



September 13, 2021

Dear Board of Trustees and Campus Community:

I want to welcome you to the first official Board meeting for 2021-22. Thank you to the Trustees for a great retreat last week and for the planning needed to assure that the college stays healthy this year. Your insights and guidance are appreciated as we continue to navigate the COVID environment.

This year we will regularly bring you updates on the Strategic Plan, enrollment, and our fiscal health. These are the three main areas that will be important to our success in 2021-22. All of these areas are influenced by COVID and, as such, we will continue to update you on how that impacts us. As well, we have nine faculty sabbaticals to report and you've asked for monthly Student Success connections. We will organize these beginning in October.

I look forward to seeing you next week. Below is a list of activities since we last met in June and the executive team highlights.

Respectfully, Eric

Campus

- Eteam EOY Review Process
- COVID Response Planning
- College Policy Review
- Cascadia College Foundation Meetings
- Eteam mini-retreats (x3)
- STEM 4 Groundbreaking
- New Employee Orientation
- Russian Intl Student Recruitment Video
- COVID Safety Video
- BOT Retreat

Community / State

- Leadership Eastside Advisory Council
- Bothell Chamber of Commerce
- OneRedmond Board Meeting
- Eastside Small Business Recovery Center Advisory Council
- WACTC Retreat and Wednesday meetings

UWB

- Chancellor & President Monthly Meetings regarding Campus Safety and Chancellor Transition
- Lunch with new UWB Chancellor

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** – Cascadia Scholars is moving along quite smoothly. The scholarship application is complete with a deadline of October 15. Outreach has also begun with a combination of hard copy fliers that will be posted throughout campus and social media posts. Workshops about the program will also be a part of each day of the fall orientation (six weeks).

**Northshore School District Student of Color Conference** – the Conference will be hosted by Cascadia in Mobius Hall in March 2022.

**E&I Interns** – Three University of Washington students will begin internships in the Office of Equity and Inclusion beginning 9/27 and lasting one academic year. The students will rotate positions within the Office of E&I, Cascadia Scholars, and the Diversity and Equity Center.

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

Faculty Scholarship

Professor of Sociology **Dr. Soraya Cardenas** has recently published "The Evolving Treadmill of Production in the Digital Society" in *IEEE Transactions on Technology and Society* in the September issue (Volume: 2, Issue: 3; Digital Object Identifier: 10.1109/TTS.2021.3075097). This follows her 2020 article review of *The Technocene: Reflections on Bodies, Minds, and Markets* in *Contemporary Sociology*. (<https://doi.org/10.1177/0094306120930218w>)

**Dr. Margaret (Peggy) Harbol and Dr. Azizeh Farajallah**, -- with San Diego City College Chemistry professor, Dr. Robert Kojima-- co-authored a chapter in the Summer 2021 issue of the journal *New Directions for Community Colleges* titled "The American Chemical Society & Two-Year College Chemistry Faculty Relationships." They find that ACS supports community college Chemistry faculty by addressing curriculum, laboratory, and safety issues; however, these faculty are underrepresented in the ACS governance structure which contributes to under-serving two-year college specific needs and low engagement by two-year faculty in the ACS <https://doi.org/10.1002/cc.20450>

**Professor Erin Richards'** (Political Science) students and their work were featured in a blog post on the American Association of Community Colleges (AACC) 21<sup>st</sup> Century site. Written by Joanna Kenty, the [blog entry](#) is entitled "Empowering Citizen Leaders" and discusses how Professor Richards' student "receive[d] hands on citizen leadership training" during their State and Local Government class this spring (POLS 206).

Instructional Designer **Anne Tuominen** presented a workshop to UW-Bothell faculty in July titled, "Exposing the Hidden Curriculum to First Year Students: Ideas and Challenges."

Summer Work

Faculty and staff engaged in several summer work groups and projects, including College & Career Foundations program integration (combining former BEdA and ELP into a single program), College 101 curriculum updates, TLA videos for new faculty onboarding, Math and BIT course design work, assessment, and student communication planning.

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

**Human Resources/Payroll**

Over the summer the HR team supported multiple recruitments and new employees in various areas including: Cascadia College Foundation, Outreach & Marketing, Equity & Inclusion, Finance, Student Life, Bock Learning Center and the ARC.

HR continues to recruit for our Director of Financial Services, Executive Director of Equity & Inclusion and Fiscal Analyst 1.

We also processed this summer's 1.7% Cost of Living Adjustments for all faculty as well as the High Demand Salary Increase for qualifying faculty members in collaboration with Payroll, Finance and Student Learning. In addition to this, the 5% King County Premium Pay (KCPP) is still in effect and continues to be included in all employee salaries.

Lastly, we remain focused on supporting employees for the hybrid return to campus Fall Quarter Plan and COVID vaccine mandates for all state employee effective Oct 18, 2021.

**Organizational & Professional Development**

A Change Management presentation will be delivered to the BOT at the September meeting.

**Information Services**

During Spring and Summer Quarters, Information Services:

- Provided 115 new equipment checkouts (66 for students, 49 for employees)
- Resolved 1617 requests for assistance (out of the 1700 new requests received) with about 25% of those requests being from students.
- Completed a project (led by Daniel Tran) to remodel five classrooms on campus with updated and streamlined technology meant to better support Cascadia's ongoing focus on inclusion, reduce overall costs and implement more current technologies. Highlights include:
  - Laser projectors that not only provide brighter, clearer images but also reduce costs associated with maintenance because lamps don't need to be replaced
  - A new Assistive Listening System that removes the need for special headsets for students to use it. The new system allows students to use their own personal devices and headphones to listen. This makes it easier for anyone to use the system, regardless of accommodation requests.
  - New ceiling mounted mics that automatically engage when the classroom AV system is engaged, providing light voice lift in the classroom (even with a mask on!), automatic audio feed to the ALS system and a hands-free mic experience that is easy to use and doesn't require regular sanitation.
- Transitioned the campus from Skype to Teams (led by Sandy Nelson).
- Upgraded desktops and laptops to a newer version of Windows 10 (20H2 for those who know ☺) – Thank you to the IT Analysts Team of Cameron, C.J., Daniel, Nick and Tonio
- Responded to 103 reported security incidents which ranged from failed phishing attempts to a significant security breach that required coordination with the AAG and the FBI. Thank you to the SecOps Team of Andrew, Cameron and Dwayne
- Implemented our first iteration of Change Management and completed 56 changes successfully. These changes are generally behind the scenes improvements or

upgrades that keep campus technologies up to date, secure and running smoothly.

- Updated Cascadia's ctLink data synchronization to include new functionality that allows for more regular data feeds to multiple reports/departments on campus and allows for more flexibility in the future. Thank you to our one person DBA Team – Pat!

## Finance

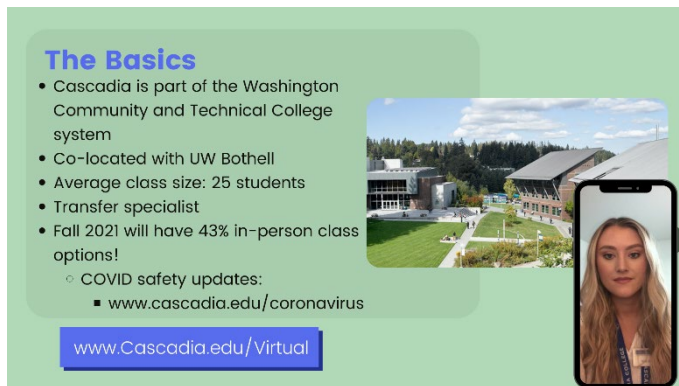
Several new employees have joined the Finance Team over the summer. Further updates will be provided at the October meeting.

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

### Communication

Social Media giveaways increased engagement significantly on Facebook and most notably on Instagram by over one thousand percent.

Cascadia's Web Help processed over seventy-five page/content edit tickets; restructured and renamed [College & Career Foundations](#); and finished a complete overhaul of the COVID-19 related pages now titled [www.cascadia.edu/coronavirus](http://www.cascadia.edu/coronavirus) and [www.cascadia.edu/virtual](http://www.cascadia.edu/virtual).



### Outreach

Nina Jouval accepted the new position of Outreach Specialist. Campus Tours returned in August with sixty-six visitors. The Outreach team responded to over three hundred fifty emails, live chats and Zoom visits.

### Marketing

The second round of the Fall Enrollment campaign included email blasts and search engine optimization, as well as fun videos appealing to potential students from both [adult](#) and [Generation Z](#) populations.

### Facilities

The STEM 4 team held its groundbreaking at the end of July. This marks a big milestone in the project, which is moving ahead on time and, so far, on budget (despite some significant challenges due to increases in construction labor and raw materials, and delays in city permitting).



### **Foundation**

Work on the Strategic Plan Phase I Objectives continued through the summer. Onboarding and training occurred for the new Development Specialist, Ketra Embleton, who will take on numerous responsibilities. Implementation of the new scholarships management software, AwardSpring, was initiated. Other plans were also started, such as the next phase of Board recruiting and planning for the renewal of the operating agreement between the College and the Foundation. Other major activities included the close out of Foundation financials for FY21 and completion of budget process for FY22, and the renewals of emergency grant funding through the United Way of King County, the Biella Foundation, and the Denver Foundation.

### **International Programs**

International Programs admitted an increasing number of new international students for Fall 21 and continued to monitor, adapt, and communicate the evolving federal and state COVID-19 policies and guidance to international students. Preparations for fall re-entry include the international student orientation. International Student Advisor, Shao-Wei Wang, worked closely with program administration to launch the new English Foundations program this fall.

### **COVID Preparation**

All areas have been set up for Fall Quarter and equipped with cleaning kits. Signage has been posted throughout the buildings. Eating areas have been established. The vaccination reporting and contact tracing tools will have been launched by the time this communication is published.

Respectively submitted,  
Eric



**Board of Trustees Meeting Agenda**  
**Mr. Roy Captain, Chair**  
**Ms. Janet McDaniel, Vice Chair**  
**Mr. Mike Kelly**  
**Dr. Meghan Quint**  
**Dr. Colleen Ponto**

**Regular Meeting**  
**Wednesday, September 22<sup>nd</sup> 2021**  
**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, September 22<sup>nd</sup> 2021  
4:00 p.m.  
ZOOM**

**AGENDA**

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

**2. CONSENT AGENDA**

- Meeting Agenda
- Minutes from last meeting – June 16<sup>th</sup> 2021

**3. PUBLIC COMMENTS**

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

**4. NEW EMPLOYEES/PROMOTIONS**

- Introduction of New Employees/Promotions

**5. INFORMATION ITEMS**

- Enrollment Report (KL)
- Strategic Plan (KL)
- COVID Update (MW)

**6. DISCUSSION/PRESENTATION ITEMS**

- Strategic Plan Byte: Enrollment Breakdowns  
(KL → MH)

- Change Management Presentation (EM → SB)
- Monthly Finance Report (ML)

## **7. RECOMMENDED ACTION ITEMS**

- 2021-2022 Election of BOT Chair and Vice Chair (1<sup>st</sup> Read/Action) – (EM)
- 2021-2022 Legislative Action Committee BOT Rep (1<sup>st</sup> Read/Action) – (EM)

## **8. OTHER REPORTS**

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

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

## **10. NEXT MEETING**

- Next regularly scheduled Board meeting is Wednesday, October 20<sup>th</sup> 2021

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



**Minutes  
Regular Meeting  
Cascadia College Board of Trustees  
June 16<sup>th</sup> 2021**

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

**BOARD OF TRUSTEES**

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

**EXECUTIVE STAFF**

Dr. Kerry Levett, Marty Logan, Meagan Walker, Chari Davenport and Dr. Eric Murray present.

Alan Smith (AAG) present.

Lily Allen-Richter (recorder) present.

**AREA REPRESENTATIVES**

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

Student Representative – Angela Tang EAB Advocacy Chair present.

WPEA Representative – Marah Selves, Administrative Services Manager present.

**AUDIENCE**

Becky Riopel, Erik Tingelstad, Erin Blakeney, Kari McGie, Kristina Young, Lyn Eisenhour, Michael Horn, Ketra Embleton, Mark Collins, Teya Viola, Deann Holliday, NoahOverby and Sara Gomez Taylor

**1. CALL TO ORDER**

Chair Roy Captain called the meeting to order at 4:01 PM

**2. CONSENT AGENDA**

**Vice Chair Mike Kelly asked for approval of the consent agenda. Trustee Janet McDaniel made a motion to approve the consent agenda. Trustee Dr. Meghan Quint seconded the motion. Hearing no objections, the trustees approved the consent agenda. Chair *Roy Captain Absent.***

**3. PUBLIC COMMENTS**

No public comments for the agenda.

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

- Ketra Embleton, new Development Specialist in the Foundation.
- Chari Davenport, new interim EDEI Executive Director.
- Dr. Kerry Levett, announced a Promotion in her area.

