



March 7, 2022

Dear Board of Trustees and Campus Community:

This month's meeting marks a turning point in several areas.

Probably the most impactful turning point will be the change in masking requirements by the state government. At the writing of this letter, it is unclear how the Governor will change the Higher Education Proclamation that has guided our mask-wearing policy. Once we have more direction, we must set up guidelines and accommodations that allow our workforce to interact healthfully with each other and our students.

Another turning point involves the budget. The legislature will complete their session on March 11 and that will allow the State Board to accurately convey our budget allocation for 22-23. We will also be determining in early April our enrollment estimates for next year. Our fiscal plan is becoming clearer with each month.

Finally, the Board will meet Nureni Adeyemo in executive session. In my mind, this is the most positive turning point in that Nureni has finished his tenure journey and the Board will begin its review of this portfolio.

The campus constantly turns corners. I'm grateful that we have a good team assembled to do this work.

Respectfully, Eric

Campus

- Foundation-related meetings (x4)
- BOT Finance Sub-Committee
- Navigators
- Budget Council (x3)
- New Employee Orientation
- New VP Training
- New Trustee Training
- EAB Chair monthly meeting

Community / State

- Bothell Kenmore Chamber of Commerce meetings (x2)
- Shamrock Shuffle community event
- City of Bothell quarterly meeting
- WACTC

UWB

- Monthly meeting with Chancellor Esterberg
- Husky Village Groundbreaking
- Board of Regents Luncheon

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, Chari Davenport:

Cascadia Scholars

The Cascadia Scholars Program is going very well. We are now preparing for a second cohort to begin in fall 2022. Applications are now available for students to apply. As the program grows, we are preparing for three cohort entry points (fall, winter, and spring). We are also recruiting additional faculty and professional mentors as the number of students grows. Our Program Lead, Hao Cheng, diligently works to offer resources and workshops for the Scholars that include test taking and study tips. The Scholars also attend social hour events to get know and support each other.

E&I Interns

The E&I interns started the year creating a monthly newsletter for the Office of Equity & Inclusion. The most recent March newsletter, covered Women's History Month and highlighted current events in the Office of E&I for the month. The three interns completed a training to offer campus tours and will be offering tours to students at both the Northshore and Lake Washington Student of Color Conferences. The Interns will also help to staff the pop up outreach and marketing events at area high schools with the Cascadia Outreach and Marketing team.

Riverview School District

Cascadia Scholars will join with Outreach and Marketing for an information event with the Riverview School District (at Cedarcrest High School). The goal is to recruit for Scholars as well as Running Start. We will also cover financial aid and scholarships.

Outreach Events

Cascadia Scholars will be a part of an ongoing 'pop up' series that Outreach and Marketing conducts with area high schools. Next up will be Bothell and Inglemoor high schools. This is also a great opportunity for E&I interns to staff the tables at these events and learn more about recruitment and how it works.

Northshore School District / Student of Color Conference

Northshore School District Student Justice Conference is on track. Cascadia Faculty, Dr. Jesus Perez will be presenting at this conference on the importance of 'Higher Ed for First Generation Students.' We are grateful to Dr. Perez for sharing his expertise at this important event.

From the Vice President for Administrative Services, Dr. Jashoda Bothra:

The HR team continues work on a volume of searches to fill vacancies, including the Executive Assistant to the Executive Director of Equity & Inclusion, Academic Advisor for Guided Pathways and the Associate Dean for Pathways, Outcomes & Assessment, as well as a search for its own Director of HR & Payroll. Upcoming searches include a Database Administrator (employee classification is under review), HR Generalists and several Full Time Faculty positions, some of which will be conducted via internal competitive search. The team is pleased to announce recent successful hires of an IT Support Analyst and Assistant Director of International Advising with start dates of March 1.

Looking ahead, the HR team anticipates an increase in accommodation requests due to the recent state and county developments as it relates to lifting mask mandates. Along with our campus community, we

eagerly await additional information from updated higher education guidance, Cascadia leadership and UW Bothell's decision-making process.

The Payroll Team is processing the Annual Sick Leave Buyout Program this month. Since 1979, our state has had an Attendance Incentive Program for state employees. This statute allows for cash payment for a portion of their unused sick leave under specific conditions. Employees who opt to participate in the buyout will receive payment at 25% of the value of available leave.

HR& Payroll:

- The HR/Payroll Team continues to work on recruiting and acquiring talents for multiple positions; exempt, part /full time faculty positions. Currently, there are 3 active openings and more upcoming ones.
- Payroll team is processing the Annual sick leave buyout program this month.
- The search for Director of HR/Payroll is active with interviews happening this week.

Finance:

- Finance team sorting out the encumbered items and reconciliation of our FY21-22 reserve protected accounts
- The team is working hard to clear backlog of requests and socializing a more transparent support model with the college community this month.

IS:

- Information Services welcomed new team member Luke Bulosan on March 1st. Luke comes to us with a B.A. in Information Computer Science from the University of Hawaii at Manoa and has a background in desktop support and website administration. We are extremely excited to have him as part of our team.
- There has been a continued effort on part of all Washington State CTC campuses to improve our information security posture and Cascadia's I.S. team has been hard at work behind the scenes. With the recent [ransomware incident at Centralia College](#), a reminder to the campus about how to protect campus resources from such a threat was sent, additional security monitoring tools were implemented and ongoing monitoring of our endpoints to protect our campus resources has been ongoing. Our continued efforts will surely help us better protect the campus and our students moving forward.

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

COMMUNICATIONS/OUTREACH/MARKETING

Communication

Media releases in February announced Cascadia's newest executive team member, [Dr. Jashoda Bothra](#), Vice President for Administrative Services, and newest Trustee, [Mr. Norm Seabrooks](#).

Outreach

Working diligently to make these crucial connections, the team reached 126 prospective student leads via virtual class visits, campus tours, information sessions, live chat, inquiry emails, and zoom calls. In-person events are starting to make their way back onto the calendar, so the Outreach team is preparing their traveling kits and dusting off Mobius Hall.



Marketing/Web



The team has developed an engaging Spring Enrollment Mini Digital Campaign - *You Ready?* – which will be shared through Facebook/Instagram, Display Ads, and through SEO Keywords. Display Ads will run the week before each 5-Star Consortium Virtual Fair.

Along with responding to more than thirty web help request tickets, the team also redesigned the [COVID-19 Decision Tool](#), making it easier for students, employees and visitors to determine appropriate steps related to COVID-19, particularly about coming to campus.

FACILITIES

STEM 4

The job site has been on the quiet side since mid–December when the Teamsters union, which represents concrete workers in King County, went on strike just at the point in construction where the majority of concrete work would be done. The team is working hard to ensure that STEM 4 will still open in time for students and faculty to hold classes beginning in Fall Quarter 2023.

A state specialist has determined that approximately half of “The Ancestors” figures (those located uphill) have deteriorated to the extent they are likely not salvageable. The artist was contacted and has given his approval to restore and relocate the remaining figures on the hill near their original position. It is not the news we were hoping for.

CC5

Cascadia is beginning the pre-design process for the “Gateway Building,” which will ultimately house the college’s student services and a student welcome center. Work got underway in February to identify the pre-design architect. Interviews with architects will begin in March. The goal for completion of the design is June 2022.

Skybridge

The skybridge connecting the promenade to North Creek Events Center is beginning to show signs of rust, so it was decided that it should be closed until engineers can implement a short-term fix. The short-term fix will allow us to safely use the skybridge for a number of years while a permanent fix is designed and funded.

FOUNDATION

There is always something exciting going on in the Foundation. The Spring scholarships cycle is well underway; applications will be accepted through March 11. Approximately \$115,000 will be awarded to a broad range of students. Demand for emergency grants spiked during the quarter by a whopping 200% compared to the winter quarter of last year. Thanks to an additional \$50,000 in funding from the United Way of King County, we will be able to address student need for the rest of the year.

Progress continued on the strategic plan including a revision of the operating agreement with the College, and recruitment of Board members. To support fundraising efforts, Board members are being engaged with developing strategies and plans include the procurement of an up-to-date donor management system.

INTERNATIONAL PROGRAMS

International Programs had some staffing changes in February. Shao-Wei Wang, who previously served as International Student Advisor, has been selected as the new Assistant Director of International Advising. Lisa Lyman who served as Assistant Director of International Programs is on a maternity leave and is expected to return as an International Student Advisor in May.

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

Faculty Tenure-Track positions

The SBCTC was allocated funded by the Legislature for 200 new tenure track faculty positions starting in 2022-2023. Cascadia's allocation was 3 new positions. Job descriptions and hiring timelines are in process for three new and one replacement positions for next year. The three new positions will be in Biology, Business Information Technology, and American Indian and Indigenous Studies, while the replacement position will be in Engineering to replace retiring faculty member Mohan Raj. With respect for our excellent associate faculty, we are beginning most of our searches internally.

BASSP Program Highlighted

At this week's [WOHESC conference](#), Stephan Classen, Assistant Director of Sustainable Practices presented about our BASSP program and was joined by senior Natalie Steffans and alumni Joao Vilca Soto's who shared their capstone projects and how they partnered successfully with non-profit groups. Another BASSP student, Naomi Short, placed second in the Student Sustainability Action Challenge competition.



Board of Trustees Meeting Agenda
Mr. Mike Kelley, Chair
Dr. Colleen Ponto, Vice Chair
Ms. Janet McDaniel
Dr. Meghan Quint
Mr. Norm Seabrooks

Regular Meeting
Wednesday, March 16th 2022
4:00 p.m.
Via ZOOM

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, March 16th 2022
4:00 p.m.
ZOOM**

AGENDA

- **EXECUTIVE SESSION (4:00pm)**

The Board will meet in a 30-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 evaluate 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 likely 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 process 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.

