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 influence 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 underserving 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) 21st 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 ctcLink 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.

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*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).

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**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 22nd 2021
4:00 p.m.
Via ZOOM

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

1. CALL TO ORDER (4:00pm)

2. CONSENT AGENDA
   - Meeting Agenda
   - Minutes from last meeting – June 16th 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)
7. RECOMMENDED ACTION ITEMS

- 2021-2022 Election of BOT Chair and Vice Chair (1st Read/Action) – (EM)
- 2021-2022 Legislative Action Committee BOT Rep (1st 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 20th 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.
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.
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 (1st 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
Roy Captain, Board Chair

Attest:

Dr. Eric Murray, President
Bdminutes06162021
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.
5-Year Enrollment Trends & Fall 2021 Enrollment

Office of Institutional Effectiveness
8/30/2021
5-Year Trends
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).

### FTE by Contract & State Enrollment

#### Academic Year 2016-17 – 2020-21

<table>
<thead>
<tr>
<th>Year</th>
<th>Total</th>
<th>Contract</th>
<th>State</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016-17</td>
<td>2953.1</td>
<td>2895.1</td>
<td>58.0</td>
</tr>
<tr>
<td>2017-18</td>
<td>2748.6</td>
<td>2745.8</td>
<td>2.8</td>
</tr>
<tr>
<td>2018-19</td>
<td>2649.2</td>
<td>2648.5</td>
<td>0.7</td>
</tr>
<tr>
<td>2019-20</td>
<td>2237.1</td>
<td>2230.8</td>
<td>6.3</td>
</tr>
<tr>
<td>2020-21</td>
<td>1877.2</td>
<td>1853.0</td>
<td>24.2</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
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<tbody>
<tr>
<td>2016-17</td>
<td>1075.9</td>
<td>1056.8</td>
<td>19.1</td>
</tr>
<tr>
<td>2017-18</td>
<td>1065.8</td>
<td>1042.0</td>
<td>23.8</td>
</tr>
<tr>
<td>2018-19</td>
<td>1074.7</td>
<td>1063.8</td>
<td>10.9</td>
</tr>
<tr>
<td>2019-20</td>
<td>947.2</td>
<td>944.7</td>
<td>2.5</td>
</tr>
<tr>
<td>2020-21</td>
<td>1289.9</td>
<td>1289.9</td>
<td>0.0</td>
</tr>
</tbody>
</table>
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%.
“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
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.
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.
Fall 2021
New Student FTE by Running Start Status

Not Running Start

Running Start

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).
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).
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:

<table>
<thead>
<tr>
<th>Criteria to demonstrate Mission Fulfillment</th>
<th>Target</th>
<th>Aspiration</th>
</tr>
</thead>
<tbody>
<tr>
<td>The institution sets meaningful goals, objectives, and indicators to define mission fulfillment and improve effectiveness.</td>
<td>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.</td>
<td>Mission fulfillment objectives, indicators, goals, and outcomes are widely distributed, discussed, analyzed, and used to determine strategic priorities.</td>
</tr>
</tbody>
</table>

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

- Board of Trustees
- 9.9.21
Overview

• Review planning foundation

• Overview the 21-22 initiatives

• Explore the data dashboards

• Discuss the process for identifying 22-23 initiatives

• Review next steps
Cascadia College’s Mission Statement

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

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</tr>
</tbody>
</table>
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
Initiatives

Focus on Mission Core

- Access
- Equity
- Superior Educational Experiences
### Mission Outcomes

#### PLANNED WORK

<table>
<thead>
<tr>
<th>OBJECTIVE</th>
<th>OWNERS</th>
<th>INITIATIVE, ACTIVITY, PROGRAM</th>
<th>GOVERNANCE BODY &amp; EXECUTIVE</th>
<th>PERFORMANCE INDICATORS</th>
<th>INTENDED RESULTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Increase student success</td>
<td>Guided Pathways Committee</td>
<td>Complete initial mapping work</td>
<td>Student Learning Council, VPSLS</td>
<td>1st 15, 30, 45 credits</td>
<td>Increase student success</td>
</tr>
<tr>
<td>2. Increase student diversity</td>
<td>Guided Pathways Committee</td>
<td>Collaborate with External Relations to design a web application that connects areas of interest with academic plans and maps</td>
<td>VPSLS, VPERP</td>
<td>1st 15, 30, 45 credits Academic plan completions</td>
<td>Increase student diversity</td>
</tr>
<tr>
<td>3. Increase equity outcomes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Increase equity outcomes</td>
</tr>
</tbody>
</table>