## 5. INFORMATION ITEMS

None

## 6. DISCUSSION/PRESENTATION ITEMS

### Campus Safety and Bothell PD

- The current timeline is:
  - Week of June 7: Campus Safety Advisory Committee will deliver results of survey to Chancellor Yeigh and President Murray.
  - Week of June 14: Chancellor Yeigh and President Murray will have lunch and discuss the information received. We will determine a tentative plan for moving forward.
- Important considerations:
  - Chancellor Yeigh is hesitant to make a final decision on behalf of UWB given that new leadership will take over in September.
  - A “new” Campus Safety Department with updated priorities and expectations will take some time to formulate and design.
  - The benefits of the CSO (e.g., report-taking, First Responder liaison, social services point of contact) must be considered in light of the concerns raised by the majority of campus (is an *armed* officer necessary as opposed to a better training campus safety team or a non-commissioned officer, what does this say about the campus’s understanding of the social justice issues present?).

### Comments/Questions:

- None

### Cascadia’s Marketing Push

- The Board invested \$50,000 to supplement the spring campaign (which nearly doubled the budget for the department. Prior to this, Communications/Outreach/Marketing had to allocate its \$60,000 for web improvements, sponsorships, cost for attending recruiting events, graphics and editing software packages, IT and camera equipment, supplies, etc in addition to advertising. This infusion allowed us to beef up our paid advertising.
- Objective:
  - Increase enrollment
- Tactic:
  - Big digital presence with clear CTAs
- Messages :
  - What You Do at Cascadia College Matters (GenZ)
  - Why Wait? (Adult Learners )
- ROI, great to get people to the website, but not to commit completely to the services.
- Live audio ads weren’t working very well, so we are removing those ads.
- Added three new videos for YouTube that went well.
- Shout out to IS to help get this platform launched. Team effort all around.

### Comments/Questions:

- Very impressive, super work.
- Very good report, thank you so much!

### Mission Fulfillment: Institutional Effectiveness Annual Calendar

- The institutional effectiveness process centers on continuous improvement. As a key stakeholder in the process, the proposed calendar integrates updates and data reviews for the Trustees throughout the year.

## 6. DISCUSSION/PRESENTATION ITEMS (continued)

### Mission Fulfillment: Institutional Effectiveness Annual Calendar (Continued)

- During the first year of the new accreditation cycle, we have completed a refresh of our mission statement, adopted a strategic plan and measurement system using mission metrics. The proposed calendar represents moving forward by integrating continuous improvement information into a systematic cycle building Trustee engagement with the College's strategic work.

Comments/Questions:

- Great job, thank you for keeping us informed.

## 7. RECOMMENDED ACTION ITEMS

### 2021-2022 BOT Self-Assessment

***Vice Chair Mike Kelly asked for approval of Cascadia College's 2021-2022 BOT Self-Assessment. Trustee Janet McDaniel made a motion to approve Cascadia College's 2021-2022 BOT Self-Assessment and Trustee Dr. Colleen Ponto second. All in favor, no abstains. Chair Roy Captain Absent.***

### 2021-2022 Board of Trustees Meeting Calendar (1<sup>st</sup> Read/Action)

***Vice Chair Mike Kelly asked for approval of Cascadia College's 2021-2022 Board of Trustees Meeting Calendar. Trustee Janet McDaniel made a motion to approve Cascadia College's 2021-2022 Board of Trustees Meeting Calendar and Trustee Dr. Meghan Quint second. All in favor, no abstains. Chair Roy Captain Absent.***

Comments/Questions:

- We would like to have a both/and option for the future BOT Meetings.

## 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 wanted to wish everyone a wonderful summer and doesn't have anything to add to his report.

Cascadia College Classified Union Washington Public Employees Association (WPEA) Report: Marah Selves, Administrative Services Manager was present and added that they are excited to be entering into summer schedule and doesn't have anything to add to her report.

Chair and Individual Board Members Reports:

None

President's Report:

- Thank you to the Board for your support over the year, through COVID through funding through appreciating our employees.
- We will continue to do some heavy lifting over the summer to get ready to return to campus. The WINN taskforce will be working hard.

## 9. OTHER BUSINESS/ANNOUNCEMENT

None

## 10. MEETING ADJOURNMENT

Chair Roy Captain adjourned the regular meeting at 4:55 PM

**11. Minutes Approved and Adopted on June 16<sup>th</sup> 2021**

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Roy Captain, Board Chair

Attest:

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Dr. Eric Murray, President  
Bdminutes06162021

**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. Their bios are attached:

- Andrea Angel-Hilgendorf (Finance)
- Hao Cheng (Equity & Inclusion)
- Nina Jouval (Outreach)
- Satarupa Joardar (Outreach)

The following employees have been promoted since the last Board meeting.

- Vivi Lo (Finance)

## New Employee Bios

### Andrea Angel-Hilgendorf: Fiscal Specialist 1 – Finance

Andrea joined the finance team at Cascadia as a part time employee back in March and moved to full time over the summer. She has an Associate degree in Business from Cascadia and is now beginning her course work at the University of Washington. Prior to working in the finance office Andrea worked in various capacities in the Cascadia/UWB Activities and Recreation Center (ARC).

### Hao Cheng: Cascadia Scholars Program Lead – BIPOC Student Recruitment and Retention – Equity & Inclusion

Hao earned his Bachelor of Arts in Communications at the University of Washington. He was a participant in the Universidad de Leon study aboard program and has an Associate Degree in Business Commerce from South Seattle College. He has earned several certifications including Coaching and Mentoring, Adding Value through Diversity, and Unconscious Bias.

Hao was born and raised in a small city in China, “I never thought I would have the opportunity to go to college until I moved to the U.S. I realized that not only can everyone receive a higher education, but also there are many student-centered programs that help underrepresented students succeed in college.” As a first-generation, low-income, and BIPOC student, Hao was introduced to TRIO-SSS, and found his passion for helping underrepresented students succeed in college while working there as a peer tutor/mentor.

After earning his B.A., Hao served as an AmeriCorps member helping more underrepresented students to navigate the college process, finding resources, and attaining their educational and career goals at College Possible. Hao says he is ready to implement equity-driven and student-centered programs that address the unmet needs among diverse stakeholders in higher education and we are excited to have him join us at Cascadia!

### Nina Jouval: Outreach Specialist – Outreach & Marketing

Nina started with Cascadia College as a student in 2015, and joined the Outreach Team as a PTH-Program Coordinator in January of 2019. She earned her Bachelor of Arts in Media & Communications Studies at the University of Washington-Bothell. Nina has been integral in our school presentations and visits (both in-person and virtually), building relationships with our high school counselors and students, and taking an active role in providing a safe space for students to ask questions and feel a sense of belonging. In the last year, she has taken over social media management – content, design, and accessibility. Nina was also very involved with designing, editing, launching, and contributing to *Yours Truly* and most recently, UW Bothell's *Clamour*. Here is a link to her featured 2021 piece, so aptly titled, [Tired](#).

### Satarupa Joardar: Communications Specialist – Outreach & Marketing

Satarupa brings a multifaceted and diverse background in communication, marketing, media, advertising, account management, professional development, and higher education. She has worked with the University of Maryland at Baltimore County, the U.S. Department of Defense, Google India, and most recently TESOL International Association. Her work with various communication platforms and mediums, and media and technical assistance is heightened by her interest of and pursuit in equity and institutional change.

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

**Subject:** Fall Enrollment Snapshot

**Justification:** Multiple mission metrics are driven by action items in the strategic plan core areas Accessible and Equitable

**Background:**

This item provides an overview of enrollment looking at 5 year trends. A presentation is attached with data pulled from the beginning of September. Any significant updates with fall enrollment will be shared verbally on September 22, 2021.

