainable and meaningful workloads.
- Retention of high quality faculty is important to student success.

IMPACTS

- Enrollment down due to alternative modality(COVID-19)
- International enrollment continues to decrease
- Review of the BASSP program for sustainability
- Running Start enrollment remains strong
- Find creative ways to repurpose positions (within contractual and budget guidelines)
- SBCTC Colleges enrollment down 12-25% (Cascadia -13.5%)

19-20 Annual FTE Projected	20-21 Projected FTE	ACTUAL		PROJECTED		PROJECTED		20-21 Proj Revenue	20-21 Proj Revenue
		Summer	Fall	Winter *	Spring *	20-21 Actual* FTE	20-21 Rate	Last Spring	October
State	1218.23	511.86	1271.00	1084.16	957.06	1274.70	3350.70	\$4,081,934	\$4,271,122
Workforce	130.03						3350.70	\$435,703	\$0
Pre-College	76.10						3350.70	\$254,988	\$0
Basic Ed	125.17	31.97	81.72	69.71	61.54	81.65	75	\$9,388	\$6,124
College in HS	370						215	\$79,550	\$0
Running Start	670		775.70	661.67	584.10	673.82	8072.07	\$5,408,290	\$5,439,163
Sub Total								\$10,269,853	\$9,716,409

Bachelor's	20-21 Projected FTE	Summer	Fall	Winter *	Spring *		Rate	20-21	20-21
BASSP	20		10.00	8.53	7.53	8.69	5901.30	\$116,079	\$51,263
MOBAS	12		10.00	8.53	7.53	8.69	5901.30	\$70,816	\$51,263
Sub Total								\$186,894	\$102,525

International	20-21 Projected FTE	Summer	Fall	Winter *	Spring *		Rate	20-21	20-21
ELP	21.00	5.33	9.66	8.24	7.27	10.16	9686.70	\$203,421	\$98,454
College	130	91.79	119.60	102.02	90.06	134.49	9686.70	\$1,259,271	\$1,302,740
Trajal	9	8.99	8.99	0	0	5.99	7732	\$69,584	\$46,346
Sub Total								\$1,532,276	\$1,447,540

*Winter & Spring based on 3 year historical retention projection

Fall to Winter = 85.3%

Fall to Spring = 79.3%

TOTALS	\$11,989,023	\$11,266,474
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Cascadia College Board of Trustees
Discussion/Presentation Items

Subject: Strategic Planning

Justification:

The Board ultimately approves the new strategic plan. This item is part of a series of items centered on framing Institutional Effectiveness, with this month specifically focused on our strategic planning process and 2020-2023 plan.

Background:

The NWCCU provides expectations regarding Institutional Effectiveness in Standard One. Since the conclusion of our last accreditation cycle, we have initiated revising our planning process and plans. This month, a draft of the emerging Strategic Plan is discussed.

Discussion:

Two supporting documents are included for the discussion:

- DRAFT Strategic Plan
- Presentation slide deck covering the process and document.

Kerry Levett, Vice President for Student Learning and Success, and Michael Horn, Director of Institutional Research, will be available to answer questions.

Let's Be
Audacious



Cascadia College

Strategic Plan Draft
November 2020

Contents

Introduction	#
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Institutional Overview	#
Strategic Objectives	
A	#
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Campus Master Plan [insert link]	#
SBCTC Strategic Plan [insert link]	#
SBCTC Strategic Enrollment Management Plan [insert link]	#

Introduction: Our Mission and Identity and Identity

Our Mission

Like many community colleges Cascadia has a broad mission to serve our community defined by our service district. Our new strategic plan focuses us on matters most to us within that broad mission. This fall (2020) as a community we are exploring our mission to consider whether the current language resonates with what matters most. To some extent, we have spent the last two years identifying what matters most to us: the success of our students and employees, with a special emphasis on ensuring the success of systematically non-dominant* students and employees. This focus aligns with our long standing values: *Cascadia College believes that every person's background, which includes identifiers such as ethnicity, gender, religion, sexual orientation, and ability, helps enrich the lives of others when an environment is conducive to the expression of that identity. It is our deep commitment to provide a space where diversity, equity, and inclusion thrives and leads to social justice, another important concept on our campus. Our culture seeks and supports diversity, equity, and inclusion. We firmly believe everyone's history contributes to the collective success of our community.* Further, our focus aligns with our supporting agencies, SBCTC and the NWCCU.