- **PUBLIC MEETING, CALL TO ORDER (4:30pm)**

- **CONSENT AGENDA**

- Meeting Agenda
- Minutes from last meetings – January & February 2022

- **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.

- **NEW EMPLOYEES/PROMOTIONS**

- Introduction of New Employees/Promotions (EM)

- **INFORMATION ITEMS / STUDENT & FACULTY FOCUS**

- Sabbatical Focus (KL)

- **DISCUSSION / PRESENTATION ITEMS**

- Mission Fulfillment Byte: Mid-Year Strategic Plan Update (KL)
- Capital Projects Update (MW)
- Financial Workshop (JB)
 - Repair and Replacement Schedules
 - Reserves and Stimulus Money
 - Class Fees

- **RECOMMENDED ACTION ITEMS**

- Class Fees (KL)

- **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
- College President

- **OTHER BUSINESS OR ANNOUNCEMENTS**

- **NEXT MEETING**

- Next regularly scheduled Board meeting is Wednesday, April 20, 2022.

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
January 19th 2022**

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

BOARD OF TRUSTEES

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

EXECUTIVE STAFF

Chari Davenport, Dr. Kerry Levett, Meagan Walker, Bill Saraceno, and Dr. Eric Murray present.
Alan Smith (AAG) present.

Lily Allen-Richter (recorder) present.

GUESTS

Bokyung Kim (Student)

AREA REPRESENTATIVES

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

Student Representative – Tamara Wood, EAB Advocacy Chair present.

WPEA Representative – WPEA Representative absent.

AUDIENCE

Erin Blakeney, Lyn Eisenhour, Ketra Embleton Brent Green, Haley Green, Deann Holiday, Michael Horn, Noah Overby, Becky Riopel, Erin Richards, Sara Gómez Taylor, Erik Tingelstad, Bill Sarceno, Dave Shapiro, Kristina Young.

1. EXECUTIVE SESSION

The Board began the meeting in a fifteen (15) 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 evaluate 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 likely 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 process 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

Board Chair Mike Kelly called the meeting to order at 4:15 PM

3. CONSENT AGENDA

The Board Chair asked for approval of the consent agenda. Trustee Janet McDaniel moved to approve the consent agenda. Trustee Colleen Ponto seconded the motion. The consent agenda was approved.

4. PUBLIC COMMENTS

There were no public comments.

5. INTRODUCTIONS OF NEW EMPLOYEES/PROMOTIONS:

None

6. INFORMATION ITEMS

Student Focus: Bokyung Kim

Bokyung shared their experience at Cascadia. Bokyung spoke about the good international student community, and how the International program did a wonderful job making her feel empowered at school. Her experience was a good stepping stone for her life and learned a lot and met great people. Bokyung said thank you to The Board and the positive impact they have on students. Now at Seattle University as an Alfie Scholar, she is looking forward to see where her education will take her.

Comments/Questions

None

Sabbatical Focus

Transparency in Learning and Teaching (TILT)

- Learned New Software, including Adobe Photoshop and Wondershare Filmora
- Full revamp of BIOL 120 OL: hands-on labs with lab kit, TILT-ed assignments with personal choice, strong focus on the process of science
- Every week I am using these tools, thank you for approving my sabbatical

Comments/Questions:

What was your greatest surprise?

How many images online are Photoshopped, there are so many.

Faculty Focus

In Fall 2019, the TLA-Steering Committee began restructuring its leadership/membership model, replacing the faculty Director role (two-year term) with shared *Co-chair roles* for a *faculty-in-residence* (one-year term) and *exempt staff* (recurring). As the charter was re-written, the *roles of the 6 other members* (3 FTF, 2 AF, 1 librarian) were also bolstered and clarified, to include 10 hours of documented service per quarter, including meeting attendance and programming facilitation. These changes allowed the TLA-SC to be especially nimble in March 2020 when it began facilitating professional development and social opportunities on Zoom and via its online TLA Cascadia Corner blog/podcast forum.

The TLA-SC has continued in a similar vein since then, and periodic quick surveys of faculty indicate appreciation of the rejuvenated programming and online access to these.

Winter 2022 programming includes the following, some of which have carried over from Fall 2021:

- **Faculty Book Circle** featuring *Specifications Grading*, by Linda Nilson, with an author visit on 1/26/22
- **Prison Education Film Series**, co-facilitated with Tenured Faculty Jared Leising
- **Cascadia Teaching Corner Podcasts** featuring Sabbatical chats Forthcoming in Spring 2022:
- **Faculty Book Circle** featuring *Whistling Vivaldi*, by Claude Steele (with author visit planned)

In addition, in Fall 2021, the TLASC:

- Hosted **Writing Across the Curriculum**, facilitated by the English Division
- Sponsored the online attendance of 15 Faculty and Librarians to the excellent **(re)Imagining Equity in Higher Ed** professional development day, put on by the state board's ATLC Community of inquiry, on Nov. 21. This was followed by an online discussion forum in which each participant discussed their experiences.
- Launched its new physical space on campus: the **TLAb+Studio** in LBA104, featuring stations for video recording, podcasting, editing, and a book library and coffee cart. The TLA will host an open house in Week 6 of Winter 2022, Feb. 7-10.
- Acquired a new email address **tla@cascadia.edu** to centralize communications.

Comments/Questions

Great work

Tenure Process Overview

This year we will have one tenure candidate, Nureni Adeyemo. He is a Business Information Technology candidate. This item helps the Board understand the steps involved in this year's process.

The timeline for the tenure process is as such:

- **March Board of Trustees Meeting (executive session):** Conversation with Mr. Adeyemo and Tenure Review Committee chair David Shapiro.
- **April 1, 2022:** Access granted to the candidate's portfolio, including letters of support from the President and Vice President. The College President will provide the guide on how to review the portfolio.
- **April Board of Trustees Meeting (executive session):** Discussion with College President and TRC Chair if needed.
- **May Board of Trustees Meeting (public session):** Vote on Tenure.

Comments/Questions

None

7. DISCUSSION/PRESENTATION ITEMS

Mission Fulfillment Byte

Enrollment Numbers

- FTE for Winter 2022 is down 23.1% from last winter
- The past two *pandemic* years, between Winter 2020 and Winter 2022, student FTE has decreased 35.7%.
- Regular State-Supported enrollment is down 19.2% from last winter, an improvement over the 22.6% decline seen last winter.

Comments/Questions:

None

Financial Workshop

The Finance office went through an extreme transition in Fall of 2021. As of right now, here is where the department stands:

- Brent Green was hired as the Finance Director in November.
- Ken McClean, the interim Finance Director before Brent, has stayed on as a consultant and trainer for Brent (until Feb 1).
- The college continues to look for a vacant #2 position, the Accounting Manager.
- The four support staff positions are filled by two rock star permanent employees and two rock star temporary employees from the same agency that brought us Ken.
- The VP of this area, Marty Logan, left the college and was replaced by a veteran of the CTC system, Bill Saracino.

ctcLink Update:

- Contacted State Board for Community and Technical Colleges
- Working with Choi Halliday and Teri Sexton we setup 5 initial sessions
- Each section covered basic and complex uses of the area
- College staff were invited and many took advantage.
- Feedback was positive
- Videos were made of each session
- Individual session are being arranged for follow-up
- Budget Training will start January 19th and 20th
- WE ARE FINALLY CATCHING UP ON OUR BACKLOG
- End of January Analysis to measure success or future needs

SAO Audit Status Update:

- The Finance Team is working to finish up State Audit
- Clearing Journal Entries with 2nd approval confirmations
- Clearing Cash and Investments for FY20

Comments/Questions:

None

Trustee Opportunities

Four discrete opportunities were identified by Drs. Ponto and Murray for consideration by the Trustees based on the results of the Board's recently completed self-evaluation (see below). Whichever pathways are embraced, the college President will need to help the Board develop the opportunity. Thus, this work becomes a part of the President's work plan and expectation from the BOT.

1. Community Involvement
 - Should Trustees have a role in keeping the college connected to external stakeholders?
 - Could the Trustees be responsible for maintaining certain connections?
 - E.g., school boards, chambers of commerce, city government, civic organizations.
 - What are the expected outcomes of such involvement?
2. Development
 - Should the Trustees be more invested in developing their skills as it relates to productive group governance?
 - Should the Trustees attend more state and/or national gatherings to further the group's or the individual's effectiveness?
 - What are the expected outcomes of the such engagement?
3. Advocacy
 - Should the Trustees take a larger role in advocating with agencies that have influence over the College?
 - E.g., the SBCTC, state legislators, school district boards.
 - What kind of partnership exists with the College President for such advocacy?
 - What are the expected outcomes of this activity?
4. Goal Setting
 - Should the Trustees be more intentional about setting goals for themselves as a group or as individuals?
 - How does such goal setting relate to the Strategic or Operational Plans of the college?
 - E.g., the BOT identified mixed results for being aware of student outcomes. Should the BOT make it a goal to have more structure insight (data, initiatives) towards student outcomes?

Comments/Questions:
Keep these in mind.

8. RECOMMENDED ACTION ITEMS

Employee Retention

The Board of Trustees authorizes the College leadership to allocate \$250,000 for salary retention increases among the exempt staff and an additional \$250,000 for salary retention increases for the faculty, the latter allocation being determined through interest-based bargaining with and among the faculty.

Trustee McDaniel moved to approve the Employee Retention Action Item. Trustee Quint seconded the motion. All in favor, approved unanimously.

Comments/Questions:
None

Extension of President's Contract

The Board moves to approve the one-year extension of the President's contract and the salary adjustment to bring the President's salary in line with his peers.

Trustee McDaniel moved to approve the Extension of the President’s Contract. Trustee Ponto seconded the motion. All in favor, approved unanimously.