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

CASCADIA COLLEGE

BOTHELL • OUR COMMUNITY'S COLLEGE

# 5-Year Enrollment Trends & Fall 2021 Enrollment

*Office of Institutional Effectiveness*

*8/30/2021*

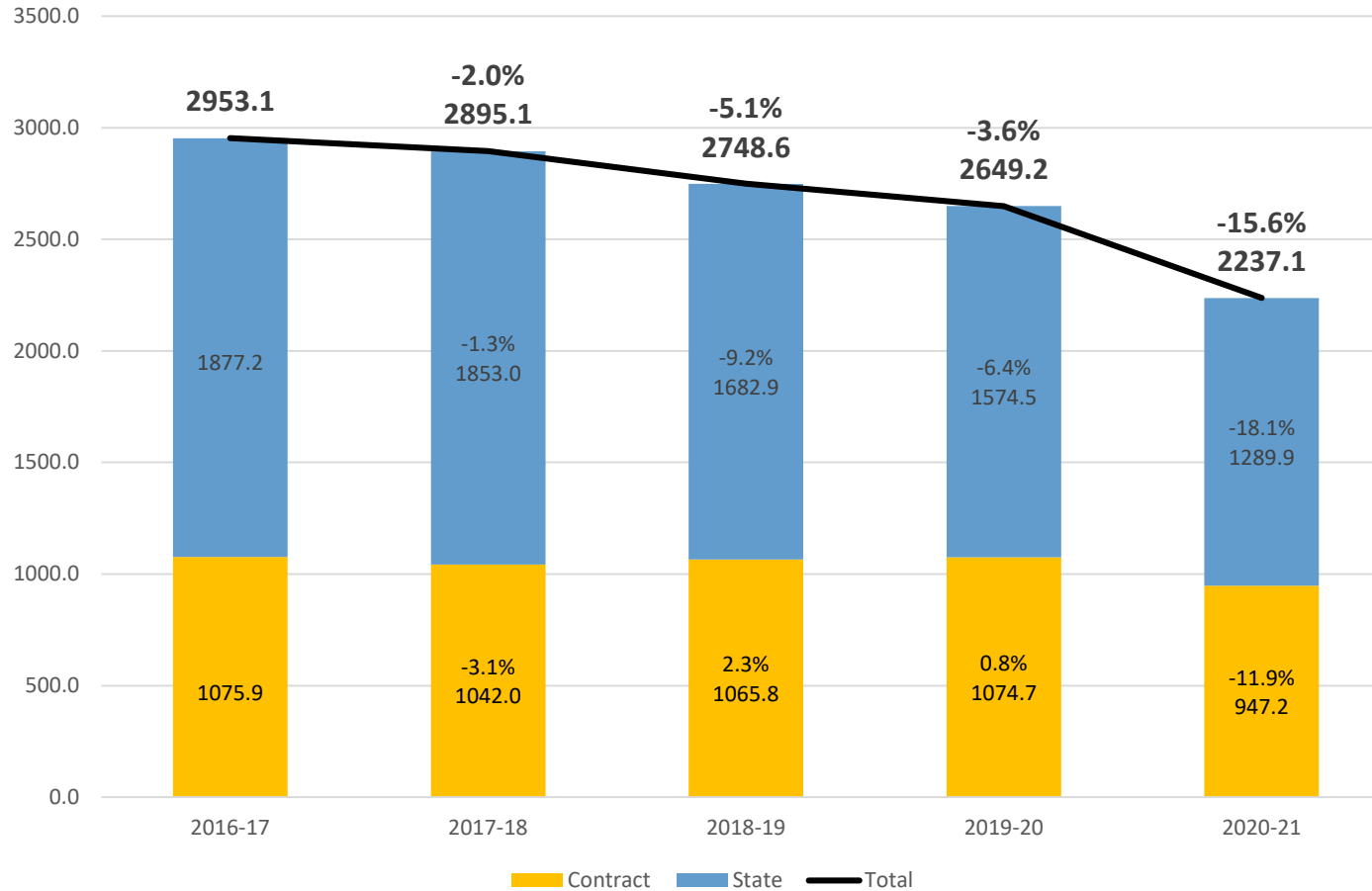




# 5-Year Trends

# FTE by Contract & State Enrollment

Academic Year 2016-17 – 2020-21

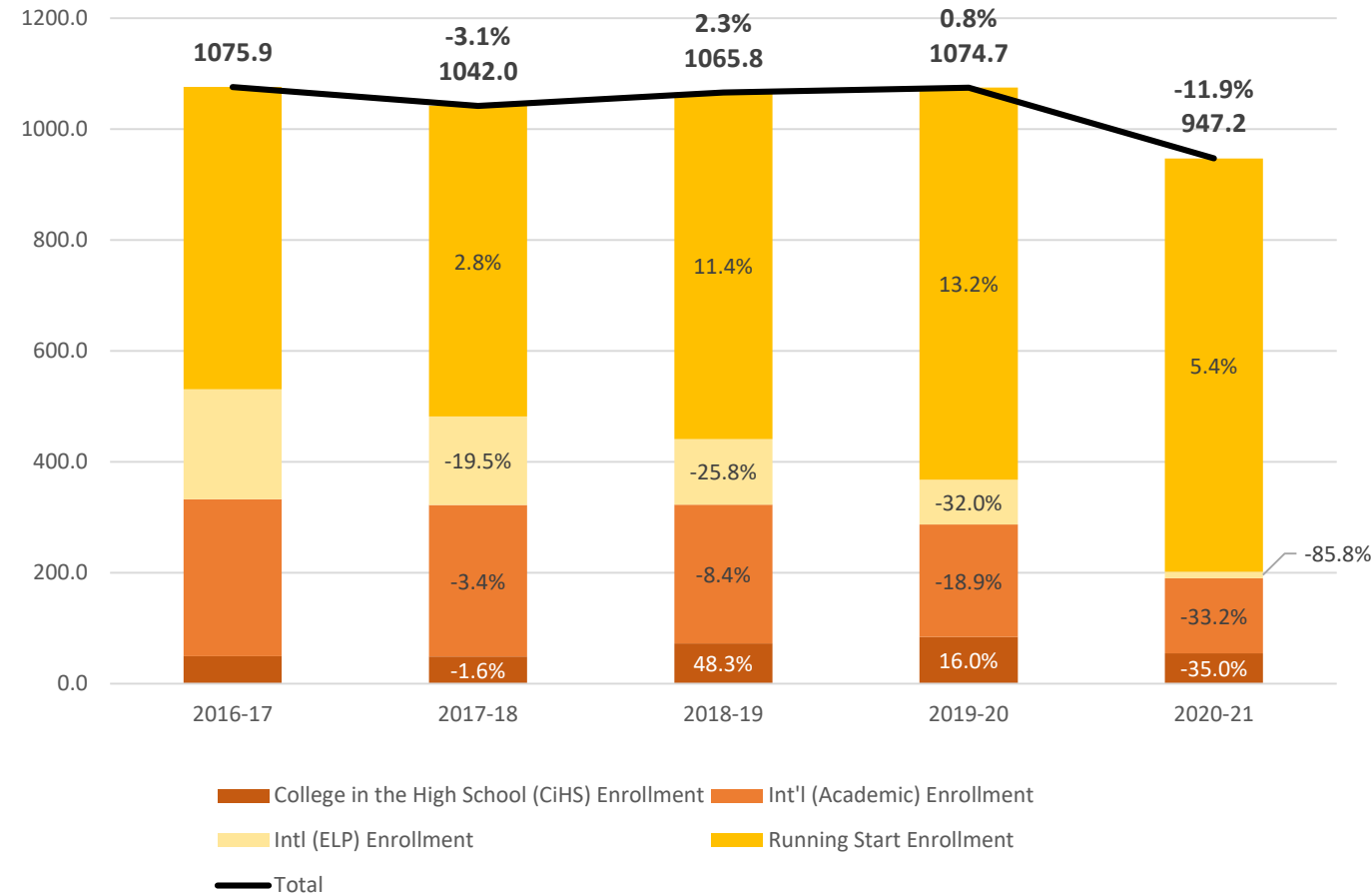


Overall FTE for Academic Year 2020-21 was **down 15.6%** (-412.1 FTE) compared to 2019-20.

Contract Enrollment was **down 11.9%** (-127.5 FTE), a relatively small decline given the **18.1% decrease** in State-Supported enrollment (-284.6 FTE).

# Contract Funded Annual FTE

2016-17 – 2020-21



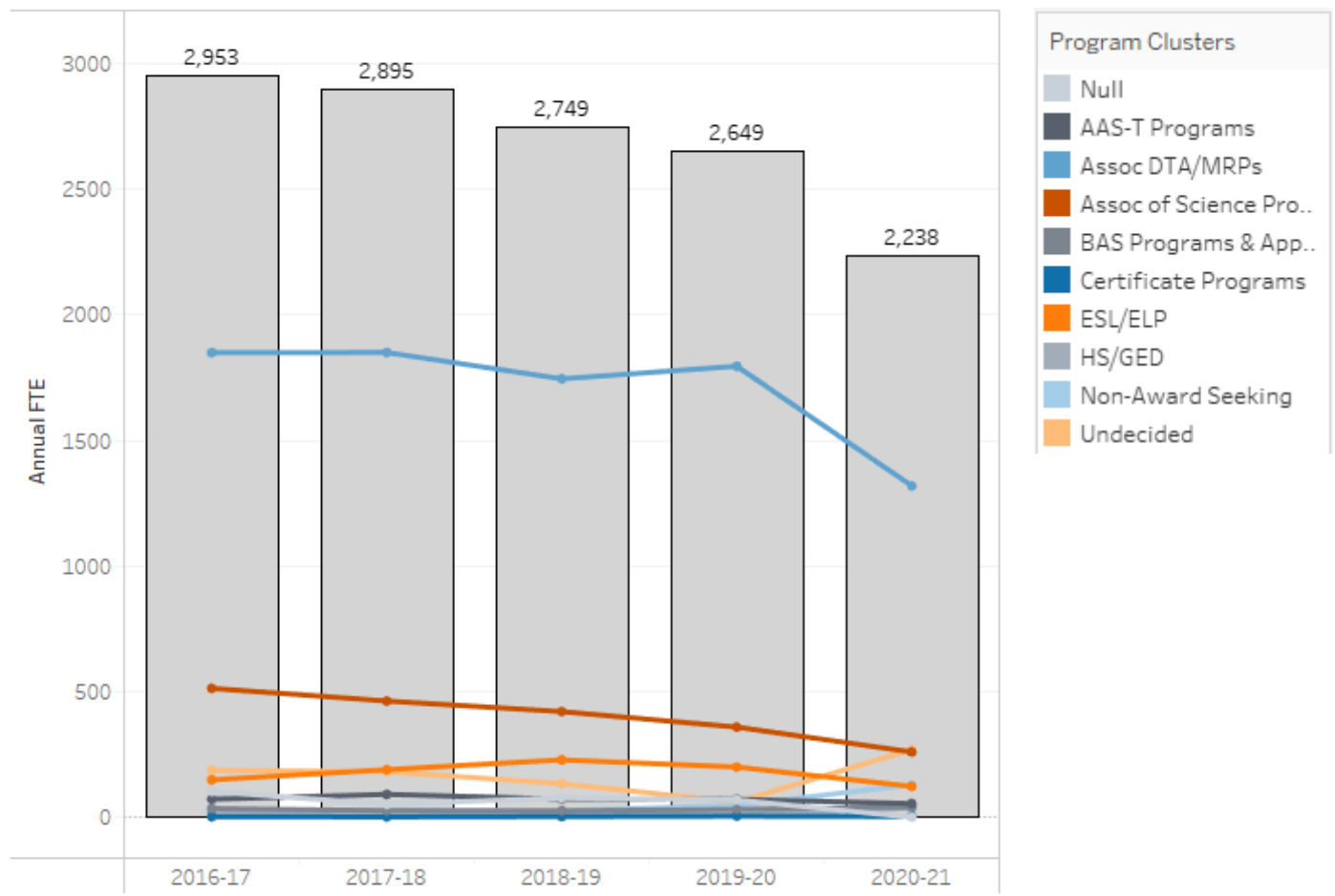
The relatively light decline in Contract FTE was due to increases in Running Start enrollment that offset declines in other areas.

Running Start enrollment **increased 5.4%** in 20-21, continuing a long-term growth trend that started in 2006 and paused briefly in 2011.

International Academic declined -33.2%, International ELP declined -85.5%, and College in the High School (CiHS) declined -35%.

# Annual FTE by Program Cluster

2016-17 – 2020-21



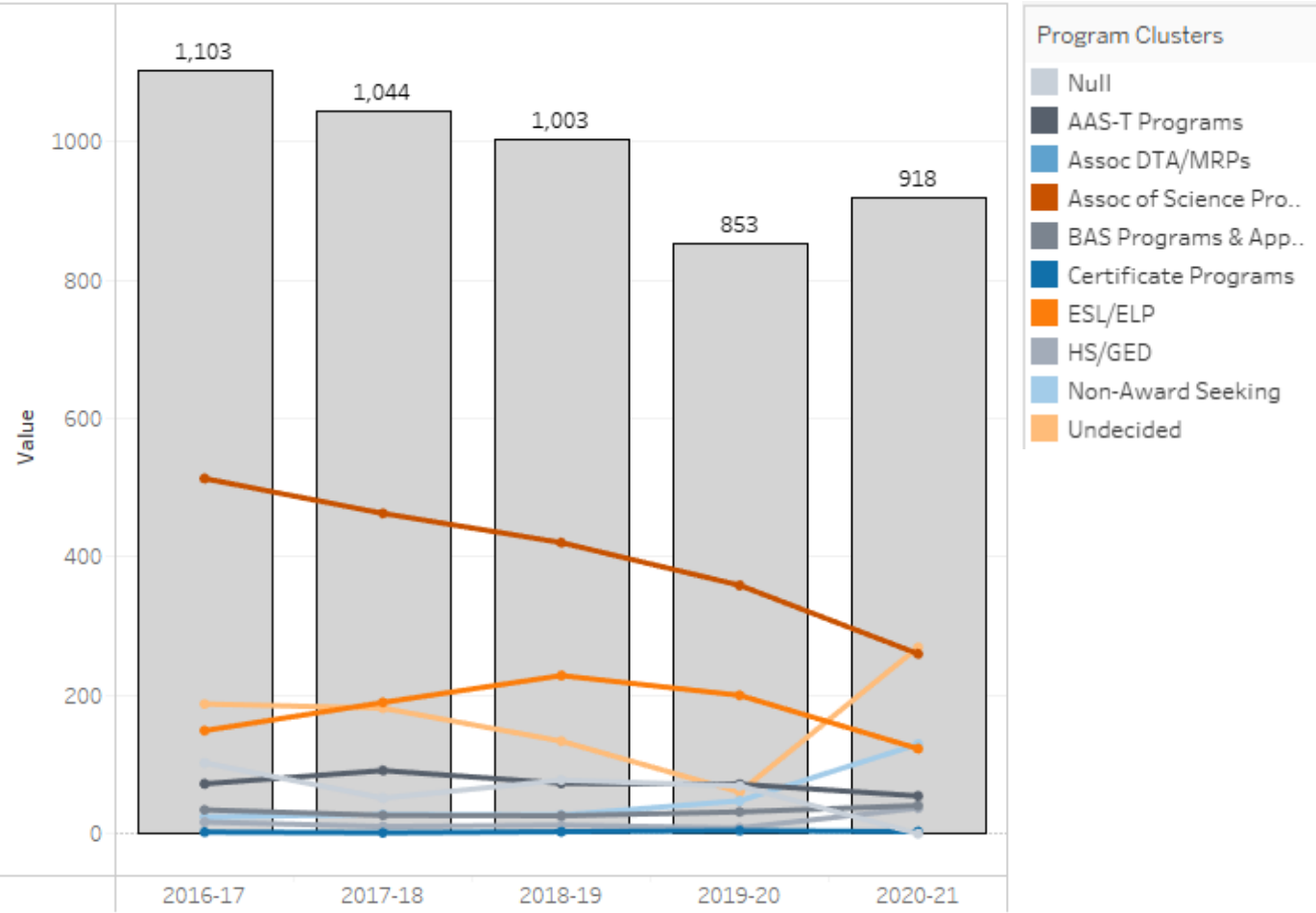
“Program Cluster” rolls individual programs into categories based on degree or credential type. This is a means of reporting program clusters that span Legacy and ctclink coding differences.

59% of Annual FTE comes from students in Direct Transfer Agreement and Major Related Programs (Assoc DTA/MRPs).

The only areas to grow were Non-Award Seeking students and Undecided students, likely due to coding differences in ctclink.

# Annual FTE by Program Cluster

Excluding DTA/MRPs  
2016-17 – 2020-21



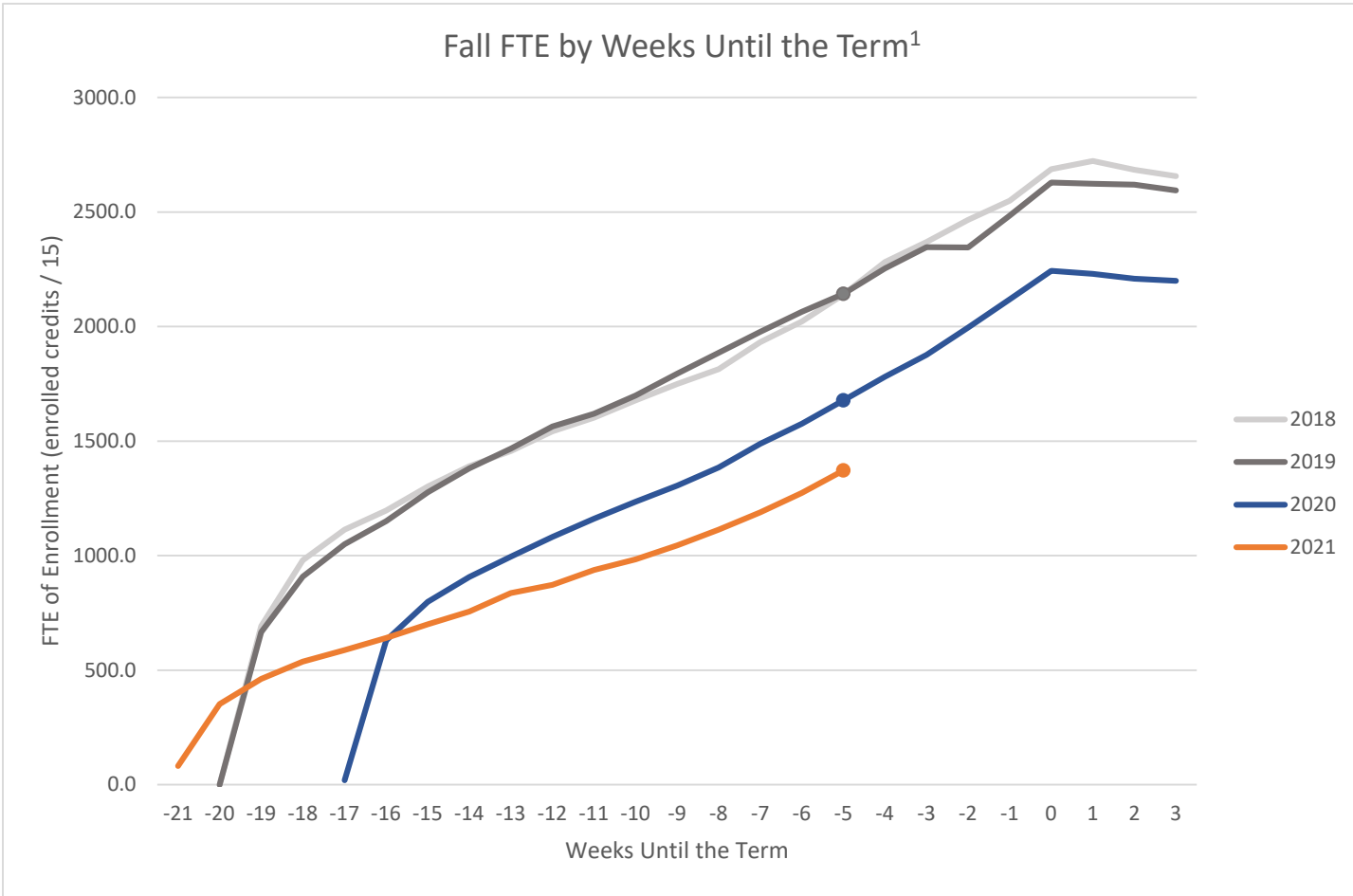
Program Clusters excluding the DTA/MRPs.