[HOLD for new or affirmed mission]

Our College

Purposefully founded twenty years ago as a learning organization, Cascadia College aims to be a place where all stakeholders, from students to Trustees, are engaged in generative and adaptive learning. This current 20th milestone year challenges the College to embrace change while remaining grounded in our roots. Assessing mission fulfillment and institutional effectiveness is engrained in every part of the College and the college truly aims to transform lives through our educational approach.

[HOLD for additional narrative]

Strategic Objectives and Indicators

Our strategic plan is organized in three chapters around three strategic objectives. The three chapters center work on responsible working units while the strategic action zones aligns specific work to our populations so that we can measure our college-wide outcomes.

Strategic Chapters

- Diversity, Equity & Inclusion
- Strategic Enrollment Management
- Student Achievement: Guided Pathways

Strategic Objectives [Note: need to craft measurable statements]

- Student success
- Student success of systemically non-dominant* students
- Success of our systemically non-dominant* employees

*Applicable literature uses multiple synonymous terms to summarily describe sub-population groups including by not limited to historically underserved, underrepresented, or marginalized. Systematically non-dominant is a term utilized by the state-wide Diversity and Equity Commission charted by WACTC.

The role of the strategic plan is to identify how the institution is planning to change over a short period of time. Change is measured through college wide outcomes. As part of its annual work, the Institutional Effectiveness, charged with strategic planning oversight will:

- Propose annual outcome targets for each outcome,
- Provide regular updates to the Board of Trustees and Cascadia, and
- Shepherd the creation and distribution of an annual summary report on progress made.

Table 1: Strategic Outcomes and Indicators

What matters most (areas for objective development)	<i>Student Achievement</i>	<i>Student Achievement of systematically non-dominant* students</i>	<i>Employee success of systematically non-dominant* employees</i>
Outcomes	TBD	TBD	TBD
Outcome Target 2020-2021	TBD	TBD	TBD
Indicators	Aggregated student indicators*: <ul style="list-style-type: none"> • Registration (number/level) • Gateway course completion • Retention • 45 credit completion rate • Persistence • Credential Completion (#, rate) 	Disaggregated student indicators: <ul style="list-style-type: none"> • Registration (number, level) • Gateway course completion • Retention • 45 credit completion rate • Persistence • Credential Completion (#, rate) • Sense of belonging 	Disaggregated employee indicators: <ul style="list-style-type: none"> • Annual retention rate • Sense of Belonging • Hiring rate • Employee demographics (aggregated and disaggregated)

*These indicators are the core of the Student Achievement Framework (Appendix B) [NOTE: College objectives will be developed by February 2021]

Strategic Chapters

The Strategic Plan Chapters reflect what the College is committed to do to achieve its mission.

2021-2022 College Strategies

As we work to translate our aspirations to actions, we have identified two primary strategies that cross all three of our strategic action zones to focus our first year work:

- Foster a sense of belonging
- Improve evaluation and practice
- Curriculum transparency

Equity and Inclusion: Diversity, equity and inclusion is our first value

[HOLD for Introduction: ...Diversity, equity and inclusion is our first value...

	Action	Strategic Focus	Strategic Outcome	Indicator(s)	Measurement	Stakeholders
Increase student achievement among systematically marginalized students	Cascadia Scholars Mentorship Program	Foster a sense of belonging	TBD	Sense of belonging Persistence, Retention, Completion	Student experiential assessment SAF*	Students, Faculty, EIC
	Student Affinity Groups	Foster a sense of belonging	TBD	Sense of belonging Persistence, Retention, Completion	Student experiential assessment SAF*	Students, EIC
	High School Student of Color Conferences	Foster a sense of belonging	TBD	Sense of belonging	Event evaluations	EIC, Outreach & Recruitment
Hiring and retention of employees of Color	Revamping Hiring Processes	Improve evaluation and practice	TBD	Hiring Rate Annual Retention Rate Employee demographics	Employee data	HR, hiring committees, hiring managers
	Equity Advocate	Improve evaluation and practice	TBD	Hiring Rate Annual Retention Rate Employee demographics	Employee data	HR, hiring committees, hiring managers
	E&I Statement for Job Description	Improve evaluation and practice Foster a sense of belonging	TBD	Sense of belonging Hiring Rate	Employee data	HR, hiring committees, hiring managers
	Employee Affinity Group	Foster a sense of belonging	TBD	Sense of belonging Annual Retention Rate	Employee data [survey?]	Employees