9. REPORTS

Cascadia Events & Advocacy Board (EAB): Tamara Wood, Advocacy Board Chair, was present and a written report submitted with no additional comments.

Cascadia Community College Federation of Teachers (CCCFT): Tenured Founding Faculty, David Shapiro was present and a written report submitted with no additional comments.

Cascadia College Classified Union Washington Public Employees Association (WPEA) Report: No WPEA representative was present and there was no report.

Chair and Individual Board Members Reports:

President’s Report:

Norm Seabrooks will be joining The Board at the next meeting; we should establish someone to be his trustee buddy.

Eric met with an agent to recruit international students. He sought us out because of our relationship with UW, but he is hoping to get us 200 students. We are excited about the promise of more students come through our doors.

10. OTHER BUSINESS/ANNOUNCEMENTS

There were no other announcements.

11. MEETING ADJOURNMENT

Chair Mike Kelly adjourned the regular meeting at 6:04 PM.

12. Minutes Approved and Adopted on January 19, 2021.

Mike Kelly, Board Chair

Attest:

_____ Dr.
Eric Murray, President
Bdminutes:01192022

Minutes
Regular Meeting
Cascadia College Board of Trustees
February 16, 2022

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

BOARD OF TRUSTEES

Chair Mike Kelly, Vice Chair Dr. Colleen Ponto, Janet McDaniel, Meghan Quint, and Norman Seabrooks.

EXECUTIVE STAFF

Dr. Jashoda Bothra, Chari Davenport, Dr. Kerry Levett, Megan Walker, and Dr. Eric Murray present. Alan Smith (AAG) present.

Donna Sullivan (recorder) present.

GUESTS

Kathleen Brown, Christopher Gildow, Peggy Harbol, Joy Keren, Tasha Walston,

AREA REPRESENTATIVES

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

Student Representative – Tamara Wood, EAB Advocacy Chair present.

WPEA Representative – WPEA Representative absent.

AUDIENCE

Erin Blakeney, Lyn Eisenhour, Brent Green, Haley Green, Deann Holiday, Michael Horn, Noah Overby, Becky Riopel, Erin Richards, Sara Gómez Taylor, Erik Tingelstad, William Saraceno, Dave Shapiro, Debra Waddell, Kristina Young.

1. CALL TO ORDER

Board Chair Mike Kelly called the meeting to order at 4:00 PM

2. CONSENT AGENDA

The Board Chair asked for approval of the consent agenda.

Approval of minutes from the meeting held January 19, 2022, was postponed.

Trustee Quinto moved to approve the consent agenda. Trustee McDaniel seconded the motion. The consent agenda was approved.

3. PUBLIC COMMENTS

There were no public comments.

4. INTRODUCTIONS OF NEW EMPLOYEES/PROMOTIONS:

President Murray introduced Trustee Norman Seabrooks. Key points included:

- Former Trustee Roy Captain moved out of the district leaving a vacancy on the Board of Trustees. Governor Inslee embraced recommendations provided by President Murray and Board Chair Kelly. Cascadia is glad to welcome Mr. Seabrooks to the college community.
- It was noted that Trustee Seabrooks was the first African American student to be given a scholarship to the Citadel. He has served at Aetna for 47 years.
- Trustee Seabrooks commented that he plans to listen well during the first few meetings, so he can learn and be ready to contribute.

President Murray introduced Dr. Jashoda Bothra, Vice President for Administrative Services. Key points included:

- William Saraceno, who served as Interim Vice President, will stay on board with Cascadia as a consultant, advisor and coach.
- Mr. Saraceno mentioned that he has truly enjoyed his time at the college, particularly the student-centered, open and collaborative communication shared at the Executive Team and Board of Trustees meetings.
- Dr. Bothra holds a doctorate degree in Adult Learning, and an MBA in Systems and Finance, and Career and Technical Education.

Vice President Bothra introduced Joella Bennett-Gold, Accounting Manager.

Vice President Levett introduced Joy Karen, Customer Service Specialist 3.

5. INFORMATION ITEMS

Sabbatical Focus

Board members received a report and slide deck by Peg Harbol, Tenured Faculty in Chemistry. The report focuses on the development of Course-Based Undergraduate Research Experiences (CURE) for General Chemistry.

Comments/Questions

- More work needs to be done in terms of assessing the CURE model.
- Chair Kelly commended the work.
- Professor Harbol acknowledged the significant role the opportunity of sabbatical played in the accomplishment of this work.

Faculty Focus

Vice President Levett presented Tasha Walston who discussed MoPan (Museum of Pandemic Culture), a collaborative online gallery of artwork, research, and writing. Chris Gildow and Kathleen Brown each presented pieces from the exhibition that demonstrated expressions of emotions related to the pandemic and its intersection with other social issues

such as politics, economics, mental health, globalism, climate change and racial justice that have touched students' lives.

Comments/Questions:

- Chair Kelly commended the work.
- President Murray thanked the faculty for helping the Trustees better understand the teaching and learning at Cascadia.

Mission Fulfillment Byte

Vice President Levett presented a “close in” data examination of the College’s mission metric areas to understand how strategic actions are driving these metrics. Key Points included:

- Student retention has moderately increased since 2015. Students who enrolled after Cascadia’s shift to remote learning (2020 cohort) were retained at a higher rate than in the past.
- Although overall retention increased, the equity gap widened.
- Students achieving credit milestones in the first year of enrollment has been trending upward; however, trends remain relatively flat for students’ third year of enrollment.
- Students earning college-level math or English credit in their first year has increased yearly since 2016.
- Student who earned a degree or certificate within 4 years of enrolling has increased. Completions in the 2019 cohort increased despite attending a significant portion during the pandemic.
- Students transferring to a 4-year institution has been on the rise.
- Thanks was given to Noah Overby and Michael Horn for their work on presenting this data, and to the Trustee subcommittee.
- Impacts to the strategic plan initiatives will be discussed at the summer Board of Trustees retreat.
- Chair Kelly said the presentation was very informative.
- Trustee Quinto thanked Kerry for her leadership and her entire team for their efforts. The ongoing dialogue is appreciated.

6. DISCUSSION/PRESENTATION ITEMS

Monthly Financial Workshop

Presented by Vice President Bothra, and William Saraceno, Interim Vice President of Administrative Services. Jashoda introduced Brent Green, Director of Finance.

Key points:

- The current outlook, generally speaking, is good. There are still salary savings, although they will be less as positions will likely be filled by next year. Trustee Kelly mentioned that higher enrollment may create an offset.
- The college is left with \$15.8 million in reserve funds. William Saraceno will assist in

- making sure the college is meeting requirements and deadlines for use of the funds.
- There was a previous mistake in the federal stimulus allocation for institutional support. The correct allocation is \$3.8 million.
- Chair Kelly commended Brent for the presentation and commented that it is good to see the college is not heading in the wrong direction.
- Trustee McDaniel said this looks like good news considering previous situation.
- President Murray reviewed the monthly agendas and confirmed that the Board of Trustees Finance Subcommittee will continue through the end of the academic year. Trustee Seabrooks will be assigned to a subcommittee after a few months of learning.
- President Murray would like to build the most conservative budget possible, based on flat enrollment. He reminded the Board that the college is comfortable operating at a deficit budget if necessary. Cascadia's Budget Council is working with the Executive Team to monitor, oversee, and advise on making the best decisions and keeping the campus community informed.

7. RECOMMENDED ACTION ITEMS

None at this time.

8. REPORTS

Cascadia Events & Advocacy Board (EAB): Tamara Wood, Advocacy Board Chair, was present and a written report was submitted:

- Chair Kelly expressed appreciation for what the team is doing.
- Ms. Wood replied that students are happy doing in-person events.

Cascadia Community College Federation of Teachers (CCCFT): Tenured Founding Faculty, David Shapiro was present and added that he is grateful to be in classrooms working with students. He is hoping for more of those experiences in spring.

Cascadia College Classified Union Washington Public Employees Association (WPEA) Report: No WPEA representative was present and there was no report. President Murray commented that the employees are still working out who will represent them going forward.

Chair and Individual Board Members Reports:
No individual reports.

President's Report:

President Murray presented his report. Key points included:

- The college is ready to respond to any decision coming from the Governor's Office regarding mask wearing mandates.
- Trustee McDaniel asked about commencement. Becky Riopel, Director of Student Life, confirmed that the event will be in-person on Friday, June 10. Because of the STEM 4 construction, the event will be held on the recreation field. It was mentioned that the Trustees will need regalia. President's Office will assist with that. The Trustees requested that all relevant events be added to their calendars as soon as possible.
- The Foundation is growing and contributing more to student success. There are seven new members on the Board of Directors, with the goal of increasing to 15 or 16 members over the next few months. President Murray asked the Trustees to think about who they might recommend for this. Trustee McDaniel asked for a one-pager of information including duties and responsibilities. Mark Collins, Director of Cascadia

College Foundation, agreed to provide that.

9. OTHER BUSINESS/ANNOUNCEMENTS

There were no other announcements.

10. MEETING ADJOURNMENT

Chair Mike Kelly adjourned the regular meeting at 5:27 PM.

11. Minutes Approved and Adopted on March 16, 2022.

Mike Kelly, Board Chair

Attest:

Dr. Eric Murray, President
Bdminutes02162022

Cascadia College Board of Trustees

New Employees and/or Promotions

Subject: New Employees and/or Promotions

Background:

The Board has requested to meet all new employees to campus and become aware of those who have received promotions.

Details:

The following employees have joined Cascadia since the last Board meeting.

- Luke Bulosan, IT Support Analyst
We imported Luke from Hawaii so please be kind while he acclimates to our less warm weather. Luke comes to us with a B.A. in Information Computer Science from the University of Hawaii at Manoa and has a background in desktop support and website administration. We are extremely excited to have him as part of our team.