# Fall 2021 Enrollment



# FTE Fall 2021

Fall 2018 – Fall 2021  
as of 8/26/2021



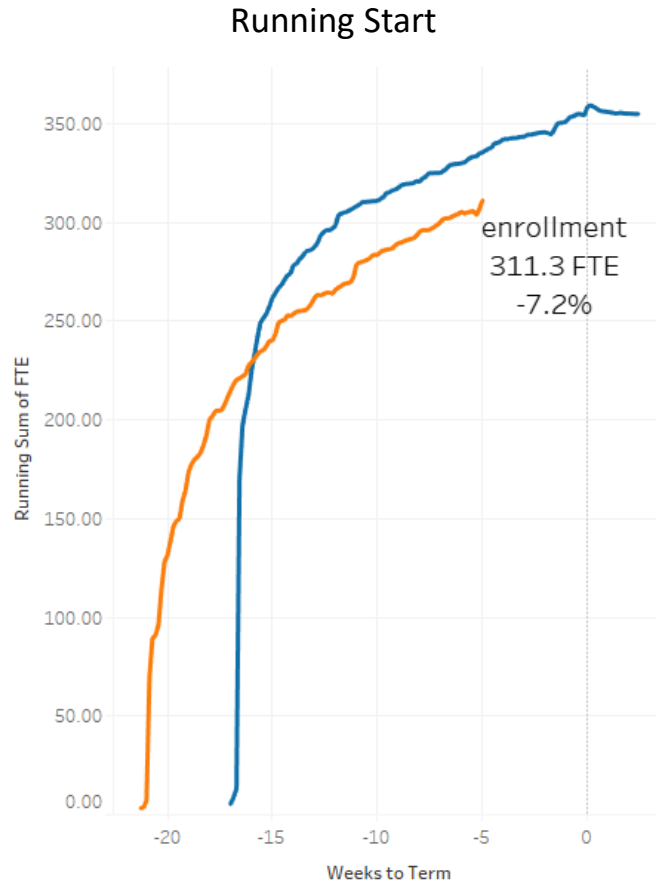
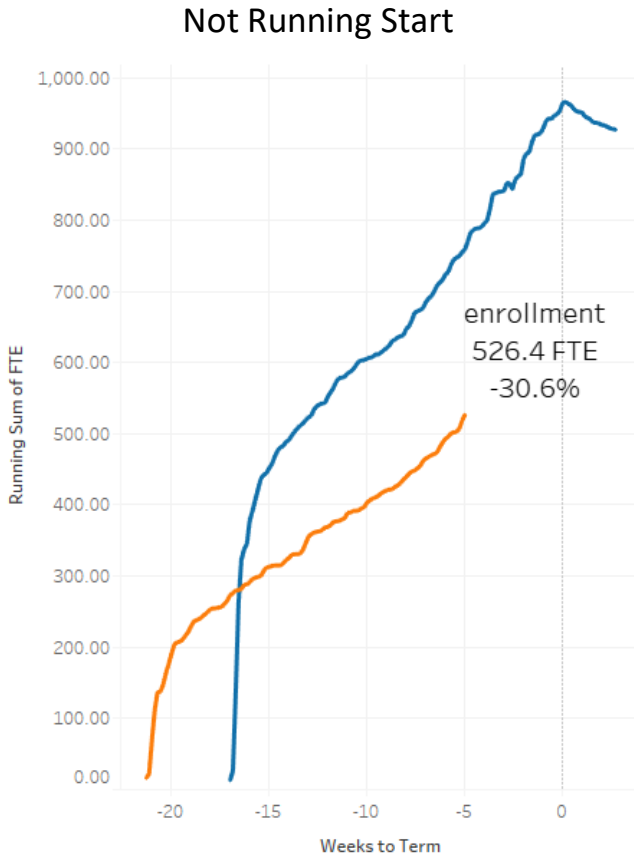
At 5 weeks until the start of the fall term, FTE for 2021 is **down 18.3%** (-306.3 FTE) compared to last year.

The COVID-19 pandemic has had a significant impact on enrollment this fall and last. As a result, Fall 2021 enrollment is **down 36.0%** (-770.7 FTE) compared to 2019, a year that reflected more typical enrollment patterns.

<sup>1</sup>Excludes CHS and Educational Interview in BEDA.

# Fall 2021

## Continuing Student FTE by Running Start Status



**Continuing** Student enrollment is the largest source of FTE every term. It is also the biggest FTE gap between Fall 2021 and 2019 **-23.5%** (-256.7 FTE).

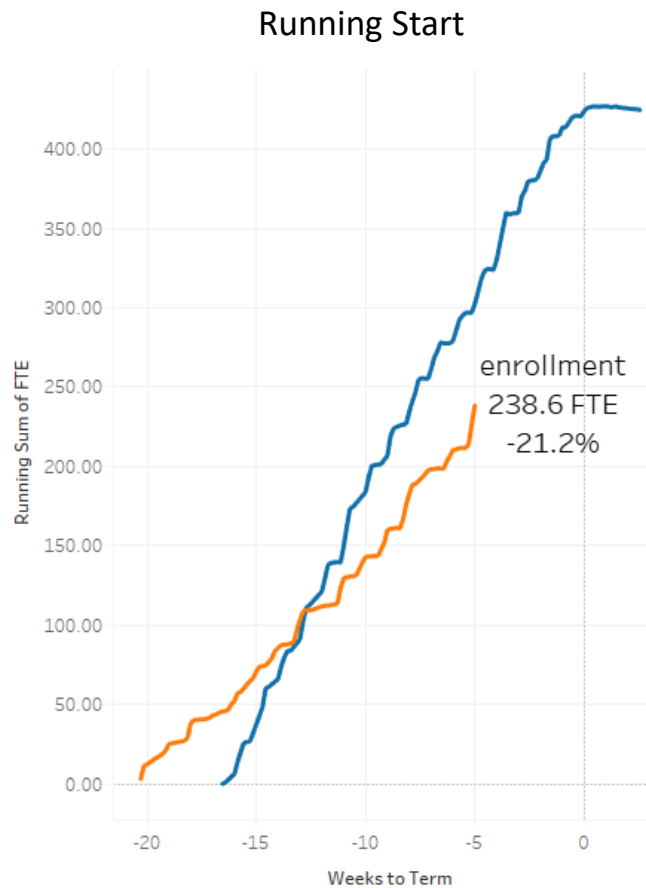
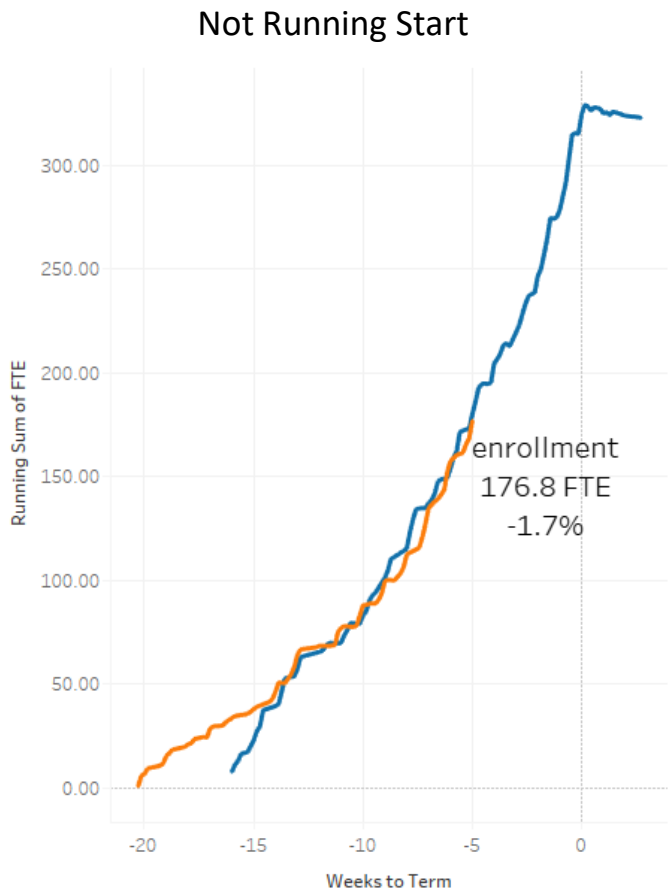
Continuing Student Enrollment for Running Start students has **declined 7.2%** for 2021, relatively strong enrollment compared with other declines. Enrollment growth, even during the pandemic, is a likely factor.

Continuing student enrollment outside of the Running Start program has **declined 30.6%** in 2021. This could be attributed to fewer new students enrolling outside of the Running Start in previous years and may suggest retention issues.

Acad Year  
■ 2021  
■ 2020



# Fall 2021 New Student FTE by Running Start Status



New Running Start enrollment has slowed relative to other groups.

New student FTE overall for Fall 2021 is **down 13.9%** (-54.6 FTE)

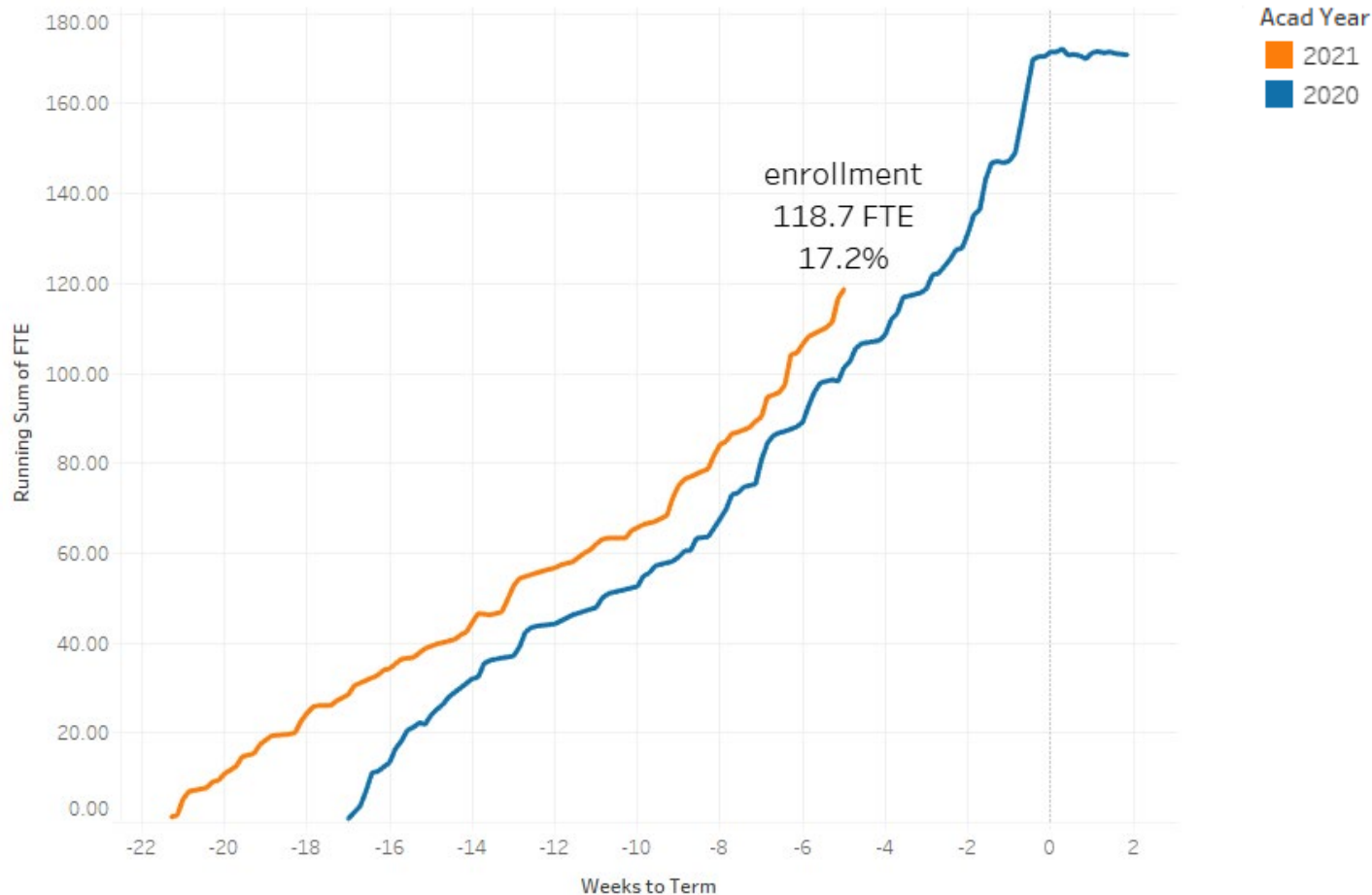
However, **New Running Start** enrollment is **down 21.2%** (-58.3 FTE), a steeper decline.