Operational Necessities	Land Acknowledgment	Foster a sense of belonging	TBD	Sense of Belonging	Student experiential assessment [Employee survey?]	Employees, Students, Indigenous community partners, service community
	Universal Design Guidelines	Foster a sense of belonging Improve evaluation and practice	TBD	Sense of belonging Persistence, Retention, Completion	Student experiential assessment SAF*	Students, faculty, DSS
	Foundations of E&I Course	Foster a sense of belonging Improve evaluation and practice	TBD	Sense of belonging Retention (employee/students)	Student experiential assessment SAF* Employee data [Employee survey?]	Employees, Students
	E&I Resource Hub	Improve evaluation and practice Foster a sense of belonging	TBD	Sense of belonging Retention data (employee/students)	Student experiential assessment SAF* Employee data [Employee survey?]	Employees, students

*SAF – Student Achievement Framework

Strategic Enrollment Management: We exist to serve students

[HOLD for Introduction: ...

	Action	Strategic Focus	Strategic Outcome	Indicator(s)	Measurement	Stakeholders
Grow connections with K-12 districts	Utilize results of Hanover’s prospective student survey to identify opportunities for and make decisions about recruiting and programming	Foster a sense of belonging Improve evaluation and practice	TBD	Registration, persistence	SAF*	K-12 partners Student Learning Outreach Student Success

Improve onboarding and entry	Review and redesign Getting Started portion of the website for visual and navigational issues	Foster a sense of belonging Improve evaluation and practice	TBD	Registrations	Student surveys SAF*	K-12 partners Student Learning Outreach Student Success
	Recruiting and feeding students into the Cascadia Scholars pipeline	Foster a sense of belonging	TBD	Sense of belonging Persistence, Retention, Completion	SAF* Student assessments	E&I Department, Student Success, Student Learning, Outreach
Identify technology needed for dynamic mapping & integrated student support	Obligate funds for purchase of CRM software to track student journey	Improve evaluation and practice Foster a sense of belonging	TBD	Sense of belonging Persistence, Retention, Completion	SAF* Student assessments	IE, Student Success, Student Learning, Faculty

Student Achievement: Guided Pathways: We exist to support student success

Introduction [hold]:... Early research on Guided Pathways shows increased student outcomes for all students, and improved equity opportunities for historically underserved students.

	Action	Strategic Focus	Strategic Outcome	Indicator(s)	Measurement	Stakeholders
Develop comprehensive student onboarding plan	Identify student decision points	Sense of belonging Curriculum transparency	TBD	Sense of belonging Persistence, Retention, Completion	Student experiential assessment SAF*	Students, Faculty, EIC
	Clarify communications	Sense of belonging Improve evaluation and practice Curriculum transparency	TBD	Registration, Persistence, Gateway course completion	Student experience assessment	GP Team, Students
	Determine how to integrate with College 1010	Improve evaluation and practice Curriculum transparency	TBD	Sense of belonging	Annual work plan	GP Team, College 101 faculty & coordinator, Students

Develop Curriculum Maps	Identify academic plans of study	Curriculum transparency	TBD	Persistence, Retention	Annual work plan	GP Team, Advising
	Develop curriculum maps for plans of study within transfer degree areas	Improve evaluation and practice	TBD	Persistence, Retention, Completion	Annual work plan	GP Team, Advising
Identify technology needed for dynamic mapping & integrated student support	Research options	Improve evaluation and practice	TBD	NA	Annual work plan	GP Team, IS, Advising, Students
	Identify best option for Cascadia	Improve evaluation and practice	TBD	NA	Annual work plan	GP Team, IS, Advising, Students
	Encumber funds to purchase for 2021-22	Improve evaluation and practice	TBD	NA	Annual work plan	GP Team, IS, Advising, Students

Resourcing Our Plan

[HOLD for Content]

Governance

Financial Stability

Advancement

Appendix A: Key Terms

Strategic Action Zone –three groupings of strategic actions arranged around measurable goals and indicators within Cascadia subpopulations.