The following employees have been promoted since the last Board meeting. Their transitions are below:

- Shao-Wei Wang
Shao-Wei has been promoted from international student advisor to Assistant Director of International Advising

Cascadia College Board of Trustees
Information Items

Subject: Asynchronous Faculty Sabbatical Reports


Justification:

Cascadia's practice is to have faculty share out their sabbatical experiences in January of each year. During the 2020-2021, 8 faculty participated in sabbatical. As a result, we are providing reports using a combination of modalities: asynchronous and during meetings.


Background:

This month, **Dr. Brian Bansenauer**, Senior 2 Tenured Faculty, and Founding Faculty in Business and Informational Technology, and **Dr. Lindsay Custer**, Senior 2 Tenured Faculty, and Founding Faculty in Sociology share their sabbatical podcast created through the Teaching and Learning Academic podcast series.

Dr. Bansenauer: <https://cascadia.hosted.panopto.com/Panopto/Pages/Viewer.aspx?id=d55f7ff0-8465-4foa-bfc3-add700fd8a69>

 The image is a podcast cover for Brian Bansenauer. It features a vintage-style microphone on the left. The text on the right reads: "The TLA Presents A Sabbatical Chat With Brian Bansenauer Business and Informational Technology Cascadia Corner Faculty Blog Fall 2021".	<p>Bansenauer Sabbatical Final</p> <p>/</p> <p>cascadia.hosted.panopto.com</p>
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Dr. Custer: <https://cascadia.hosted.panopto.com/Panopto/Pages/Viewer.aspx?id=edc3cf7c-78fa-46ff-9dfc-adc800fa4c91>

 The image is a podcast cover for Lindsay Custer. It features a vintage-style microphone on the left. The text on the right reads: "The TLA Presents A Sabbatical Chat With Lindsay Custer Sociology Cascadia Corner Faculty Blog Fall 2021".	<p>Custer Sabbatical Final</p> <p>/</p> <p>cascadia.hosted.panopto.com</p>
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Cascadia College Board of Trustees

Discussion/Presentation Items

Subject: Mission Fulfillment Mid-Year Review

Justification:

The Northwest Commission on College and Universities' (NWCCU) Standards for Accreditation support the organization's mission to accredit institutions of higher education on a seven-year cycle by applying evidence-informed standards and processes to support continuous improvements and promote student achievement and success.

The NWCCU standards begin by requiring institutions to articulate their purpose through a mission statement and planning process that demonstrates fulfillment of that mission (see Appendix A: NWCCU Standard the Board of Trustees' role is to approve a college strategic plan.) and a disaggregated data infrastructure that monitors progress and change.

Background:

This is the first year of our strategic plan implementation. Work encompasses implementing strategic actions and initiatives as well as developing baseline mission metric data. Strategic initiatives and actions are assigned to an "strategic owner" to ensure the work is progressing. Mission metrics has been shared throughout the year in Mission Fulfillment Bytes.

The purpose of the mid-year review is to highlight the progress of work, identify adjusted timelines, and preview the content of the mission fulfillment data dashboards.

Accompanying documents:

- Strategic Plan Mid-Year Update Report
- Slide deck overviewing work—to-date, mission metrics, and the Institutional Effectives Board of Trustees Calendar.

Discussion:

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

Strategic Plan Progress Update: March 2022

This report demonstrates the work that has been completed on each initiative within each core area of our mission.

Accessible

Mission Outcomes	OBJECTIVE	OWNERS	INITIATIVE, ACTIVITY, PROGRAM	Measure: Short-Term Result	March update (Accomplished to date)
1. Increase student success 2. Increase student diversity 3. Increase equity outcomes	Create student accessible curriculum	Lyn, Natalie	Complete initial mapping work	# Maps completed by the target date	<ul style="list-style-type: none"> The Curriculum/Mapping committee (12 folks total, mix of faculty and advisors) has met five times since the beginning of the year, and multiple times in their subgroups We have completed 36 maps, with 25 left to complete in spring. We are in-progress and on target to complete initial work by end of spring. We're in the midst of the review process with Chairs/Deans, Chair of E&I, and divisions The co-lead (Natalie) has met with various campus constituents and stakeholders and has been available to the Cascadia Community via online Open Office Hours, as we continue to create accessible, equity-minded pathways for students
		Kerry, Lyn	Collaborate with External Relations to design a web application that connects areas of interest with academic plans and maps	Rate of web hits	<ul style="list-style-type: none"> Contracted with EAB Navigate to provide the platform to house academic plans. Implementation begins in spring 2022 and will carry over into 22-23. Met with the Web Development Team to discuss options for the external website. Outreach team committed to conducting vendor search in Spring 2022. Work will commence in 22-23.
1. Increase student success 2. Increase student diversity 3. Increase equity outcomes	Create a stronger student support network	Gordon	Develop a plan for intrusive and culturally relevant advising	Increase direct student support and participation of systemically non-dominant students	<ul style="list-style-type: none"> Assembled taskforce to review Cascadia's advising model Contracted with EAB Navigate to support Academic Early Alert system Updated academic advisor job description to attract more diverse candidates for advisor positions.
		Erik	Implement and market expanded BFET program	Number of students enrolled in BFET program	<ul style="list-style-type: none"> Funding specialist met with key referral sources on campus to explain new requirements. Information shared with students through announcement feature in Canvas. BFET enrollment is up 64% YTD through Fall 2021.
		Sara	Implement CRM software to better communicate with prospective and current students	Increase # of student contacts through conversion of initial contacts to registrations.	<ul style="list-style-type: none"> TargetX CRM in-progress: Starting to build templates, forms, and pick lists Data integration is set to start 2/28 Soft launch w/ employee comm testing goal set for end of March Student email and inquiry form launch goal for Summer/Fall enrollment campaign (mid-late May)

Equitable

MISSION OUTCOME	OBJECTIVE	OWNERS	INITIATIVE, ACTIVITY, PROGRAM	MEASURE: SHORT-TERM RESULT	MARCH UPDATE (Accomplished to date)
1. Increase student and employee diversity 2. Increase equity outcomes for students and employees	Create a sense of belonging and establish a support network	Chari	Launch the Cascadia Scholars Mentorship Program	# participants/term	<ul style="list-style-type: none"> Program has been launched with a current cohort of 15 Scholars Applications for fall term are open, priority deadline is June 1 Preparing for a second cohort in fall and a third in spring 2023 Additional faculty mentors are in place for the next cohort
		Chari	Establish employee affinity groups	# Affinity groups that meet for the year	<ul style="list-style-type: none"> Five employee affinity groups have been established and two additional groups are in progress
1. Increase employee diversity 2. Increase employee equity outcomes	Ensure an equitable starting point for employees	Chari, HR	Remodel the hiring process through an E&I lens	<ul style="list-style-type: none"> # Of policies updated # Job descriptions updated with equity statements 	<ul style="list-style-type: none"> Policy updates are in progress Job descriptions are being updated with will include an Equity Advocate review
		HR	Implement the Equity Advocate program for hiring committees	# Of Advocates on the search committee	<ul style="list-style-type: none"> 1 Equity Advocate serves per competitive search process 13 fully trained Equity Advocates 3 additional Equity Advocates in process with training
1. Increase student and employee equity outcomes	Connect with Indigenous Community	Chari	Co-create a land acknowledgment with Indigenous Community	Integrate E&I knowledge, ideas, and concepts within the fabric of the institution	<ul style="list-style-type: none"> In Progress - Working with UWB Counterpart on Land Acknowledgement
1. Increase student success 2. Increase equity outcomes for students	Guarantee an equitable starting point for students	Lyn, Erik	Conduct an English and Math placement and success data review	# Of improvements to placement options	<ul style="list-style-type: none"> Created a Guided Pathways work group focused on placement; group has met 5 times so far this year. Data collection is in progress; was complicated by the switch from legacy to ctcLink at the same time as the pandemic, making placement data comparisons challenging. On track to have proposals by end of 21-22 for changes to placement process.
		Lyn	Translate BEdA program materials into additional languages	Increase in BEdA prospective students	<ul style="list-style-type: none"> Deferred due to lack of funding. Have proposed using Guided Pathways funds to pay for translation services.

Superior Learning Experiences

MISSION OUTCOME	OBJECTIVE	OWNERS	INITIATIVE, ACTIVITY, PROGRAM	MEASURE: SHORT-TERM RESULT	MARCH UPDATE (Accomplished to date)
1. Increase student success 2. Increase equitable outcomes	Ensure Student Learning	Kristina	Collaborate with assessment committee and VPSLS to ensure alignment of work	Develop a continuous improvement focused assessment plan	<ul style="list-style-type: none"> Continuous Improvement: Pathway/program review plan synched student learning outcomes plan with student learning “achievement”/pathway review plan. Continuous Improvement Plan shared with the Assessment committee. <i>Included shared responsibilities, timeline for cycle, and format for collection of data, its analysis, and its result in an action plan for equitable outcome improvement.</i>
1. Increase student success 2. Increase equitable outcomes	Supporting Students toward Completion	Erin, Deann	Plan and deliver high school promotional events, add outreach positions	More students receiving aid	<ul style="list-style-type: none"> The Student Financial Services staff have attended 3 high school events (2 more are planned for this month) and 2 college 101 classes to discuss and promote financial aid, the application process and financial literacy. Increased knowledge and solidifying processes in ctLink will allow staff to spend more time reaching out to students if additional items are needed, etc., to award funds. HB 1835 is being proposed and would add positions as outreach specialists for financial aid completion for high school students.
		Gordon	Plan a series of advisor-faculty summits	Participation rate	<ul style="list-style-type: none"> GP pathways workgroup have started discussing role of faculty within Cascadia Scheduling first summit for Spring Quarter
		Gordon	Develop a new Satisfactory Academic Progress policy to provide more support for students on academic probation.	Number of students on academic probation who return to good academic standing	<ul style="list-style-type: none"> Surveyed best practices for SAP policies from other Washington CTCs. Completing first draft for review in March Advisors attended NACADA workshop on flipped advising model (January 2022) to help design more meaningful intervention.
		Gordon	Deepen shared understanding of how faculty and advisors work with student interventions	Increase student support participation	<ul style="list-style-type: none"> Progress Monitoring Workgroup is reviewing support models for improved cooperation and identify milestones to work with student interventions Advising will partner with 4-6 Spring Quarter classes to pilot EAB Navigate’s Academic Early Alert system

Submitted by: Dr. Kerry Levett, Vice President for Student Learning and Success

Strategic Plan Mid-year Review

Cascadia College
Board of Trustees
March 16, 2022



Overview



Review the Institutional Effectiveness timeline.