New student enrollment outside of the Running Start program is similar to last fall, **down only 1.7%** (-3.0 FTE).

Acad Year  
■ 2021  
■ 2020

# Fall 2021 Former Student FTE

as of 8/26/2021



Former students include those who are returning after having taken a break in enrollment of at least one term (excluding summer). Though a small percentage of overall enrollment, (currently 8.7%), this group shows signs of returning in greater numbers than last fall.

**Former student FTE is up 17.2% (+ 17.4 FTE).**

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

**Subject:** Overview of the adopted Strategic Plan: 2021-2022

**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 provides guidance clarifying their expectations for how colleges can demonstrate mission fulfillment through purposeful planning:

<b>Criteria to demonstrate Mission Fulfillment</b>	<b>Target</b>	<b>Aspiration</b>
The institution sets meaningful goals, objectives, and indicators to define mission fulfillment and improve effectiveness.	The institution assesses progress toward achieving its mission fulfillment objectives over time, using longitudinal data and analyses. Both standardized and program-specific data and performance measures are used to inform unit planning, program review, and institutional plans.	Mission fulfillment objectives, indicators, goals, and outcomes are widely distributed, discussed, analyzed, and used to determine strategic priorities.

**Background:**

The current Strategic Plan: 2021-2022 was adopted by the Board of Trustees in June 2021. This information item provides a comprehensive overview of the plan and applicable components, as well as next steps in the continuous improvement process.

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

# Cascadia College Strategic Plan 2021-2022

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- Board of Trustees
- 9.9.21



# Overview

Review

- Review planning foundation

Overview

- Overview the 21-22 initiatives

Explore

- Explore the data dashboards

Discuss

- Discuss the process for identifying 22-23 initiatives

Review

- Review next steps

# Cascadia College's Mission Statement

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**We are the community's college. We deliver accessible, equitable, and superior educational experiences to inspire every person to achieve their educational and career goals.**



# NWCCU's College Planning Criteria

Criteria to demonstrate Mission Fulfillment	Target	Aspiration
The institution sets meaningful goals, objectives, and indicators to define mission fulfillment and improve effectiveness.	The institution assesses progress toward achieving its mission fulfillment objectives over time, using longitudinal data and analyses. Both standardized and program-specific data and performance measures are used to inform unit planning, program review, and institutional plans.	Mission fulfillment objectives, indicators, goals, and outcomes are widely distributed, discussed, analyzed, and used to determine strategic priorities.

# Guiding Principles for our Planning



Focus on what matters most for demonstrating mission fulfillment.

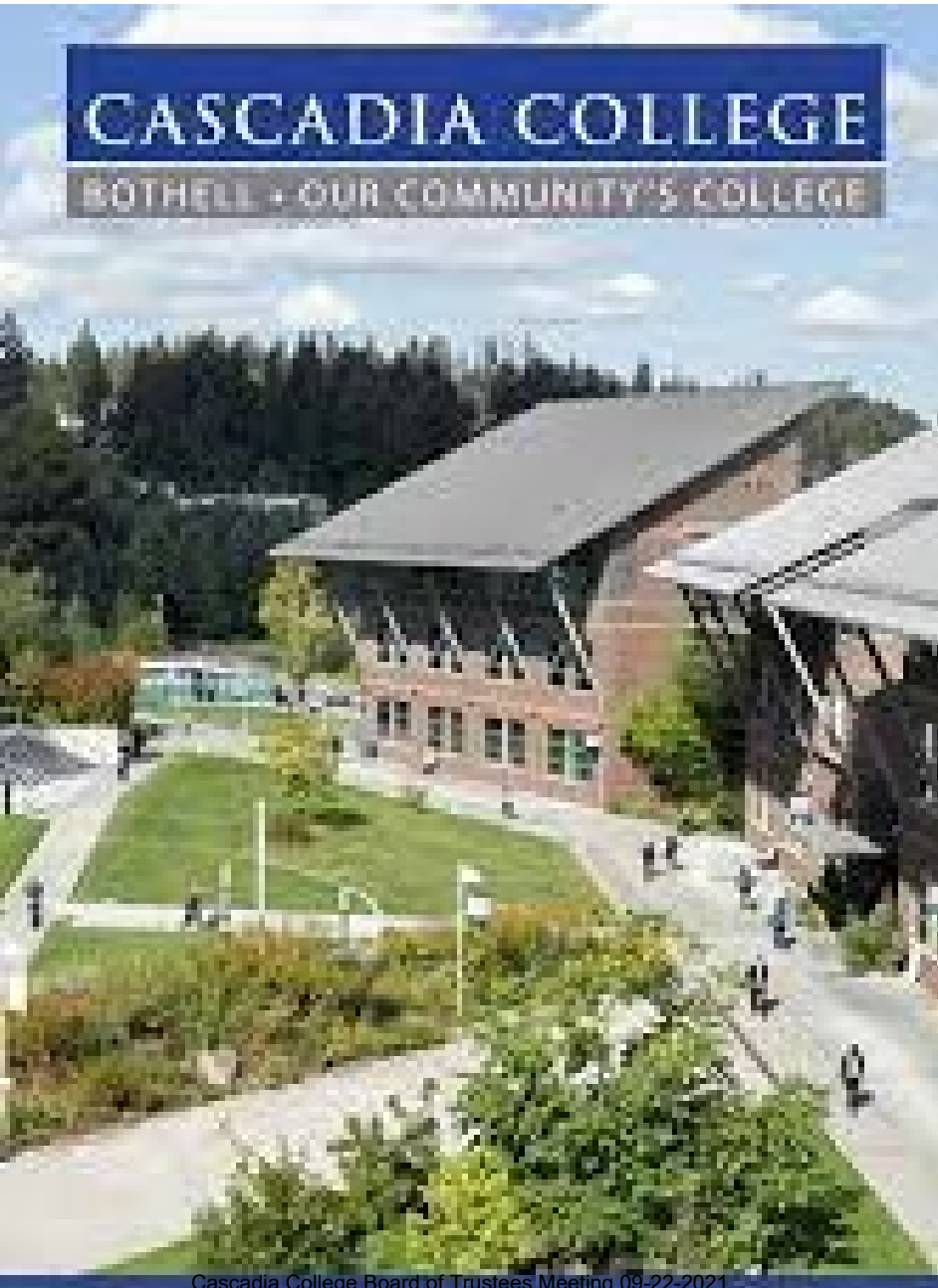


Accept that planning is a living process: The plan is evolving and will continue to evolve.



All of our work is important, not all of our work is strategic.





# College Outcomes for Mission Fulfillment

1

Increase student success

2

Increase our diversity

3

Increase equity outcomes for our students and employees

# 21-22 Initiatives

## Focus on Mission Core

- Access
- Equity
- Superior Educational Experiences



# Accessible

Mission Outcomes	PLANNED WORK				INTENDED RESULTS			
	OBJECTIVE	OWNERS	INITIATIVE, ACTIVITY, PROGRAM	GOVERNANCE BODY & EXECUTIVE	PERFORMANCE INDICATORS	Measure: Short-Term Result	Measure: Long-Term Outcomes	Data Sources
1. Increase student success 2. Increase student diversity 3. Increase equity outcomes	Create student accessible curriculum	Guided Pathways Committee	Complete initial mapping work	Student Learning Council, VPSLS	1 <sup>st</sup> 15, 30, 45 credits Student registration	# maps completed by the target date	Decrease time to complete	ctcLink student data
		Guided Pathways Committee	Collaborate with External Relations to design a web application that connects areas of interest with academic plans and maps	VPSLS, VPERP	1 <sup>st</sup> 15, 30, 45 credits Academic plan completions Student confidence	Rate of web hits	Decrease time to complete	Web metrics ctcLink student data Internal survey
1. Increase student success 2. Increase student diversity 3. Increase equity outcomes	Create a stronger student support network	Guided Pathways Committee	Develop a plan for intrusive and culturally relevant advising	VPSLS	Systemically non-dominant students: Progression Rate Retention Rate	Increase student support participation of systemically non-dominant students	Increase completion	ctcLink student data
		SEM	Implement and market expanded BFET program	VPSLS, VPERP	Increase in BFET program	Number of students enrolled in BFET program	Increase enrollment	CtcLink student data
		SEM	Implement CRM software to better communicate with prospective and current students	VPERP, VPSLS	Increase in the conversion of prospective to enrolled students	Percentage of students who enroll	Increase enrollment	CtcLink student data

# Equitable

MISSION OUTCOME	PLANNED WORK				INTENDED RESULTS			
	OBJECTIVE	OWNERS	INITIATIVE, ACTIVITY, PROGRAM	GOVERNANCE BODY & EXECUTIVE	PERFORMANCE INDICATORS	MEASURE: SHORT-TERM RESULT	MEASURE: LONG-TERM OUTCOMES	DATA SOURCE
1. Increase student and employee diversity 2. Increase equity outcomes for students and employees	Create a sense of belonging and establish a support network	Cascadia Scholars Development Team	Launch the Cascadia Scholars Mentorship Program	EDEI, E&I Advisory Council	1st 15, 30, 45 credits	# participants/term	Increase retention and completion rates amongst systemically non-dominant students	Ctclink data
		EDEI, HR	Establish employee affinity groups	EDEI, E&I Advisory Council	Employee retention	# affinity groups that meet for the year	Increase <ul style="list-style-type: none"> <li>Hiring</li> <li>retention rates among systemically non-dominant employees</li> </ul>	Ctclink data HR data
1. Increase employee diversity 2. Increase employee equity outcomes	Ensure an equitable starting point for employees	EDEI, HR	Remodel the hiring process through an E&I lens	EDEI, E&I Advisory Council	Employee demographics Employee year-by-year retention rates	<ul style="list-style-type: none"> <li># of policies updated</li> <li># job descriptions updated with equity statements</li> </ul>	Increase hiring and Retention of systemically non-dominant employees	HR data
		EDEI, HR	Implement the Equity Advocate program for hiring committees	EDEI, E&I Advisory Council	Candidate demographics for semi-finalists and finalists	# of Advocates on the search committee	Increase hiring of systemically non-dominant employees	HR data
1. Increase student and employee equity outcomes	Connect with Indigenous Community	Land Acknowledgment Task Force, EDEI	Co-create a land acknowledgment with Indigenous Community	EDEI, E&I Advisory Council	Progression & retention rates	Integrate E&I knowledge, ideas, and concepts within the fabric of the institution	Increase <ul style="list-style-type: none"> <li>sense of belonging</li> <li>Indigenous students and employees</li> <li>Retention of Indigenous students &amp; employees</li> </ul>	Ctclink data HR data Student & employee surveys
1. Increase student success 2. Increase equity outcomes for students	Guarantee an equitable starting point	Guided Pathways Committee	Conduct an English and Math placement and success data review	VPSLS	Initial placement levels by placement source	# of improvements to placement options	<ul style="list-style-type: none"> <li>Completion rate of program level Math &amp; English at 45 credits (disaggregated)</li> </ul>	Placement data Ctclink data
		Cascadia College Board of Trustees Meeting 09-22-2021 SEM	Translate BEdA program materials into additional languages	VPSLS, VPERP	Increase in BEdA enrollment	Increase in BEdA prospective students	<ul style="list-style-type: none"> <li>Increased enrollment in BEdA</li> </ul>	Ctclink student data

# Superior Educational Experiences

Mission outcome		PLANNED WORK				INTENDED RESULTS			
		OBJECTIVE	OWNERS	INITIATIVE, ACTIVITY, PROGRAM	GOVERNANCE BODY & EXECUTIVE	PERFORMANCE INDICATORS	Measure: Short-Term Result	Measure: Long-Term Outcomes	Data Source
1.	Increase student success	Ensure Student Learning	Guided Pathways Committee	Collaborate with assessment committee and VPSLS to ensure alignment of work	Assessment Committee, SLC, VPSLS	NA	Develop a continuous improvement focused assessment plan	Increase: <ul style="list-style-type: none"> <li>• Progression</li> <li>• Retention</li> <li>• Completion</li> <li>• SLO attainment</li> </ul>	NA
2.	Increase equitable outcomes								
1.	Increase student success	Supporting Students toward Completion	SEM	Increase number of students receiving financial awards	VPSLS, VPERP	Number of students receiving financial aid	More students receiving aid	Increase: <ul style="list-style-type: none"> <li>• awards for all students</li> <li>• awards for systemically non-dominant students.</li> </ul>	CtcLink student data
			Guided Pathways Committee	Plan a series of advisor-faculty summits	VPSLS	1 <sup>st</sup> 15, 30, 45 credits	Participation rate	Increase student referrals to wrap-around success support	ctcLink student data
			SEM	Develop a new Satisfactory Academic Progress policy to provide more support for students on academic probation.	VPSLS, VPERP	Progression rate for students who earn a quarterly GPA of less than 2.0	Number of students on academic probation who return to good academic standing	Increased completion	CtcLink student data
			Guided Pathways Committee	Deepen shared understanding of how faculty and advisors work with student interventions	VPSLS	Progression Rate Retention Rate	Increase student support participation	Increased completion	ctcLink student data
2.	Increase equitable outcomes								

A close-up photograph of a silver and black pen lying diagonally across a white grid pattern. A ruler is also visible in the lower-left corner, partially overlapping the grid.