Outcomes – measurable outcomes that drive institutional priority setting and resource allocation demonstrating mission fulfillment.

Outcome Target – an annual quantifiable target that denotes how much change is needed any given year to make progress reaching the outcome.

Indicators – a set of measures that are measured and evaluated each term that show the health or status of an area outcome.

Strategy – a summative statement of coordinated actions to meet the object; 2-3 strategies will identified and prioritized to drive annual strategic work.

Action – specific “to do” assigned to a Cascadia employee/unit.

Responsible – the administrator with oversight.

Accountable – the person or team assigned to deliver the action item.

Informed – person(s), teams, committees, councils, partners who are informed and/or consulted about the specific action.

Measurement – the tool or process for determining completion and/or effectiveness.

Appendix B: Affiliated Plans

[Campus Master Plan](#)

[SBCTC Strategic Plan](#)

[SBCTC Strategic Enrollment Management Plan](#)



Cascadia College Strategic Plan Draft

Board of Trustees | November 2020



Overview

Brief description of the presentation

- Review our approach
- Confirm what we have completed
- Discuss our works in progress
- Confirm our next steps

Our Approach

- Alignment with the NWCCU standards
 - Response to recommendation on standard 1.B, 1. C, 1.D
- Keep it simple
- Delineate strategic from operational
- The Cascadia Way