#### Data Sources

- Decrease time to complete
- ctcLink student data
- Web metrics
- Internal survey

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**Guided Pathways Committee**

**SEM**

**VPSLS, VPERP**

**Systemically non-dominant students**

**Progression Rate**

**Retention Rate**

**Increase student support participation of systemically non-dominant students**

**Increase completion**

**ctcLink student data**

**Number of students enrolled in BFET program**

**Increase enrollment**

**CtcLink student data**

**Increase in BFET program**

**Increase in the conversion of prospective to enrolled students**

**Percentage of students who enroll**

**Increase enrollment**

**CtcLink student data**

**35**
## Mission Outcome: Increase Student and Employee Diversity

**Objective:** Create a sense of belonging and establish a support network.

**Initiative:** Launch the Cascadia Scholars Mentorship Program

**Governance Body & Executive:** EDEI, E&I Advisory Council

**Performance Indicators:** 1st 15, 30, 45 credits

**Measure: Short-Term Result:** # participants/term

**Measure: Long-Term Outcomes:** Increase retention and completion rates amongst systemically non-dominant students.

**Data Source:** Ctclink data

## Mission Outcome: Increase Employee Equity Outcomes

**Objective:** Ensure an equitable starting point for employees.

**Initiative:** Remodel the hiring process through an E&I lens

**Governance Body & Executive:** EDEI, E&I Advisory Council

**Performance Indicators:** Employee demographics, Employee year-by-year retention rates

**Measure: Short-Term Result:** # of policies updated, # job descriptions updated with equity statements

**Measure: Long-Term Outcomes:** Increase hiring and Retention of systemically non-dominant employees.

**Data Source:** HR data

## Mission Outcome: Increase Student and Employee Equity Outcomes

**Objective:** Connect with Indigenous Community

**Initiative:** Co-create a land acknowledgment with Indigenous Community

**Governance Body & Executive:** EDEI, E&I Advisory Council

**Performance Indicators:** Progression & retention rates

**Measure: Short-Term Result:** Integrate E&I knowledge, ideas, and concepts within the fabric of the institution

**Measure: Long-Term Outcomes:** Increase sense of belonging among Indigenous students and employees, Retention of Indigenous students & employees.