# Mission Metrics: Our Data Foundation

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Clears a path for a better way demonstration mission fulfillment

---

Integrates the intent of NWCCU

---

Highlights our new mission

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Utilizes specific and relevant metrics

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Creates opportunity to be agile in response to contextual realities and learning through the continuous improvement process



# Data Dashboards

<https://cascadiacc.sharepoint.com/sites/DataDashboards>



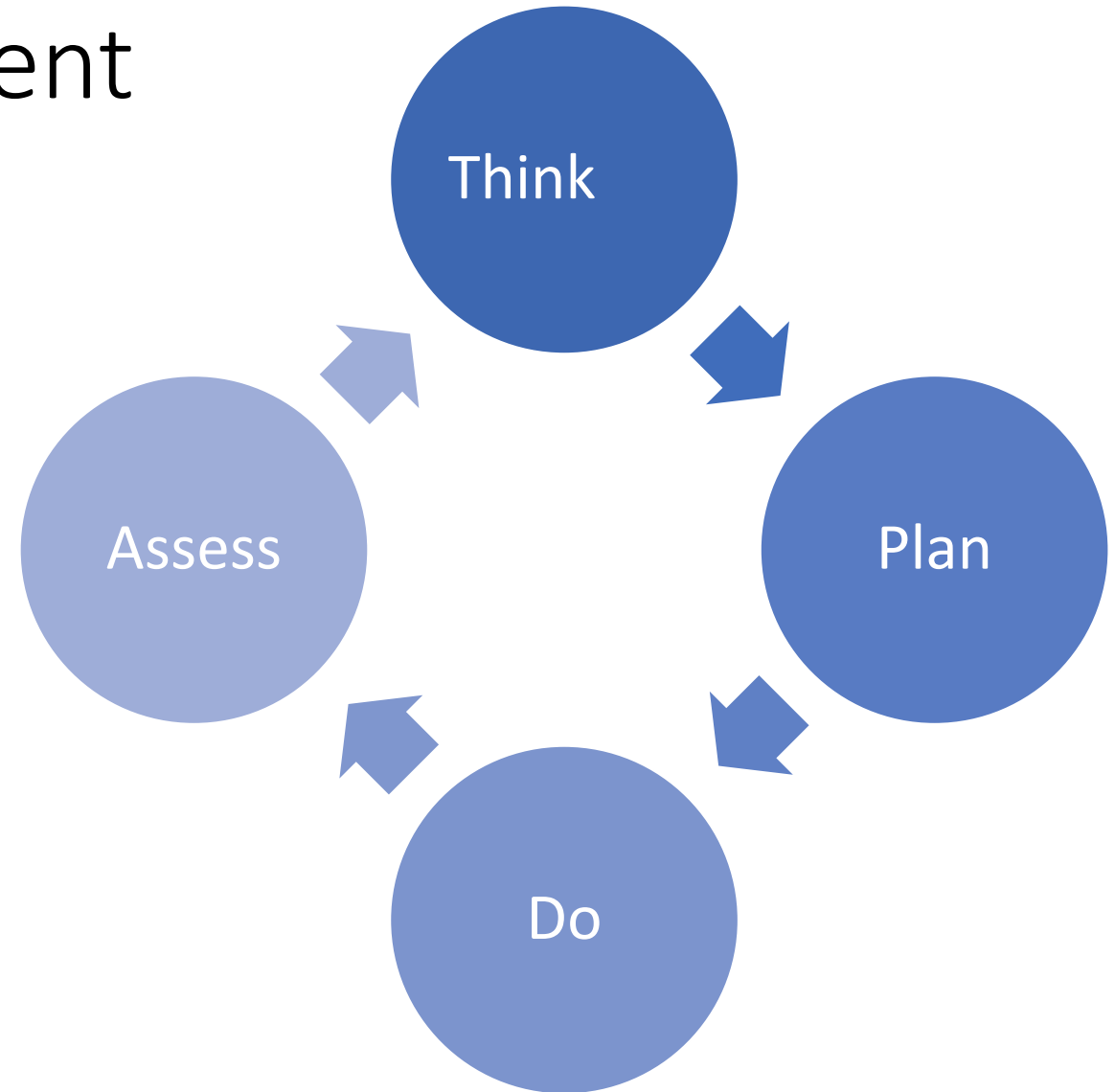
# Looking forward into 2021- 2022

Continuous Improvement  
Strategic Initiative Development



# Continuous Improvement

- The IEC will work this year to orient the college to mission fulfillment (MF) and continuous improvement (CI).
- Everyone will become involved in CI as away to move the needle on MF metrics.
- This effort will be at least 50% culture development.
- The good news is that CI is about small, consistent improvements, not big changes.



# Strategic Initiative Development

- Strategic Plan initiatives are discrete projects.
- This year we'll need to use a program evaluation approach to report on initiatives: logic, progress, barriers, and results.
- An initiative is linked to mission fulfillment through the logic of the initiative's design.
- Progress/results logically impact MF metrics, however, it's near impossible to show that actual impact on college-wide MF metrics was due to the efforts of an initiative.



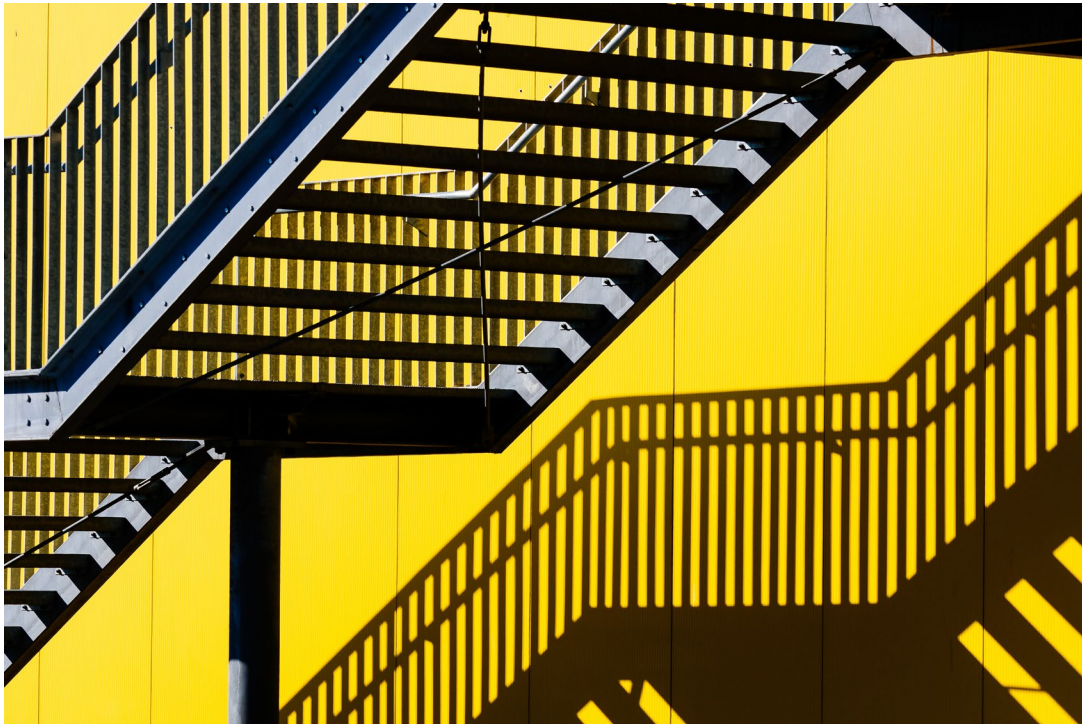
# Annual Strategic Planning



# Summary

- Demonstrates stronger direct expressions of mission
- Eliminates a layer of data
- Supports continuous improvement
- Captures both strategic and operational work
- Affords us greater nimbleness

# Some of our next steps



- Celebrate the new mission and strategic plan at Convocation
- Work with the Trustee Committee to finalize meeting content for 2021-2022
- Transition to accessible documents for public sharing
- Work with IEC to plan for October DIA



# Questions & Discussion

## **Cascadia College Board of Trustees**

### **Information Items**

**Subject:** COVID Preparation Update

**Justification:** To keep the board informed about the steps the college has taken to bring students, faculty, and staff safely back to campus.

**Background:**

Cascadia is subject to state Proclamations 20-12.5 and 21-14.1, which include higher education, and by the Labor & Industries Road Map which directs workplaces. The college developed the following policies and guidelines in response to the above:

- Face Covering Policy
- Student Vaccination Policy
- Employee Vaccination Policy
- Comprehensive Fall Quarter Plan

In addition, the college developed the following processes using the Healthy Campus Qualtrics Tool:

- Employee vaccination reporting
- Employee and student daily check-in
- COVID reporting for positive cases and close contacts (which kicks off our contact tracing efforts)

We are employing a variety of communication tools to keep our community apprised of COVID developments including:

- Website
- Go.Cascadia
- Weekly COVID Health & Safety Update
- Friday Letter
- Social Media Channels
- Student Success and Student Learning subsequently amplifies messaging on student channels including Canvas

Importantly, the college has hired a COVID Manager who is well-versed in COVID protocols, practices, and communications to manage the systems we have in place and coordinate our responses.

Meagan Walker, Vice President for External Relations and Planning will be available for questions.



# Cascadia College

## Highlights Comprehensive Fall Quarter Plan 2021-22

<p><b>VACCINATION</b></p>	<ul style="list-style-type: none"> <li>✓ State law requires that all students and employees -- even those enrolled in or teaching remote only classes -- are required to be fully vaccinated by October 18, 2021. People are fully vaccinated two weeks after receiving last shot.</li> </ul>
<p><b>MASKS</b></p>	<ul style="list-style-type: none"> <li>✓ Every person entering a Cascadia building is required to wear a mask or approved facial covering at all times while indoors, regardless of vaccination status. Masks are highly recommended outdoors in situations where it is difficult to maintain distance.</li> <li>✓ The only exceptions are when actively eating and drinking in one of the designated areas, in private offices with doors closed, in shared offices or meeting rooms with doors closed and in agreement with all present, in employee lunchrooms.</li> <li>✓ Anyone not able to wear a mask for medical reasons must make accommodations. Students should contact <a href="mailto:disabilities@cascadia.edu">disabilities@cascadia.edu</a> and employees should contact <a href="mailto:humanresourcesandpayroll@cascadia.edu">humanresourcesandpayroll@cascadia.edu</a>.</li> </ul>
<p><b>HEALTHY CAMPUS QUALTRICS TOOL</b></p>	<ul style="list-style-type: none"> <li>✓ Cascadia is employing one mobile tool to conduct four activities critical to our ability to keep the Cascadia community safe: 1) recording vaccination status 2) reporting positive COVID cases and close contacts for contact tracing 3) check-in when coming to campus 4) to ask a question or report a problem.</li> <li>✓ The Healthy Campus Qualtrics Tool will be sent to the email of record every morning at approximately 5:00 am. Ignore it if none of the above apply that day.</li> </ul>



## #1 RECORDING VACCINE STATUS

- ✓ All students and employees are required by state law to record their vaccination status in the Healthy Campus Qualtrics Tool.
- ✓ Students must enter the vaccine type and injection dates, and testify to the truthfulness of their statement. Or they can fill out the appropriate exemption request form to claim a medical or religious exemption.
- ✓ Employees must upload proof of vaccine to Healthy Campus Qualtrics Tool for verification by employee or contact Human Resources to request a form to pursue a medical or religious exemption. Vaccination data will be erased after verification.

## #2 REPORTING COVID POSITIVE CASE OR CLOSE CONTACT

- ✓ If a person tests positive for COVID or is in close contact with someone who tested positive, please use the Healthy Campus Qualtrics Tool to report to the college. Qualtrics will send a form requesting more information so that our contact tracing team can advise you, and take appropriate steps to notify anyone who may have been exposed. Your name will be kept confidential at all times.

## #3 CAMPUS CHECK-IN

- ✓ Use the Healthy Campus Qualtrics Tool to check-in any time a student or employee comes to campus. This is how the college keeps track of who is on campus in order to conduct effective contact tracing.

## HYGIENE

- ✓ Frequent hand washing or hand sanitizing is important in preventing viral spread.
- ✓ Free-standing hand sanitizing stations are located at every entry point. Wall-mounted hand sanitizers are located on walls throughout the buildings. Classrooms, designated eating and drinking areas, study areas, and employee work areas are equipped with hand sanitizer.

## PPE

- ✓ Supervisors will fill out forms to order PPE for employees based on their personal preferences and the number of days they will be on campus.
- ✓ Instructors teaching in-person courses will receive masks in their mailboxes to hand out to students on first day of course.