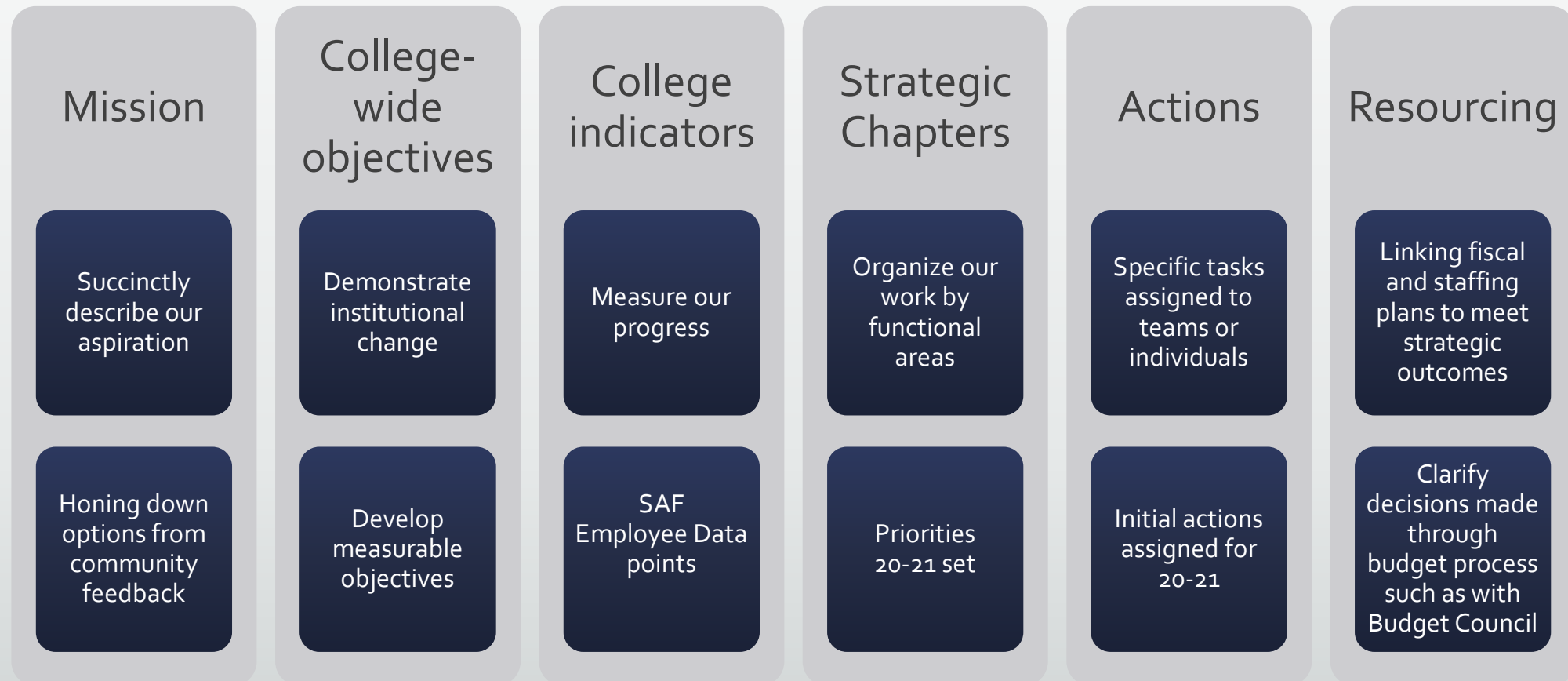


What we have accomplished

- Focused on what matters most:
 - Equity & Inclusion
 - Guided Pathways: leading with equitable outcomes for all students
 - Strategic Enrollment Management
- Reconsidered our mission:
 - Introduced the review at Convocation and collected initial ideas
 - Institutional Effectiveness Council (IEC) organized the initial
 - Integrated Board of Trustee feedback
 - IEC synthesized the data
 - Discussed and drafted mission statements at the October DIA
- Developed master plan document
 - Constructed a narrative draft

Strategic Plan Components

- Purpose of strategic planning and strategic plan: Purposefully initiate change within the institution
- Living document and will continue to evolve



Work in progress

Mission Statement Development

- IEC narrowing feedback
- Assemblies ranking statements
- Eteam selecting 2-3
- Board will review and adopt in January 2021

College Objectives Development

- Review content of our strategic chapters: what matters most
- Brainstorm: What results are vitally important for Cascadia to achieve?
- Prioritize: evaluate ideas generated through brainstorming
- Support the ideas
- Finalize objectives for community review
- Incorporate into plan and develop dashboards



Institutional Effectiveness 2020-2021

Topics for the Board of Trustee Meetings

Month	Topic	Type
November	2020-2023 Strategic Plan Draft Review	Discussion
January	Review and Approve revised Mission	Discussion + Action
February	Review and Approve 2020-2023 Strategic Plan	Discussion + Action
March	Review college-wide indications	Discussion
April	NWCCU Recommendation Updates	Information
June	Strategic Plan 2020-2021 Priority Updates & 2021-2022 Priority Previews	Information

Cascadia College Board of Trustees
Discussion/Presentation Items

Subject: Marketing

Justification:

To continue conversations from October's Board Meeting.

Background:

Meagan Walker, VP of College Relations and Advancement will give the Board a marketing report covering challenges, analytics, surveys and campaigns.

Discussion:

Meagan Walker, VP of College Relations and Advancement will be available to answer any questions the Board may have on this item.

Cascadia 2020-21 Marketing



our challenge

to boost enrollment in a
climate of ambiguity



What we know

based on enrollment reports,
Advertising and website analytics
and surveys



one

- ▶ Enrollment down
 - ▶ except Running Start
 - ▶ at all community colleges
 - ▶ up at four-year institutions
- ▶ Reluctance to commit in this environment
- ▶ Education is a source of stress



two

- ▶ Large increase in traffic to website
 - ▶ ads resonated
 - ▶ good channel mix
- ▶ Conversion rate was low
 - ▶ landing page didn't deliver
 - ▶ not ready to take the next step
 - ▶ no leads to follow



three

- ▶ Older audience unfamiliar w/ Cascadia
- ▶ Capacity of COM team maxed out



What to do about it

winter quarter campaign
focus on 16-24 year olds



one

- ▶ Re-design ad landing page
 - ▶ Clear call to action
 - ▶ Generate leads
 - ▶ Collect names and emails
- ▶ Increase outreach staff
 - ▶ Redirect IP staff
 - ▶ 1:1 responses via email and/ or zoom
 - ▶ Contact students who dropped



two

- ▶ Update ad to reflect current situation
- ▶ Present Cascadia as answer to problem
 - ▶ No risk, high reward
 - ▶ Financial aid, scholarship, grants, food resource center
 - ▶ Free tutoring
 - ▶ University transfer specialist
 - ▶ Safe!



What to do about it

spring quarter campaign
begin campaign targeting parents and 30+



one

- ▶ Add campaign for parent audience
- ▶ Focus on presentations to PTAs etc.
- ▶ Utilize board expertise
 - ▶ Finesse messaging
 - ▶ Give presentations
- ▶ Support with limited advertising targeted at older audience



two

- ▶ Develop new campaign for 16-24 year olds
- ▶ Use new mix based on media preference survey
- ▶ Increase budget for mix and frequency
- ▶ Consider marketing specific programs
 - ▶ Business
 - ▶ Computer and web technology



Questions?