Highlight strategic work in-progress.



Review data resources.

Institutional Effectiveness Timeline

April

2022-2023 Strategic proposal (1st read)

NWCCU Recommendation Update

May

Mission Fulfillment Byte

2020-2021 College Budget (1st Read)

June

Strategic Plan 2021-2022 Short-Term Results Report

**Summer
Retreat**

Strategic Plan Year 1 (2022-2023) Mission Metric Review

Strategic Plan Highlights

Tech Updates

- In the pilot phase
- Started web redesign planning

Guided Pathways Updates

- Mapping is progressing
- Hiring an Associate Dean to link Guided Pathway, Equity and Assessment
- Program Review Plan developed, and pilot areas identified

Enrollment Updates

- Partnerships
- Reviewing data

Equity Updates

- Students of Color Conferences
- Cascadia Scholars
- Equity Advocates

Sharing data resources, files, for planning

Data Dashboards [Home](#) [Site contents](#) [Edit](#)

Page details Analytics Draft saved 3/3/2022

Data Portal

Click on a topic under the *Data Resources* heading to open a page containing links to data and other information.

Scroll down this page for links to *Mission Fulfillment* interactive dashboards.

Institutional Effectiveness

Enrollment Resources

- Enrollment
- Programs
- Retention

Achievement Resources

- Completions
- Achievement
- Financial Aid | SBCTC

WA Data Resources

- WA Student Council Dashboards
- OSPI Data Reporting

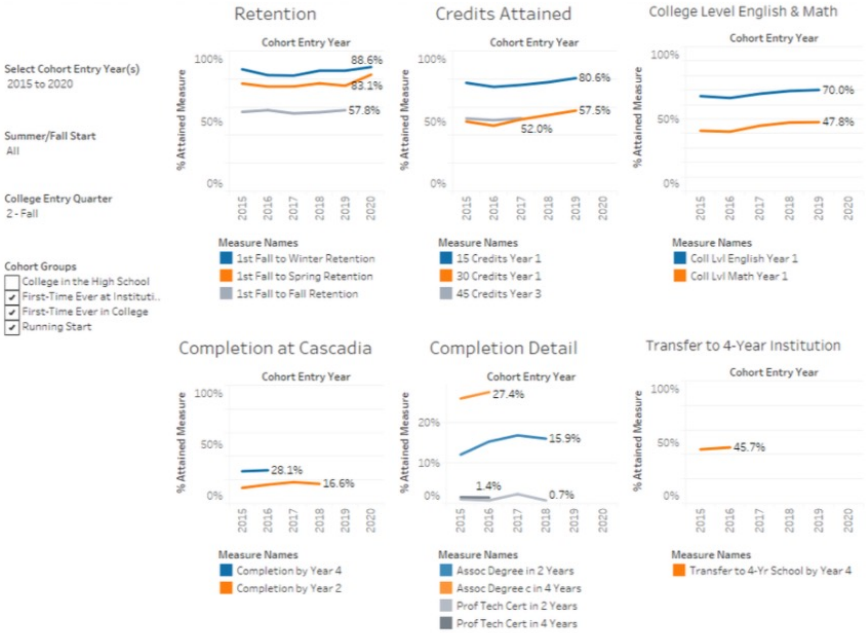
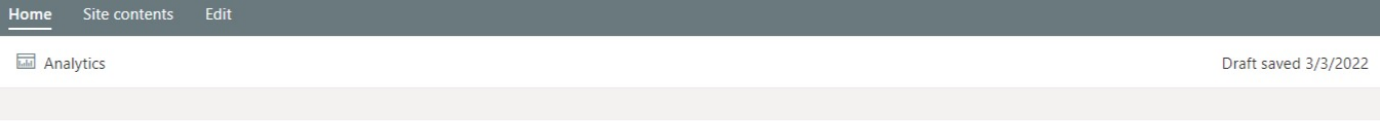
Student Data Resources

- ERDC Education Research & Data Center
- Student Profiles

Research & Reporting Resources

- IPEDS Reporting

Access to interactive dashboards



Achievement Dashboard

Achievement indicators show broad improvement from 2009 forward.

Retention shows an overall positive trend.

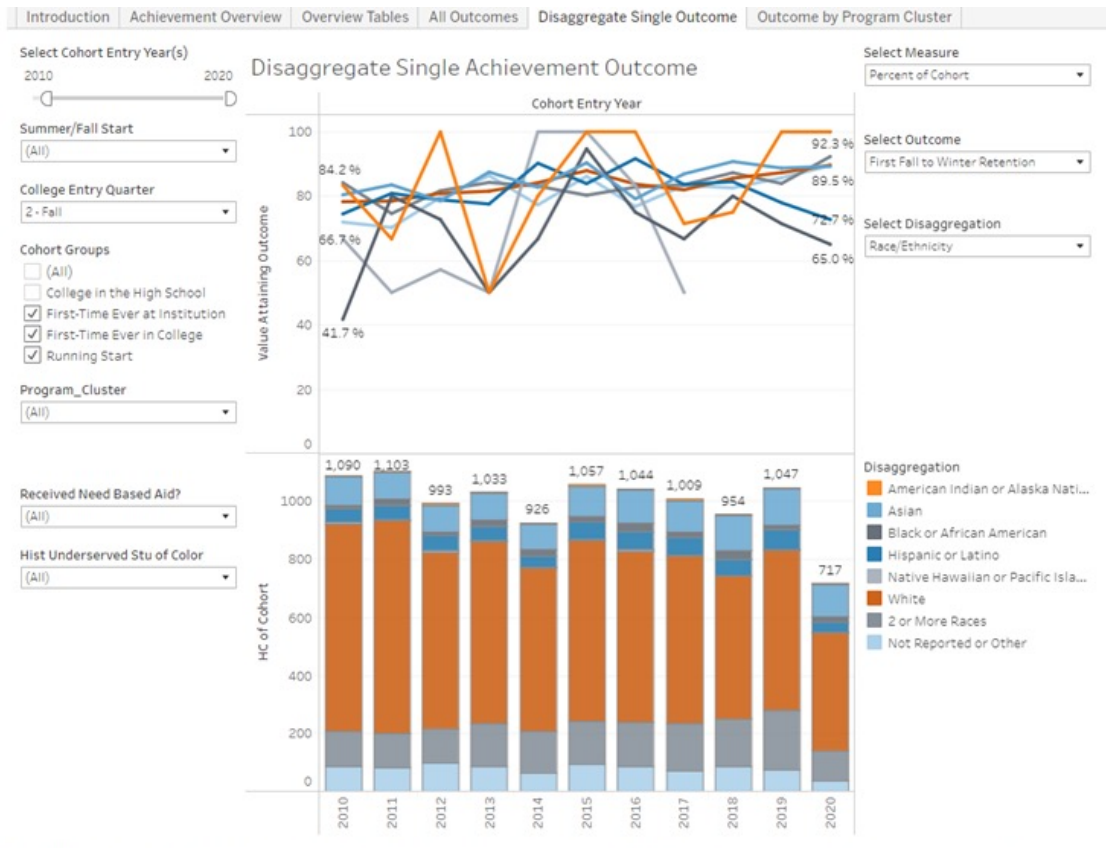
Credits Attained. Over time, more students are completing credits by year 1 and year 3.

English & Math completions increased since 2016.

Completion rate declined for students who entered in 2018.

[Go to Interactive Dashboard](#)

Interactive: to explore and get answers



Cascadia College Board of Trustees
Discussion/Presentation Items

Subject: Campus Capital Projects Update

Justification:

Update on major capital projects STEM 4 and CC5, plus Husky Village

Background:

Capital projects are among our biggest expenses and investments, and the construction market has been delivered some challenges that are impacting our projects. Not only have the costs of labor and materials significantly, the turn-around time for permitting has slowed, and the Teamsters strike is wreaking havoc. This is not unique to Cascadia. Meagan Walker has created a PPT presentation to catch you up to speed with the projects and inform you about impacts.

CAPITAL PROJECTS

A PRESENTATION TO THE BOARD OF TRUSTEES - MARCH 2022

CAPITAL PROJECTS

STEM 4

CC5

HUSKY VILLAGE

FOOTBRIDGE

WEST GARAGE
LIGHTING



STEM 4

STATUS:	UNDER CONSTRUCTION
SQUARE FOOTAGE:	77,000 GROSS SQUARE FEET
BUDGET:	\$79.6M









TEAMSTERS STRIKE

Into fourth month

Delaying concrete pour

Skeleton crew and small projects

Elevator pit

Storm sewer

Sanitary sewer



STRIKE IMPACTS TO BUDGET & SCHEDULE

Strike Ends	Concrete Delivery	Delay Weeks	Contingency Impact	Start of Move-In
March 4	3/11/22	12	\$1,104,600	8/8/23
March 11	3/18/22	13	\$1,196,650	8/15/23
March 18	3/25/22	14	\$1,288,700	8/22/23
March 25	4/1/22	15	\$1,380,750	8/29/23
April 1	4/8/22	16	\$1,472,800	9/5/23

IMPLICATIONS & QUESTIONS FOR STEM 4

Furniture, Fixtures & Equipment budget at risk

- Pursue grants, legislative assistance, and/or COP
- Order in November 2022

Move-in Date at risk

- Identify storage for new FF&E
- Work with city to determine what's allowable

CC5

STATUS:	PRE-DESIGN
SQUARE FOOTAGE:	61,600 GROSS SQUARE FEET
BUDGET:	\$24.8M
TIMELINE:	PRE-DESIGN DUE 6-30-22

IMPLICATIONS & QUESTIONS FOR CC5

Square footage and budget established in 2017

- No longer hold true
- Re-prioritize needs in pre-design
- Scale down footprint?
- Possible delay in funding release?