## CLEANING & DISINFECTING

- ✓ Custodians will perform frequent high-touch cleaning throughout the day (door handles, push bars, buttons, etc.); they will clean common areas and classrooms in use nightly.
- ✓ Cleaning kits are located in all classrooms, labs, public areas, and office areas. Students are responsible for wiping down desk tops, chair backs, and computers after use. Faculty are responsible for cleaning podium area. Employees are responsible for cleaning their offices, shared areas, and work room equipment.
- ✓ Dispose of all waste immediately and safely in trash cans.

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

**Subject:** Mission Fulfillment Byte

**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 provides guidance clarifying their expectations for how colleges can demonstrate mission fulfillment through purposeful planning.

<b>Criteria to demonstrate Mission Fulfillment</b>	<b>Target</b>	<b>Aspiration</b>
The institution sets meaningful goals, objectives, and indicators to define mission fulfillment and improve effectiveness.	The institution assesses progress toward achieving its mission fulfillment objectives over time, using longitudinal data and analyses. Both standardized and program-specific data and performance measures are used to inform unit planning, program review, and institutional plans.	Mission fulfillment objectives, indicators, goals, and outcomes are widely distributed, discussed, analyzed, and used to determine strategic priorities.

**Background:**

Mission Fulfillment Bytes (MFB) provide a “close in” data examination of one of our mission metric areas. MFBs will focus on helping us to better understand how strategic actions are driving our mission metrics. A different MFB will be explored at each meeting throughout the year.

The September MFB centers on enrollment disaggregated by race/ethnicity.

CASCADIA COLLEGE

BOTHELL • OUR COMMUNITY'S COLLEGE

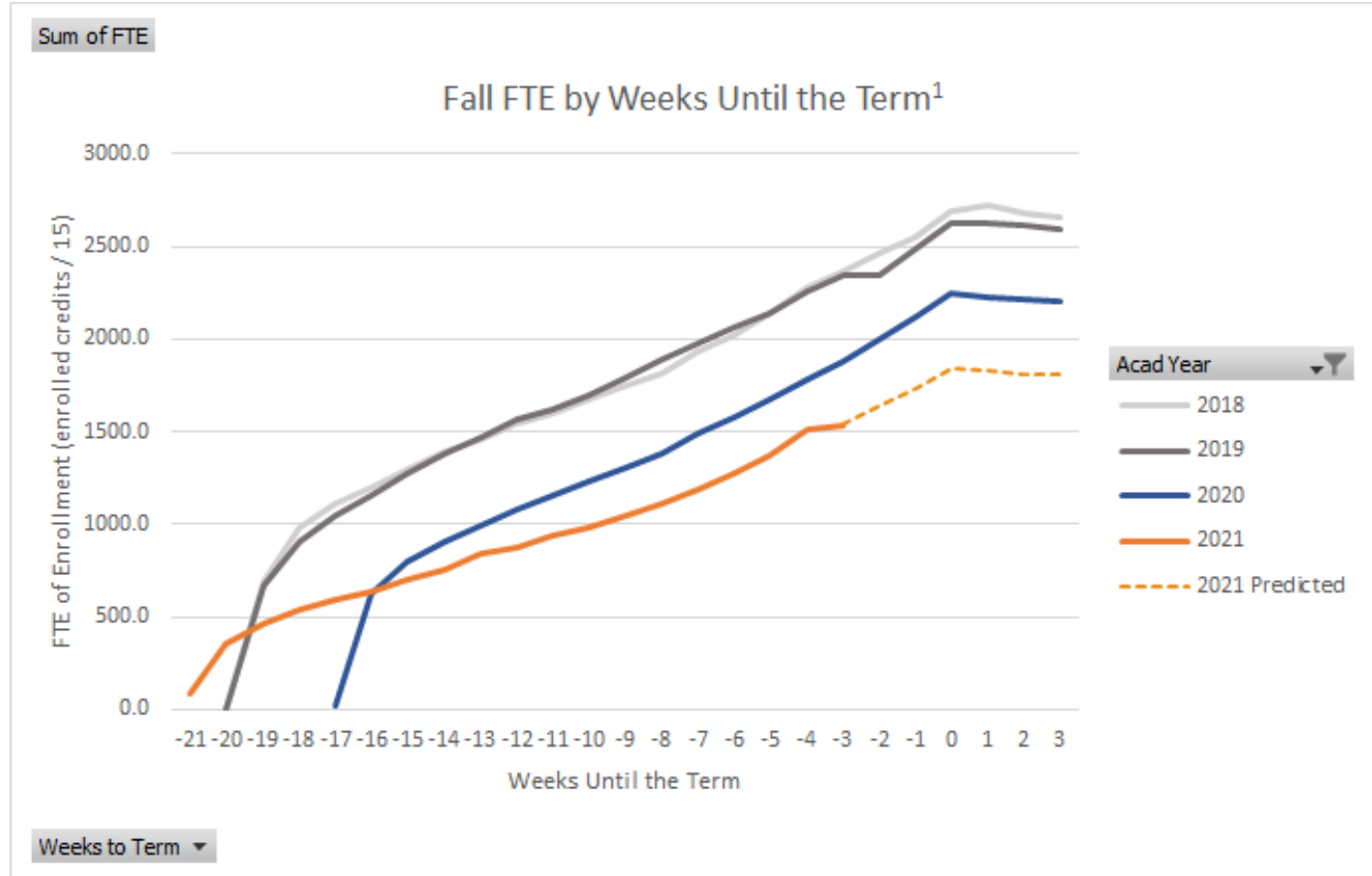
# Mission Fulfillment Byte

*Office of Institutional Effectiveness*

9/10/2021

# FTE Fall 2021

Fall 2018 – Fall 2021  
as of 9/8/2021



At 3 weeks until the start of the fall term, FTE for 2021 is **down 18.0%** (-337.2 FTE) compared to the start of last Fall.

This Fall's enrollment is **down 34.4%** (-808.0 FTE) compared to 2019, a year that reflected more typical enrollment patterns.

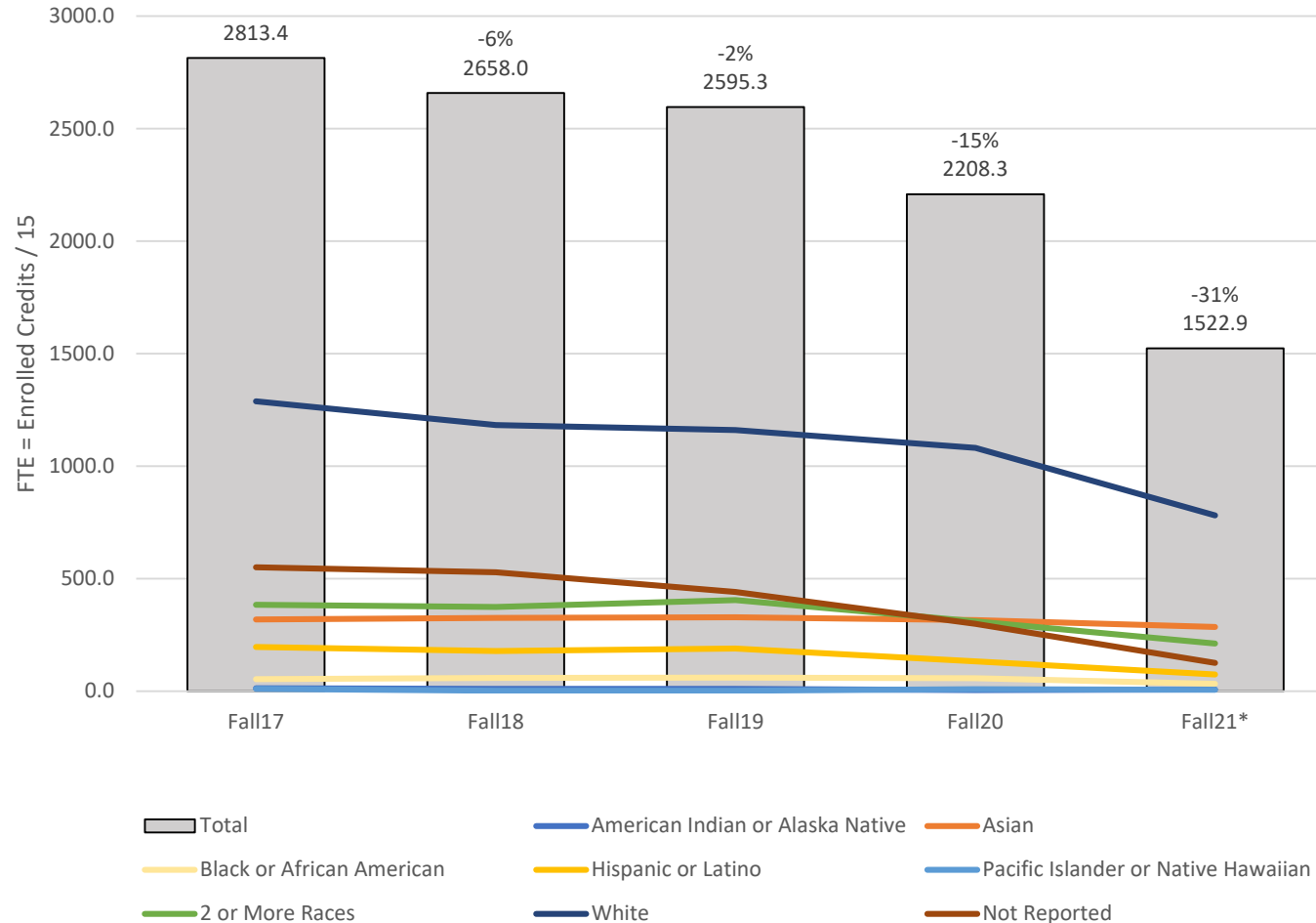
**Predicted:** Last year more students registered close to the start of the term than was typical. Based on this, we predict that enrollment will finish down **18%** FTE from the start of last Fall to this Fall.

<sup>1</sup>Excludes C/HS and Educational Internship in BEDA.

# FTE by Student Race/Ethnicity

Fall 2017 – Fall 2021

(\*as of 9/9/2021, 3 weeks until the start of the term)



\* Total FTE for this Fall is an early glimpse; Fall enrollment continues for three weeks.

Currently, White students remain the largest race/ethnicity group and have grown from 45.8% of total FTE in 2017 to 51.3% of total FTE in 2021.

The most declines between Fall 2017 and 2021, were for students without a reported race/ethnicity (-77.3%) followed by Hispanic/Latino students (-62.5%).

# FTE by Student Race/Ethnicity

Fall 2017 – Fall 2021  
(as of 9/9/2021)



Race Ethnicity	2017	2018	2019	2020	2021*	% Δ Fall20 to Fall21*
American Indian or Alaska Native	12.3	10.3	10.0	5.0	7.5	+51%
Asian	317.9	325.4	327.7	316.3	285.0	-10%
White	1288.3	1182.1	1160.3	1080.5	781.5	-28%
Pacific Islander or Native Hawaiian	10.7	2.3	2.3	8.1	5.5	-32%
2 or More Races	383.5	373.5	404.2	309.8	212.2	-32%
Black or African American	53.5	58.7	60.5	57.7	32.7	-43%
Hispanic or Latino	196.4	177.9	189.7	132.3	73.7	-44%
Not Reported	550.9	527.6	440.5	298.6	124.8	-58%
<b>Total</b>	<b>2813.4</b>	<b>2658.0</b>	<b>2595.3</b>	<b>2208.3</b>	<b>1522.9</b>	<b>-31%</b>

The strongest enrollment relative to last Fall is for American Indian/Alaska Native, Asian, and White students.

The largest FTE declines relative to Fall 2020 are for Black/African American (-43%) and Hispanic/Latino (-44%).

*Preliminary* Fall 2021 FTE is down 31% when compared to final FTE figures for Fall 2020.

## **Cascadia College Board of Trustees**

### **Discussion/Presentation Items**

**Subject:** Change Management at Cascadia

**Justification:**

The executive team, along with Board approval, thought it would be beneficial to understand how multiple large projects have been handled at Cascadia.

**Background:**

Over the course of the last few years, Cascadia has been forced to manage change. These “changes” have come in different forms. Implementing Guided Pathways (a change in curricular perspective) was initiated by the State Board. Implementing ctcLink (a change in technology platform) was also a state-wide initiative. Responding to COVID (multiple forced changes) has been an on-going management task.

Samantha Brown, Cascadia’s Director of Organizational and Professional Development, is responsible for working with the executive team to help manage these changes. She will present a seminar to the board explaining the fundamentals of how we do this at Cascadia.

While change is difficult for many, Cascadia attempts to be thoughtful about the process and to reduce anxiety by outlining as best possible the steps we take to execute the changes.

**Discussion:**

Samantha and the eteam will be present to answer any questions.