Cascadia College Board of Trustees

Action Items

Subject: Transforming Lives Award Nomination

Justification:

The Trustees are asked each year to nominate a student from the college for this state-wide award.

Background:

Each year the Trustees' nominate one student to represent Cascadia at the Transforming Lives Awards. This year a virtual ceremony will take place (TBD) in Winter 2021 to recognize recipients from all 34 Washington State Community and Technical Colleges.

Action:

After careful consideration and review of all applicants, the Board has chosen to nominate _____ to represent Cascadia College for the 2021 Transforming Lives Award. The winning essay will be included in the notes for this meeting. Thank you to all the applicants who took the time to apply for this award. For those students who were not chosen to represent Cascadia, the Board would like to extend a \$50 award to support your higher education endeavors.

Vote/Adoption:

Chair asks for motion: _____

Trustee makes the motion: _____

Trustee seconds the motion: _____

All in favor:

	Yes	No	Abstain
Captain			
Kelly			
McDaniel			
Ponto			
Quint			



**Cascadia Events & Advocacy Board (EAB)
Report to the Board of Trustees
Cascadia College
Meeting: November 2020**

Dear Trustees:

Cascadia Student Life has been working to engage students as we approach the last half of Fall quarter. Our most recent event was Spooktacular. This week-long Halloween event had a variety of activities, including a virtual viewing of the movie "Scream", trick-or-treat curbside pickup (with 37 trick or treaters!) and tickets to Bob's Corn Maze. 51 students participated, which is the highest number of any other year!

In addition, an upcoming Ramen Party event is being planned by our Wellness Coordinator, Kasey Lee. The goal of this event is to encourage healthy eating as college students. It also serves as an opportunity for students to get together and de-stress during this tumultuous time.

There have also been some developments to the event being planned by our Advocacy Coordinator, Safa Jamal. The "Pie and Politics" event is focused on fostering a discussion after the election in order to debrief the results and allow a safe space for student feelings. It can be difficult to communicate with people who have different opinions than your own, so another goal is to give students resources to help with conversations when the topic of politics comes up with their family and friends, especially with Thanksgiving in a few weeks. The two professors facilitating this discussion are Erin Richards and David Shapiro.

Clubs are still active, finding ways to connect with their members and other students in this virtual environment. LGBTQ+ Club hosted a "Scary Coming Out Stories" event for Halloween, Korean Language Club hosted an event around the game "Among Us" to practice Korean and Bridges International had a viewing of the movie "Coco".

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: November 2020*

❖ **General Membership Meeting**

CCCFT held an online General Membership meeting on 10/23/20. We talked about plans for the coming year, including beginning to prepare for contract negotiations in winter quarter.

❖ **“High-Demand” monies bargaining**

CCCFT, (like other locals around the state), continues to brainstorm about how to bargain the so-called “high-demand” monies that the State Legislature has allocated to colleges in “solely for the purpose of increasing high demand program salaries...” This is a complicated, and potentially divisive issue; we are holding multiple forums for discussing the best way to allocate the funding and working with administration to do so in a manner that is equitable and in keeping with the requirements of the legislation. Not easy.

❖ **Response to Executive Order 9/22/20**

As educators, CCCFT members remain dismayed by the Executive Order on “Combatting Race and Sex Stereotyping;” we denounce the executive order and see ourselves as educators at an institution which proudly teaches intersectionality, critical race theory, white privilege, systemic racism, and unconscious bias as part of our curriculum.

In keeping with that stance, we would like to offer our thanks to President Murray for his Special Letter of 10/30/20 in which he reaffirmed Cascadia’s commitment to our work around equity and inclusion and reminded the College community that such work is paramount to our mission, our vision and our values.



Washington Public Employees Association

UFCW Local 365

Report to the Board of Trustees

Cascadia College

Meeting Date: November 2020

Conversations continue with administration and WPEA about the re-entry plan, remote work plan, and the safety of our members while they are on campus supporting staff, faculty, and students.

Thank you,

Marah Selves, M.Ed, Administrative Services Manager