HUSKY VILLAGE

STATUS:

PHASE ONE BROKE GROUND

SQUARE FOOTAGE:

300,000 GROSS SQUARE FEET

BUDGET:

PUBLIC PRIVATE PARTNERSHIP



WHY IMPORTANT TO CASCADIA

Campus food services

Student housing prioritized for Cascadia students after UWB

Relocation of campus transit stop

Pedestrian pathway from bus stop to promenade

SMALL PROJECTS

PEDESTRIAN FOOTBRIDGE EMERGENCY REPAIRS

WEST GARAGE LIGHTING MITIGATION PROJECT

QUESTIONS?

THANK YOU!

Cascadia College Board of Trustees
Discussion/Presentation Items

Subject: Monthly Financial Workshop

Justification:

The Board has the responsibility of staying up to speed on the college's financial situation and outlook.

Background:

The Board will review several components of the 22-23 budget, including Repair & Replacement Schedules for labs, facilities, and IT. Additionally, the Board will get an update on our Reserves and be presented with the Schedule of Class Fees.

Discussion:

The BOT Finance Sub-Committee met on March 3 to review the above materials. The sub-committee will provide their perspective after staff has presented on these items.

The college continues to have a special allocation for IT replacement (\$611,696) that will be used to fund much of the IT R&R Schedule.

The college has a class fee with remaining balance that will be used to fund much of the Lab R&R Schedule.

The Facilities R&R Schedule needs to be funded through unallocated reserves.

The Class Fee Schedule is an annual review of class-by-class fees and is developed by the Vice President of Student Learning along with her team. Every effort is made to keep these fees low. The fees are used for consumable items associated with specific classes as allowed for by state policy.

Budget Development Process, 2022

1. Campus Budget Council – Meeting dates

January 25	March 22
February 8	April 5
February 22	April 19
March 8	May 3

2. Trustee Sub-Committee for Finance – Meeting dates

Thursday, Feb 3
Thursday, March 3
Thursday, April 7
Thursday, May 5
Thursday, June 2

3. Monthly Agendas

- February
 - Revenue & Expense Projections 21-22
- March
 - Reserve Account updates
 - Anticipated expenses: Bookstore, STEM4, Redmond Site, 22-23
 - Repair & Replacement Overviews
 - Labs
 - Facilities
 - IS Infrastructure
 - Budget Council's Work
- April
 - Budget Review, 22-23 (1.0)
 - Deficit Model, Reserves, Enrollment Initiatives
- May
 - Final Revenue Numbers, 21-22
 - Budget Review, 22-23 (2.0)
- June
 - Final State Allocation
 - Budget Review (3.0) and Approval

2022-2023 Facilities Renewal Budget Request

Notes:

We have provided a high and low option for you to consider. Facilities is recommending adoption of the lower budget (\$194,150) since furniture items have had low usage over the past two years. All new desk purchases moving forward are to replace a larger, heavier, discontinued brand. Costs include 10% sales tax.

Low Option 2022-23:

Type	Areas	Quantity	Cost
U Shaped Desk w/ ped	Stock supply for new employees	10	\$33,680
Workpoint Desk	Desk replacement parts (kits)	10	\$3,500
Classroom chairs	Replacement chairs	10	\$9,638
	<i>Subtotal</i>		\$46,818
Carpet	Kodiak Corner		\$49,575
	<i>Subtotal</i>		\$49,575
Paint – Standard White	CC1/2 LL & 1st floor hallways, bathrooms, break-out areas, and vista		\$24,954
Paint – Standard White	CC3 Lobby, 1st floor, and 2nd floor hallways		\$42,471
Paint – Standard White	CC3 All bathrooms		\$5,005
	<i>Subtotal</i>		\$72,430
	<i>Total based on original quotes</i>		\$168,826
	<i>Total assuming 15% increase due to inflation etc.</i>		\$194,150

High Option 2022-23:

Type	Areas	Quantity	Cost
All	LBA 1 st floor offices	8	\$121,963
U Shaped Desk w/ ped	Stock supply for new employees	21	\$70,728
Workpoint Desk	Desk replacement parts (kits)	10	\$3,500
Classroom chairs	Replacement chairs	10	\$9,638
	<i>Subtotal</i>		\$205,829
Carpet	Kodiak Corner		\$49,575
	<i>Subtotal</i>		\$49,575
Paint – Standard White	CC1/2 LL & 1st floor hallways, bathrooms, break-out areas, and vista		\$24,954
Paint – Standard White	CC3 Lobby, 1st floor, and 2nd floor hallways		\$42,471
Paint – Standard White	CC3 All bathrooms		\$5,005
	<i>Subtotal</i>		\$72,430
	<i>Total based on original quotes</i>		\$327,834
	<i>Total assuming 15% increase due to inflation etc.</i>		\$377,010

2023-2024			\$389,336
	<i>Total assuming 15% increase due to inflation etc.</i>		\$447,736

BACKGROUND

The College's Science Lab Maintenance Plan aims at sustaining the level of support the College provides for students in STEM programs. The plan is based on an inventory of equipment across the labs and an assessment of the condition of the equipment. The plan also acknowledges that STEM 4 plans may greatly impact the budget asks once these plans become more concrete in terms of structure and program. More pressing, the impacts of COVID and our subsequent enrollment drop has changed how courses are conducted and the materials used to support them. (The maintenance plan was approved in 2020.)

This plan provides for scheduled replacement of the models, simulations, and demonstrations that are part of day-to-day instruction, as well as the lab equipment used by students. The schedule also provides for the maintenance and replacement of major equipment such as microscope sets and freezers; current equipment, such as microscopes, are over 20 years old. In many places we are continuing to use original equipment present at opening. The schedule for repair and replacement is acknowledged as approximate. We are in second year and preparing for our third year of the repair and replace cycle. Budget for and revision of the Repair and Replace cycle will begin this summer, in addition to updated and more detailed preparations to move Chemistry and Engineering instruction to the new building.

Corollary to this budget request is a revised fee schedule that will begin to replenish our Repair and Replace funds to reflect a more self-sustaining source. This funding source, however, will not immediately replace yearly budget asks of the Board for use of general funds. We hope that the funds will build towards a 2-3 year transition starting at the end of 2022-23.

Table 1 Repair and Replace Budget Proposal (including previously approved budgets)

Category	2021-22	2022-23	2023-24
Durable Equipment	\$49,672.52	\$36,245.77	\$59,756.55
Maintenance	\$10,175.00	\$10,496.30	\$10,175.00
Subtotal	\$59,847.52	\$46,742.07	\$69,931.55
Tax	\$5,625.67	\$4,393.75	\$6,573.57
Shipping	\$11,311.18	\$8,834.25	\$13,217.06
Total	\$76,784.37	\$59,970.07	\$89,722.18

Recommendation Action

It is recommended that the Board of Trustees approve the plan displayed in Table 1 to provide for replacements and maintenance of science lab equipment and the 22-23 budget for lab equipment replacement.

2022-2023 IS Repair & Replacement

Wireless Infrastructure	\$ 150,000.00
Networking	\$ 220,000.00
Student, Wireless & Phone Switches	
Closet UPS Equipment	\$ 24,000.00
CC1-201B	\$ 6,000.00
CC1-301B	\$ 6,000.00
CC2-101Q	\$ 6,000.00
CC2-201Q	\$ 6,000.00
Ongoing	\$ 3,500.00
Classroom AV replacements	\$ 280,000.00
CC1-202	
CC1-331	
CC1-351	
CC2-260	
CC2-358	
Server Updates	\$ 200,000.00
Consulting for Horizon Upgrade	
Storage Controller & Shelf	\$ 65,000.00
Cisco Blade Servers (4)	\$ 80,000.00
Server Room UPS	
Phone System	
Employee Desktops/Laptops	\$ 117,900.00
Employee Printers (Not Lease)	\$ 5,000.00
Employee Lending Pool	\$ 5,000.00
Mobius	
	\$ 1,005,400.00
Cascadia Student Hardware	\$ 169,315.08
	\$ 169,315.08

Moved from 2021-2022

This project assumes that vendor gets current issue from last set of rooms remedied in time for us to do this work this year. Last year's project could not be done due to timing issues.