**Data Source:** Ctclink data, HR data, Student & employee surveys

## Mission Outcome: Increase Student Success

**Objective:** Guarantee an equitable starting point for students.

**Initiative:** Conduct an English and Math placement and success data review

**Governance Body & Executive:** VPSLS

**Performance Indicators:** Initial placement levels by placement source

**Measure: Short-Term Result:** # of improvements to placement options

**Measure: Long-Term Outcomes:** Completion rate of program level Math & English at 45 credits (disaggregated)

**Data Source:** Placement data, CtcLink data

## Mission Outcome: Increase BEdA Prospective Student Enrollment

**Objective:** Translate BEdA program materials into additional languages

**Initiative:** Convene an English and Math placement and success data review

**Governance Body & Executive:** VPSLS, VPERP

**Performance Indicators:** Initial placement levels by placement source

**Measure: Short-Term Result:** # of improvements to placement options

**Measure: Long-Term Outcomes:** Increased enrollment in BEdA prospective students

**Data Source:** CtcLink student data
### Superior Educational Experiences

<table>
<thead>
<tr>
<th>Mission outcome</th>
<th>OBJECTIVE</th>
<th>OWNERS</th>
<th>INITIATIVE, ACTIVITY, PROGRAM</th>
<th>GOVERNANCE BODY &amp; EXECUTIVE</th>
<th>PERFORMANCE INDICATORS</th>
<th>Measure: Short-Term Result</th>
<th>Measure: Long-Term Outcomes</th>
<th>Data Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Increase student success</td>
<td>Ensure Student Learning</td>
<td>Guided Pathways Committee</td>
<td>Collaborate with assessment committee and VPSLS to ensure alignment of work</td>
<td>Assessment Committee, SLC, VPSLS</td>
<td>NA</td>
<td>Develop a continuous improvement focused assessment plan</td>
<td>Increase: • Progression • Retention • Completion • SLO attainment</td>
<td>NA</td>
</tr>
<tr>
<td>2. Increase equitable outcomes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Increase student success</td>
<td>Supporting Students toward Completion</td>
<td>SEM</td>
<td>Increase number of students receiving financial awards</td>
<td>VPSLS, VPERP</td>
<td>Number of students receiving financial aid</td>
<td>More students receiving aid</td>
<td>Increase: • awards for all students • awards for systemically non-dominant students.</td>
<td>CtcLink student data</td>
</tr>
<tr>
<td>2. Increase equitable outcomes</td>
<td></td>
<td>Guided Pathways Committee</td>
<td>Plan a series of advisor-faculty summits</td>
<td>VPSLS</td>
<td>1st 15, 30, 45 credits</td>
<td>Participation rate</td>
<td>Increase student referrals to wrap-around success support</td>
<td>ctcLink student data</td>
</tr>
<tr>
<td></td>
<td></td>
<td>SEM</td>
<td>Develop a new Satisfactory Academic Progress policy to provide more support for students on academic probation.</td>
<td>VPSLS, VPERP</td>
<td>Progression rate for students who earn a quarterly GPA of less than 2.0</td>
<td>Number of students on academic probation who return to good academic standing</td>
<td>Increased completion</td>
<td>CtcLink student data</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Guided Pathways Committee</td>
<td>Deepen shared understanding of how faculty and advisors work with student interventions</td>
<td>VPSLS</td>
<td>Progression Rate Retention Rate</td>
<td>Increase student support participation</td>
<td>Increased completion</td>
<td>ctcLink student data</td>
</tr>
</tbody>
</table>
Mission Metrics: Our Data Foundation

Clears a path for a better way demonstration mission fulfillment

Integrates the intent of NWCCU

Highlights our new mission

Utilizes specific and relevant metrics

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 a way 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

Collecting Data
- Mission Metric dashboards
- Information sharing monthly, quarterly, annual
- Institutional Effectiveness Team

Analyzing Data
- How our work is influencing data, gaps
- College and unit levels
- Fall and spring

Developing Strategic Actions
- Teams and units submit proposals based on data analysis
- Collected and prioritized by IEC
- Fall - Winter

Resourcing priority actions
- Eteam determine funding options
- Operational budgets, strategic reserves, dedicated funded
- Winter-Spring

Approving
- IEC - Eteam - Board of Trustees
- Winter - Spring

Cascadia College Board of Trustees Meeting 09-22-2021
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
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.
| VACCINATION | ✓ 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. |
| MASKS | ✓ 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.  
✓ 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.  
✓ Anyone not able to wear a mask for medical reasons must make accommodations. Students should contact disabilities@cascadia.edu and employees should contact humanresourcesandpayroll@cascadia.edu. |
| HEALTHY CAMPUS QUALTRICS TOOL | ✓ 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.  
✓ 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. |
#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.

<table>
<thead>
<tr>
<th>Criteria to demonstrate Mission Fulfillment</th>
<th>Target</th>
<th>Aspiration</th>
</tr>
</thead>
<tbody>
<tr>
<td>The institution sets meaningful goals, objectives, and indicators to define mission fulfillment and improve effectiveness.</td>
<td>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.</td>
<td>Mission fulfillment objectives, indicators, goals, and outcomes are widely distributed, discussed, analyzed, and used to determine strategic priorities.</td>
</tr>
</tbody>
</table>

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.
Mission Fulfillment Byte

Office of Institutional Effectiveness
9/10/2021
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.

Excludes CiHS and Educational interview 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%).
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.
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
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
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
- OCM chats to gather OCM themes
- E-Team support in navigating themes
- Casual, friendly, and supportive
- Intuitive, no cumbersome process

Meet regularly
Plan collaboratively
Share honestly
Celebrate jointly
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
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

<table>
<thead>
<tr>
<th>BUDGET SUMMARY</th>
<th>9/1/2020</th>
<th>5/19/2021</th>
<th>8/24/2021</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUES - Operating Budget</strong></td>
<td>20-21 Projected</td>
<td>20-21 Actual</td>
<td>20-21 Actual</td>
</tr>
<tr>
<td>SBCTC Allocation</td>
<td>$11,088,295</td>
<td>$13,626,124</td>
<td>$13,872,855</td>
</tr>
<tr>
<td>Tuition (State Students)</td>
<td>$4,959,520</td>
<td>$4,071,505</td>
<td>$4,116,068</td>
</tr>
<tr>
<td>Tuition (Contract Students)</td>
<td>$6,938,413</td>
<td>$7,279,286</td>
<td>$4,341,133</td>
</tr>
<tr>
<td>Other</td>
<td>$ -</td>
<td>$ -</td>
<td>$182,996</td>
</tr>
<tr>
<td><strong>SUM</strong></td>
<td>$22,986,228</td>
<td>$24,976,915</td>
<td>$22,513,052</td>
</tr>
</tbody>
</table>