# Change Management

Cascadia's approach to project success and positive people-ing





Values



Philosophy



Examples

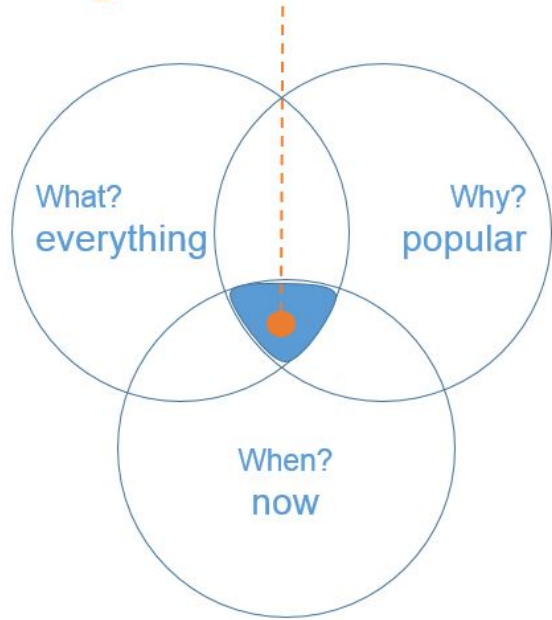
# Change Management Values

- Supported *people* = better *project* outcome
- Supported *project* = better *people* outcome
- People and project must be well resourced
- Build and strengthen relationships
- Focus on mission and outcomes
- Come out of change whole
- Recognize that people fear loss, not change

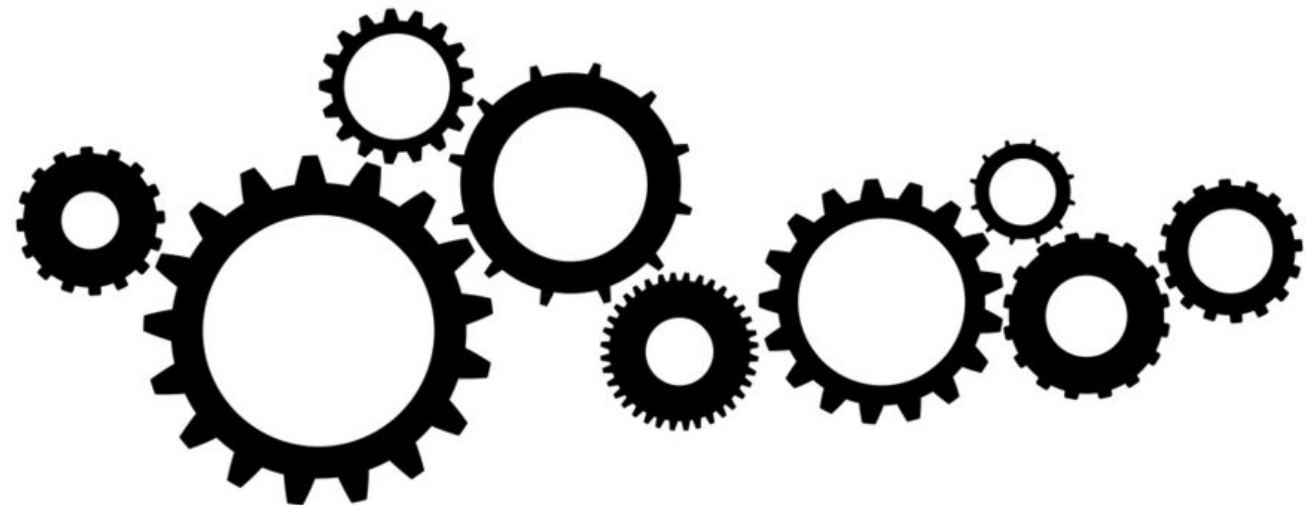
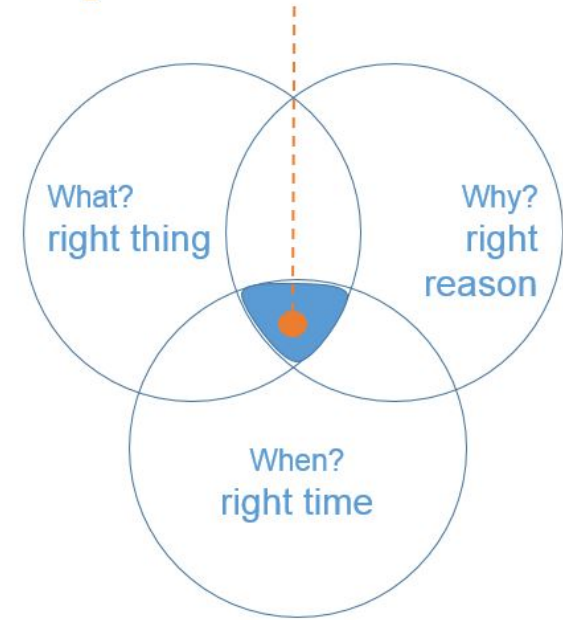
# Change Management Philosophy

Influences: Essentialism, Adaptive Leadership

Highest Point of Frustration



Highest Point of Contribution



## Example #1: ctcLink

Example of planned  
project with a defined  
path and an end goal

- One lead focused on project
- One lead focused on people



Meet regularly  
Plan collaboratively  
Share honestly  
Celebrate jointly

- OCM chats to gather OCM themes
- E-Team support in navigating themes
- Casual, friendly, and supportive
- Intuitive, no cumbersome process

## Example #2: E&I

Example of important initiative without a linear path or goal

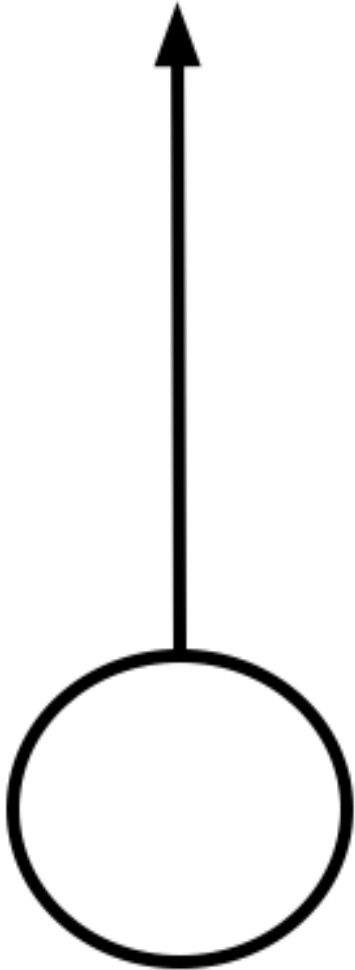
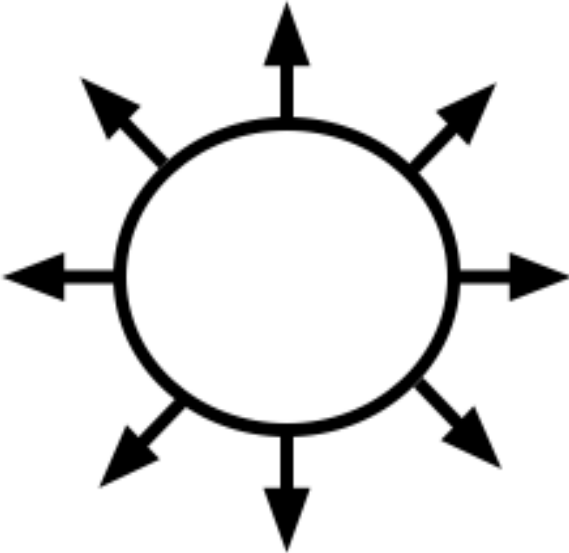
- Change will not happen fast enough or perfect enough – yet within that we can do good
- Needs and organizational change move at different paces – yet within that we can create lasting impact
- Plan and prepare, also react and adapt
- Offer a range of activities to engage people
- Influence through policy (structural), culture (mindset), and compliance (accountability)
- Strive for continuous, sustainable growth that is a journey and not a fixed destination

## Example #3: COVID-19

Example of something unexpected with no precedent or plan

- Survey, ask, listen, communicate – repeat
- Focus on three pillars
  - Facilities
  - Work/task completion
  - Mental health and social well-being
- Trauma-informed approach
- Come out of event whole

# In Closing



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

**Subject:** Monthly Finance Report: 21-22

**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 the operating budget for fiscal year 20-21 projected vs. actual is included to give the Board an update of how the year ended and what to look forward to in fy 21-22.

**Discussion:**

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



# 2020-21 OPERATING BUDGET UPDATE & LOOKING FORWARD

September 22, 2021

# OPERATING BUDGET VS. ACTUALS

For Fiscal Year Ending 2020/2021

<b>BUDGET SUMMARY</b>				9/1/2020	5/19/2021	8/24/2021
<b>REVENUES - Operating Budget</b>				<b>20-21 Projected</b>	<b>20-21 Actual</b>	<b>20-21 Actual</b>
	SBCTC Allocation		\$ 11,088,295	\$ 13,626,124	\$ 13,872,855	
	Tuition (State Students)		\$ 4,959,520	\$ 4,071,505	\$ 4,116,068	
	Tuition (Contract Students)		\$ 6,938,413	\$ 7,279,286	\$ 4,341,133	
	Other		\$ -		\$ 182,996	
		SUM	\$ 22,986,228	\$ 24,976,915	\$22,513,052	
<b>EXPENSES - Operating Budget</b>				<b>20-21 Projected</b>	<b>20-21 Actual</b>	<b>20-21 Actual</b>
	Antcipated		\$ 25,052,144	\$ 24,044,154	\$ 19,479,120	
	ctcLink Reconciliation			\$ 1,500,000		
<b>REVENUES (minus) EXPENSES</b>				<b>20-21 Projected</b>	<b>20-21 Actual</b>	<b>20-21 Actual</b>
			\$ (2,065,917)	\$ (567,239)	\$ 3,033,932	
				Projected vs. Actual	\$ 968,015	

# RESERVES UPDATE

RESERVES - Protected Accounts			a/o 3/1/21	a/o 8/24/21
Data Processing	443	\$	1,274,885	\$ 733,374
Motor Pool	460	\$	37,122	\$ 26,559
Associated Students	522	\$	1,595,882	\$ 1,806,717
Parking	528	\$	14,898,091	\$ 608,461
Aux Enterprise	570	\$	(17,757)	\$ 7,734
Grant-in-Aid	846	\$	(179,500)	\$ 34,629
Student Loan	849	\$	(144,977)	\$ 11,561
Long Term Loan	860	\$	269,890	\$ 262,708
Bldg & Constr	057	\$	485,067	N/A
Grants & Contracts	145	\$	483,301	\$ 305,060
Student Tech Fee	148	\$	852,419	\$ 779,424
Arc Fees	148	\$	1,065,622	\$ 17,871
<b>RESERVES - Available Funds</b>				
Fees & Other Reserves	148	\$	2,470,000	\$ 2,978,618
BOT Reserve (10% - 15% of Oper Budget)	148	\$	1,900,000	\$ 2,530,000
Cash Balance & Other Reserves by fund	146	\$	2,138,101	\$ 2,137,571
Cash Balance by fund	147	\$	379,548	\$ 397,301
<b>Cash Reserves</b>	SUM	\$	8,199,656	\$ <b>8,803,423</b>
<b>Stimulus funds</b>				
		\$	6,652,251	\$ <b>942,797</b>
Local Govt Investment Pool	841	\$	2,167,741	\$ 2,168,408
Long Term Investments	841	\$	6,355,000	\$ 6,278,348
<b>Investment Income-recorded within other fund</b>	SUM	\$	8,522,741	\$ <b>8,446,756</b>

- Increased BOT Reserve
- Pass thru for Parking & ARC
- Investments slightly down

# STIMULUS FUNDING

<b>STIMULUS - Revenue (Protected)</b>			
HEERF I	\$	578,115	\$ 578,115
HEERF II	\$	2,051,497	\$ 2,051,497
GEER	\$	357,639	\$ 357,639
HEERF III	\$	3,665,000	\$ 3,665,000
Spent			\$ (935,754)
Identified High Priority Stimulus Spending			\$ 4,773,700
<b>TOTAL</b>	\$	6,652,251	\$ 942,797

- \$3.5 Million held for enrollment decline
- Funds to expand technology

## Cascadia College Board of Trustees

### Action Items

**Subject:** 2021-2022 BOT Chair and Vice Chair (1<sup>st</sup> Read/Action)

**Background:**

A new Board Chair and Vice Chair must be determined each September. Their duties begin after the conclusion of the September meeting.

**Action:**

The Board recommends that Trustee \_\_\_\_\_ will be the 2021-22 Chair of the Board, and Trustee \_\_\_\_\_ will be the 2021-22 Vice Chair of the Board.

**Vote/Adoption:**

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

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

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

	Yes	No	Abstain
Captain			
Kelly			
McDaniel			
Ponto			
Quint			

## Cascadia College Board of Trustees

### Action Items

**Subject:** 2021-2022 Legislative Action Committee BOT Representative  
(1<sup>st</sup> Read/Action)

**Background:**

The Association of College Trustees (ACT) has requested Cascadia College submit the Legislative Action Committee BOT Representative for the upcoming Legislative Session.

**Action:**

The Board recommends that Trustee \_\_\_\_\_ will be the Legislative Action Committee BOT Representative for Cascadia College for 2020-2021.

**Vote/Adoption:**

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

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

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

	Yes	No	Abstain
Captain			
Kelly			
McDaniel			
Ponto			
Quint			

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



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

### ❖ **2021-2022 Academic Year**

CCCFT members have been (and are) busily preparing for the upcoming academic year. We anticipate and accept the task of creating meaningful and engaging learning experience for all our students under the ongoing challenges that the pandemic has created for faculty, staff, and administration, and look forward to continuing to collaborate with the entire College in doing so. We trust that all decisions will continue to be made in accordance with the most up-to-date science and the most thoughtful exercise of good judgment and flexibility possible.