RESERVE FUND BALANCES

RESERVES - Protected Accounts

	FUND	a/o 3/1/21	as of 1/08/22	a/o 2/24/22
Data Processing	443	\$ 1,274,885.00	\$ 449,250.00	\$ 611,696.36
Motor Pool	460	\$ 37,122.00	\$ 26,559.00	\$ 28,067.55
Associated Students	522	\$ 1,595,882.00	\$ 1,944,481.00	\$ 2,025,502.00
Parking	528	\$ 14,898,091.00	\$ 1,251,211.00	\$ 1,821,476.00
Aux Enterprise	570	\$ (17,757.00)	\$ (7,865.00)	\$ (40,750.00)
Grant-in-Aid	846	\$ (179,500.00)	\$ 1,131,430.00	\$ (106,840.00)
Student Loan	849	\$ (144,977.00)	\$ 335,461.00	\$ (142,823.00)
Long Term Loan	860	\$ 269,890.00	\$ 333,871.00	\$ 370,316.00
Bldg & Constr	057	\$ 485,066.88	\$ -	\$ -
Grants & Contracts	145	\$ 483,301.00	\$ 1,874,560.00	\$ 978,917.00
Student Tech Fee	148	\$ 852,419.08	\$ 875,666.00	\$ 787,158.69
Arc Fees	148	\$ 1,065,621.85	\$ 280,146.00	\$ 331,803.35

RESERVES - Available Funds

Fees	148	\$ 2,470,000.00	\$ 3,100,000.00	\$ 3,365,059.65
Cash Balance by fund	146	\$ 2,138,101.00	\$ 2,137,571.00	\$ 2,484,165.41
Cash Balance by fund	147	\$ 379,548.00	\$ 397,302.00	\$ 397,301.00
	SUM	\$ 4,987,649.00	\$ 6,110,682.00	\$ 6,246,526.06
Stimulus funds	SUM	\$ 6,074,136.00	\$ 3,307,419.00	\$ 3,307,419.00
Local Govt Investment Pool	841	\$ 2,168,408.00	\$ 2,168,408.00	\$ 2,168,408.00
Long Term Investments	841	\$ 6,355,000.00	\$ 6,355,000.00	\$ 6,355,000.00
	SUM	\$ 8,523,408.00	\$ 8,523,408.00	\$ 8,523,408.00

21-22 Encumbered	Foundation Development Specialist	\$ 27,000
	Student Support Software	\$ 38,490
	Faculty Sabbatical	\$ 50,000
	COVID 19 Memorial	\$ 5,000
	Marketing	\$ 50,000
	Labs R&R	\$ 76,784
	UW Bookstore Buyout	\$ 750,000
	STEM 4	\$ 550,000
	Skybridge Emergency	\$ 35,000
	Facilities R&R	\$ 516,000
	TOTAL	\$ 2,098,274

GRAND TOT/ \$ 19,585,193.00 \$ 17,941,509.00 \$ 15,979,079.06

Student Fees 2022-2023

Overview

The purpose of this review is to ensure we have reasonable student fees to support specialized instruction exceeding typical course costs, and that fees are fairly distributed across student populations.

The outcome of this review is to construct a Board approved transparent student fee schedule so that staff and students know who is being charged what amount for specific purposes each term/year.

Types of Student Fees

Fee Type	Purpose	Who is assessed	Example
College	Support a service or cost to all or most students	All credit students enrolled in applicable courses	E-learning fee
Course Fee	Cover cost directly tied to a specific individual course	Students enrolled in the specific courses	Lab fees (art and science)
Service Fees	Cover cost of specific individual student service	Students accessing the service	Bus pass
Assessment Fees	Cover cost of for use and assessment	Individual requesting the service	Accuplacer
Fees embedded in tuition	Support student programming and operations, and other costs of college attendance	Students enrolled in credit classes	Building fee or SA fee

2021-2022 Student Fee Schedule

Proposed Student Fees 2022-2023

Fee	Purpose	Who is assessed	21-22 Fee	Proposed 22-23
Learning Technology Fee	Supports the costs associated with providing online learning experiences to students in online, hybrid, and web-enhanced (in-person) classes.	This fee is charged to all students in all classes except Independent Study/Internship sections and College and Career Foundations classes	\$15 per student/course	\$20 per student/course
Student Lab Course Fees—Biology 120 online only	This fee covers kits created for student use for labs.	This fee applies only to students in fully online course sections.	\$23	\$20.
Student Lab Course Fees—All Lab classes unless	This lab fee covers consumables and distributed wear and tear on Repair and Replace materials such as	This fee applies to students taking Science lab classes listed in the modalities listed.	\$23	\$35 per student per course

otherwise noted	microscopes and lab coats.			
Student Lab Course Fees— Biology 320, Biology 241, Biology 242, Chem 254, Chem 255	This lab fee covers courses with proportionately higher quarter consumable costs and distributed wear and tear on Repair and Replace materials such as microscopes and lab coats.	This fee applies to students taking Science lab classes listed in the modalities listed.	\$41 (Organic Chem 254/255 was \$23)	\$60
Student Lab Course Fees-- Microbiology	This lab fee covers courses with proportionately higher quarter consumable costs and distributed wear and tear on Repair and Replace materials such as microscopes and lab coats.	This fee applies to students taking Microbiology.	\$58	\$75
Studio Art courses— hybrid and campus only	Maintain superior learning experiences through quality materials and live model contracts, with additional funds set apart for Repair and Replace items such as easels.	This fee applies to all students taking studio arts sections with campus components.	\$55	\$55
Studio Art courses— Online only	Technology fees are covered separately. No kits are distributed.	This applies to all students taking online only course sections.	\$55	\$0 (covered under tech fees)
Lab – Comp & Technology	This fee covers software, licenses and support in specific courses	This fee applies to students taking specific courses, primarily BIT	\$3 per credit	\$5 per credit
Lab – Comp & Technology Intensive	This fee covers hardware, software, licenses, support and technology in specific courses	This fee applies to students taking specific courses, primarily BIT	\$4.75 per credit	\$8 per credit
Prior Learning, Portfolio Assessment	This fee covers faculty expense associated with assessment of student work	This fee is applied to an individual student seeking credit for prior learning.	\$257.60 for up to ten credits	\$260 for up to ten credits
Prior Learning, Credit by Exam	This fee covers faculty expense associated with Assessment of student work	This fee is applied to an individual student seeking credit for prior learning.	\$154.56 per assessment	\$155 per assessment

Learning Technology Course Fee Proposal

Context

This course fee, currently called the eLearning fee, supports the costs associated with providing online learning experiences to students in online, hybrid, and web-enhanced (in-person) classes. (This fee is charged to all students in all classes except Independent Study/Internship sections and College and Career Foundations classes [formerly BEdA and ELP]).

This fee covers the annual costs of Cascadia’s learning management system, participation in the National Council for State Authorization Reciprocity Agreements, participation in the statewide eLearning Council, and some student software. It covers the salaries and benefits of two full-time employees, the Assistant Director of Learning, Technology, and Design, and the Instructional Designer. This fee also covers occasional one-time costs related to online teaching and learning including faculty stipends, conference attendance, and software pilots.

Through Winter 2020, this fee was charged only on fully online and hybrid courses (\$35 per online course and \$30 per hybrid course). The fee was then suspended during the initial quarters of the pandemic. For this academic year (21-22), the Board approved a temporary change to the fee, creating a flat \$15 fee for every online, hybrid, and web-enhanced course. Cascadia’s Student Learning and Student Success leadership believe that charging this fee on all three course types is a more equitable method of collecting the fee and would like to make this change permanent, while adjusting the fee to fully cover costs.

Numbers

Expenses connected to this budget vary with FTEs and one-time need, but have ranged in recent years from **approximately \$250,000 to \$275,000**.

The current fee of \$15 per student per course is expected to bring in approximately \$215,000 in revenue this academic year.

Current Fee (AY 2021-22): \$15 per student per course					
	Summer 2021	Fall 2021	Winter 2022	Spring 2022 (proj)	Total
Enrollment	1170	4922	4280	3905	14277
Fee Income	\$ 17,550.00	\$ 73,830.00	\$ 64,200.00	\$ 58,575.00	\$ 214,155.00

A fee of \$20 per student per course would bring in approximately \$285,000 at current enrollments.

Increased Fee: \$20 per student per course: would cover typical expenses					
	Summer 2021	Fall 2021	Winter 2022	Spring 2022 (proj)	Total
Enrollment	1170	4922	4280	3905	14277
Fee Income	\$ 23,400.00	\$ 98,440.00	\$ 85,600.00	\$ 78,100.00	\$ 285,540.00

NOTE: Enrollment refers to student headcount in applicable course sections.

Proposal

In order to sustain our current level of services in Learning Technology and Design, we propose that the Board of Trustees approve (1) making the change to a flat fee permanent, and (2) raising the fee to \$20 per student per course (with the exceptions noted in the opening paragraph).

Proposed fee adjustments for Science Lab courses

Rationale

The Science Lab fees were last adjusted in the 2012/13 academic year. Since then, our consumable costs have increased, and our equipment has aged. We are currently cycling through a repair and replace schedule to replace 20+ year old equipment. The funding for repair and replace was not set up so that it was directly tied to lab revenue.

The table below demonstrates what revenue would have been generated this year if classes were full and the same number of sections were offered with the new flat rate. All fees are Course Lab Fees.