| **EXPENSES - Operating Budget** | 20-21 Projected | 20-21 Actual | 20-21 Actual |
| Anticipated | $25,052,144 | $24,044,154 | $19,479,120 |
| ctcLink Reconciliation | $ - | $1,500,000 | $ - |

| **REVENUES (minus) EXPENSES** | 20-21 Projected | 20-21 Actual | 20-21 Actual |
| Projected vs. Actual | $ (2,065,917) | $ (567,239) | $3,033,932 |

Projected vs. Actual: $968,015
### RESERVES UPDATE

#### RESERVES - Protected Accounts

<table>
<thead>
<tr>
<th>Account</th>
<th>a/o 3/1/21</th>
<th>a/o 8/24/21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Processing</td>
<td>$1,274,885</td>
<td>$733,374</td>
</tr>
<tr>
<td>Motor Pool</td>
<td>$37,122</td>
<td>$26,559</td>
</tr>
<tr>
<td>Associated Students</td>
<td>$1,595,882</td>
<td>$1,806,717</td>
</tr>
<tr>
<td>Parking</td>
<td>$14,898,091</td>
<td>$608,461</td>
</tr>
<tr>
<td>Aux Enterprise</td>
<td>$(17,757)</td>
<td>$7,734</td>
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<tr>
<td>Grant-in-Aid</td>
<td>$(179,500)</td>
<td>$34,629</td>
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<tr>
<td>Student Loan</td>
<td>$(144,977)</td>
<td>$11,561</td>
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<tr>
<td>Long Term Loan</td>
<td>$269,890</td>
<td>$262,708</td>
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<tr>
<td>Bldg &amp; Constr</td>
<td>$485,067</td>
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<tr>
<td>Grants &amp; Contracts</td>
<td>$483,301</td>
<td>$305,060</td>
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<tr>
<td>Student Tech Fee</td>
<td>$852,419</td>
<td>$779,424</td>
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<tr>
<td>Arc Fees</td>
<td>$1,065,622</td>
<td>$17,871</td>
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</tbody>
</table>

#### RESERVES - Available Funds

<table>
<thead>
<tr>
<th>Account</th>
<th>a/o 3/1/21</th>
<th>a/o 8/24/21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fees &amp; Other Reserves</td>
<td>$2,470,000</td>
<td>$2,978,618</td>
</tr>
<tr>
<td>BOT Reserve (10% - 15% of Oper Budget)</td>
<td>$1,900,000</td>
<td>$2,530,000</td>
</tr>
<tr>
<td>Cash Balance &amp; Other Reserves by fund</td>
<td>$2,138,101</td>
<td>$2,137,571</td>
</tr>
<tr>
<td>Cash Balance by fund</td>
<td>$379,548</td>
<td>$397,301</td>
</tr>
<tr>
<td>Cash Reserves</td>
<td>$8,199,656</td>
<td>$8,803,423</td>
</tr>
<tr>
<td>SUM</td>
<td>$6,652,251</td>
<td>$942,797</td>
</tr>
<tr>
<td>Stimulus funds</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local Govt Investment Pool</td>
<td>$2,167,741</td>
<td>$2,168,408</td>
</tr>
<tr>
<td>Long Term Investments</td>
<td>$6,355,000</td>
<td>$6,278,348</td>
</tr>
<tr>
<td><strong>Investment Income-recorded within other fund</strong></td>
<td>$8,522,741</td>
<td>$8,446,756</td>
</tr>
</tbody>
</table>

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

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

- $3.5 Million held for enrollment decline
- Funds to expand technology
Subject: 2021-2022 BOT Chair and Vice Chair (1st 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: ________________

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>Abstain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Captain</td>
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<tr>
<td>Kelly</td>
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<tr>
<td>McDaniel</td>
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<td>Ponto</td>
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<tr>
<td>Quint</td>
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</tbody>
</table>
Subject: 2021-2022 Legislative Action Committee BOT Representative (1st 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: ________________

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>Abstain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Captain</td>
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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.