	Subject	Catalog	Flat Amount (current)	Flat amount updated	Fees adjusted in	Course caps	2021-22 number of sections (Su-Sp)	Revenue with flat rate updated	Total estimate for R&R 15% per student)	Revenue left for consumables/materials 15%
Introduction to Astronomy	ASTR&	101	\$23.00	\$35.00	2012-2013	24.00	4	\$3,360.00	\$ 504.00	\$2,856.00
The Science of Weather	ATMS	101	\$23.00	\$35.00	2012-2013	24.00	2	\$1,680.00	\$ 252.00	\$1,428.00
Survey of the Kingdoms	BIOL	120	\$23.00	\$35.00	2012-2013	24.00	5	\$4,200.00	\$ 630.00	\$3,570.00
Majors Cellular	BIOL&	211	\$23.00	\$35.00	2012-2013	24.00	8	\$6,720.00	\$ 1,008.00	\$5,712.00
Majors Animal	BIOL&	212	\$23.00	\$35.00	2012-2013	24.00	3	\$2,520.00	\$ 378.00	\$2,142.00
Majors Plant	BIOL&	213	\$23.00	\$35.00	2012-2013	24.00	3	\$2,520.00	\$ 378.00	\$2,142.00
Intro to Chemistry	CHEM &	121	\$23.00	\$35.00	2012-2013	24.00	8	\$6,720.00	\$ 1,008.00	\$5,712.00
Intro to Organic Chemistry	CHEM &	131	\$23.00	\$35.00	2012-2013	24.00	2	\$1,680.00	\$ 252.00	\$1,428.00
General Chemistry w/ Lab I	CHEM &	161	\$23.00	\$35.00	2012-2013	24.00	8	\$6,720.00	\$ 1,008.00	\$5,712.00

General Chemistry w/ Lab II	CHEM &	162	\$23.00	\$35.00	2012-2013	24.00	5	\$4,200.00	\$ 630.00	\$3,570.00
General Chemistry w/ Lab III	CHEM &	163	\$23.00	\$35.00	2012-2013	24.00	4	\$3,360.00	\$ 504.00	\$2,856.00
Organic Chemistry Lab A	CHEM &	254	\$23.00	\$60.00	2012-2013	18.00	1	\$1080	\$162	\$918
Organic Chemistry Lab B	CHEM &	255	\$23.00	\$60.00	2012-2013	18.00	1	\$1080	\$162	\$918
Intro to Environmental Science	ENVS& (this course was not offered due to COVID)	101	\$23.00	\$35.00	2012-2013	24.00	0	\$0.00	\$ -	\$0.00
Wetland Ecology	ENVS&	220	\$23.00	\$35.00	2012-2013	24.00	1	\$840.00	\$ 126.00	\$714.00
<i>Environmental Chemistry, Pollution, and Waste Management</i>	ENVS	370	\$23.00	\$35.00	2012-2013	24.00	1	\$840.00	\$ 126.00	\$714.00
Intro to Physical Geology	GEOL&	101	\$23.00	\$35.00	2012-2013	24.00	4	\$3,360.00	\$ 504.00	\$2,856.00
<i>Earth Systems and Global Climate Change</i>	GEOL	360	\$23.00	\$35.00	2012-2013	24.00	1	\$840.00	\$ 126.00	\$714.00
Intro to Oceanography w/ Lab	OCEA&	101	\$23.00	\$35.00	2012-2013	24.00	4	\$3,360.00	\$ 504.00	\$2,856.00
General Physics w/ Lab I	PHYS&	114	\$23.00	\$35.00	2012-2013	24.00	2	\$1,680.00	\$ 252.00	\$1,428.00
General Physics w/ Lab II	PHYS&	115	\$23.00	\$35.00	2012-2013	24.00	0	\$0.00	\$ -	\$0.00
Engineering Physics I	PHYS&	221	\$23.00	\$35.00	2012-2013	24.00	6	\$5,040.00	\$ 756.00	\$4,284.00
Engineering Physics II	PHYS&	222	\$23.00	\$35.00	2012-2013	24.00	4	\$3,360.00	\$ 504.00	\$2,856.00
Engineering Physics III	PHYS&	223	\$23.00	\$35.00	2012-2013	24.00	3	\$2,520.00	\$ 378.00	\$2,142.00
<i>Biodiversity</i>	BIOL	320	\$41.00	\$60.00	2012-2013	24.00	1	\$1,440.00	\$ 216.00	\$1,224.00
Human A & P 1	BIOL&	241	\$41.00	\$60.00	2012-2013	24.00	3	\$4,320.00	\$ 648.00	\$3,672.00
Human A & P 2	BIOL&	242	\$41.00	\$60.00	2012-2013	24.00	3	\$4,320.00	\$ 648.00	\$3,672.00
Microbiology	BIOL&	260	\$58.00	\$75.00	2012-2013	24.00	2	\$3,600.00	\$ 540.00	\$3,060.00

TOTALS							78.0	\$	\$	\$60,537.00
							0	71,220.00	10,683.00	

While the impact of COVID was partially offset by HEERF funding, we need to shift our Consumables and Repair and Replace budget to a more self-sustaining source. This will also help us adjust fees in the future.

In the last three years, we have been examining the fee schedules at other colleges. Our fees are almost universally a fraction of those charged at comparable institutions. For example, Lake Washington Tech already charges \$60 for their Biology major labs series courses; Bellevue College charges \$62. Our increase from \$23 to \$35 for the same courses is still much lower.

Our fee increases are initially modest because our student body includes a significant number of Running Start students and because we do not want to price out students already in our STEM pathways.

Proposal

We are proposing to increase our course fees to reflect real costs and to begin the shift to a more realistic and dynamic Repair and Replace funding source. We are proposing these fees with the understanding that we will review the costs and the repair and replace budget on a yearly basis to account for inflation and to make fee adjustments no later than three years from now. With this proposal, we expect to replenish the repair and replace schedule at the two-year mark if enrollment rises.

Further, we have adjusted the fees into four categories, based on the real costs of the course to operate. For example, when we offer Biology 120 online, we have reduced the cost because materials are lower and because students are assessed the eLearning fee (which equals the \$35 total for standard classes). While the current Microbiology sections cost over the fee adjustment proposal this year, we may readjust that specific fee after a second year of data gathering.

Lab, Comp and Tech Course Fee Proposal

Context

Cascadia has two existing lab fees for Comp and Tech, \$3 per credit and \$4.75 per credit (intensive). These are currently applied to 27 BIT courses and 2 Engineering courses. The smaller fee covers software, server licenses. The larger fee is applied to mainly networking courses where hardware is involved (supporting tech in the 180 lab).

Our peer institutions have different practices, some charge a flat fee on all courses, while others apply a higher course specific fee. Regardless, our current rate is still much lower than other colleges.

- Highline: \$40 flat fee on all computer related courses
- Renton Tech: \$25 flat fee on all computer related courses
- Bellevue: Varies by course, zero, \$57.50 class tech fee, \$75 virtual lab fee

Proposal

Current fee: \$3 per credit and \$4.75 per credit (intensive)

Proposed increase: \$5 per credit and \$8 per credit (intensive)

Remove the fee from 14 courses where specific costs were not identifiable:

BIT 100, 115, 116, 123, 142, 143, 145, 158, 160, 161, 175, 220, 265, 271

Apply the intensive fee to 5 courses in MoBAS to support hardware, server licenses needed by the program:

BIT 371, 372, 381, 382 and 340

Cascadia College Board of Trustees
Action Items

Subject: Schedule of Class Fees

Justification:

The Trustees must approve the fees in March such that they can be uploaded into ctcLink before the Fall Schedule is published.

Background:

Staff presented on the fees during the March Financial workshop. The college leadership finds them to be in good order.

Recommendation:

It is recommended that the Trustees approve the Schedule of Class Fees.

Action:

Chair asks for motion: _____

Trustee makes motion: _____

Trustee seconds motion: _____

Vote Tally:

	Yes	No	Abstain
Kelly			
McDaniel			
Ponto			
Quint			
Seabrooks			

Report to the Trustees
March 2022 Meeting
Events & Advocacy Board
Cascadia College



by Tamara Wood, Advocacy Chair

Events:

The student body has been very enthusiastic about our current programming, and we've been getting feedback that they are enjoying the in-person events. In addition, EAB has been attending club events, networking, and collaborating with many other student groups at Cascadia and UW Bothell to co-create programming and find new ways to engage and advocate for our student body. Recent examples have included:

- Valentine's day tabling, which included Kody the Kodiak custom valentines and giveaways.
- Virtual Library Tour: EAB took a trip to the library to highlight many of the features and resources available to our student body. We also saved it in our Instagram account for students to be able to use it as a future reference. We spoke with librarians, took an art tour and explored every nook and cranny.
- Student Life hosted a Student Social where over 40 students attended to create arts and crafts and socialize with EAB, CEOs and Health Educators Reaching Out (HEROs) student leaders.
- Happy Little Accidents was a Bob Ross themed paint-party hosted by a professional painter who dressed up like Bob Ross. We drew an evergreen landscape that was inspired by our campus.

Advocacy:

My work on the Campus Safety Taskforce has been progressing, and now we are starting to create workgroups to finish the action items on our timeline. I am working with the student team to create some educational deliverables to share with the student body before the all-campus survey is published.

Recently there were a couple incidents in the ARC Involvement & Leadership Office (ILO) concerning safety of the space. This is the primary workspace for many Cascadia and UWB student leaders, so we are discussing communication and training plans to be implemented in the future.

EAB is also talking about ways to show solidarity with the concrete worker teamsters during their strike.

Coming up:

- ARC x EAB collaboration: FTW (Female, Trans, Women) yoga class. After discussions with students, we have created a dedicated event to support our FTW population on campus.
- Design a T-Shirt Contest: A contest to help us create our new t-shirt design. The winner's design will be put on the next shirt giveaway.
- Healing From the Inside Out: Liberation and Transformation panel and interactive discussion with Raymond Santana and John Bunn of the Central Park 5. This interactive event is a partnership with Tacoma Community College and will engage students in conversations relevant to their lives and educational journeys as well as provide inspiration and rejuvenation to get through finals, re-energize, and fuel the soul just in time for spring quarter.

Cascadia Community College Federation of Teachers Local 6191, AFT



*Report to the Board of Trustees
Cascadia Community College
Meeting Date: March 2022*

❖ **AFT-WA Lobby Day**

Dave Shapiro, CCCFT Coordinator, along with other members of AFT-WA, participated in the annual “Lobby Day” in Olympia on President’s Day, 2/21/22. AFT members from around the state met (virtually) with legislators to continue making the case for higher education funding and support. Our District 1 Representatives, Davina Duerr and Shelly Kloba, were particular supportive and expressed their ongoing gratitude for the presence of Cascadia in District 1 and for all the work that Cascadia faculty and staff do on behalf of students specifically and our community in general.

❖ **CCCFT General Membership Meeting**

CCCFT held a general membership meeting on Friday, 3/4/22; members met (virtually) to discuss a variety of topics, including hopes and aspirations for our ongoing contract bargaining.