



November 10, 2021

Dear Board of Trustees and Campus Community:

I am thankful that we are making strides towards a more stable and healthier world, as well as a more stable and healthier campus. Fall quarter has gone well and we are planning for an increase in in-person classes for Winter. We still struggle with enrollment, but are creating a multitude of new ways to reach prospective students. We still struggle with filling staff vacancies, but are conducting searches and finding qualified folks who would like to work for us on a temporary basis.

Opportunities continue to emerge however and I am excited to see STEM4 being built every day, to rebuild community connections, to see the Foundation flourish, and to be working closely with UWB.

I look forward to seeing you at the meeting. A summary of my activities this month is below.

Respectfully, Eric

#### Campus

- Participated in the hiring process for the new Executive Director of Equity & Inclusion.
- Interviewed several candidates for temporary positions.
- Foundation meetings (x3)
- Campus Professional Development Day
- Navigators meeting
- Tenure candidate check-in
- Constituent Leadership Training coaching sessions (x4)
- Meet and Greet with new Finance Director

#### Community / State

- Leadership Eastside Advisory Council meeting.
- Met with the Together Center for a discussion of leased space in Redmond.
- Bothell Kenmore Chamber meetings (x2)
- WACTC Wednesday Meetings
- Meetings with Centro Cultural Mexicano (x2)
- Lake Washington School District State of the District event
- Eastside Small Business Recovery Advisory Council meeting

#### UWB

- Conducted Chamber of Commerce orientation for Ch. Esterberg.
- Hosted Ch. Esterberg and 5 Community College president at my home for a Meet and Greet.
- Advisory Task Force for Campus Safety meeting
- Monthly meeting with Ch. Esterberg.

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 Program**

The Cascadia Scholars Program currently has eight applications as of Friday, November 5. The application deadline is November 30. We fully expect to hit the goal of 12 Scholars and are preparing to go beyond this number. The faculty mentors have their job descriptions covering expectations of their roles and available resources. There is a further expectation that the cohort of 12, will increase substantially in 2022, primarily as a result of the two student of color conferences to be hosted on the Cascadia campus in March and May of 2022. Therefore, there will be a spring application deadline and we are recruiting additional faculty mentors and planning to increase funding (via grants) in the coming year.

**Foundations of E&I Course**

Cascadia College has been engaging in equity and inclusion learning and development via an online 10-module Canvas course created in collaboration with the Executive Director of Equity & Inclusion, Director of Organizational and Professional Development, and faculty and staff subject matter experts. The course covers basic elements of equity and inclusion for the beginner and lays the foundation for further learning. Those more advanced also benefit, as the work of equity and inclusion runs deep and there is always more information to be learned. Module topics include: definitions, race, gender and sexuality, ability, microaggressions and apologies, structural and institutional oppression, social justice and allyship, and a personal call to action. Each of the modules in this robust course include sub-pages filled with content, videos, and articles. It is because of the support, ideas, advocacy, and encouragement of the Cascadia College community that the course was able to be created and offered. It was a massive undertaking that has led to study groups, independent learning, and a course alumni group that gathers for Beyond the Foundations sessions.

**Organizational & Professional Development**

Twice per year, the Director of Organizational & Professional Development meets one-on-one with supervisors to learn how they and their teams are doing and what they most need to be successful in the months ahead. The chats are helping in building community, driving progress, and demonstrating community care. Supervisors often have similar needs, concerns, ideas, and solutions that are important to gather. Themes from the chats are shared with members of the Executive Team so that voices can be heard, and actions taken to support individuals, teams, and departments.

**Potential Third School District Connection**

The Executive Director of Equity and Inclusion will be meeting with a representative from the Riverview School District in Duvall and Carnation. As part of their equity work, they are interested in partnering with a local community college in supporting the transition of their Hispanic/Latinx students from high school to post-secondary education. We will discuss Cascadia Scholars as well as the possibility of a third student of color conference for 2023.

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

**American Indian and Indigenous Studies**

Friday, October 8, we kicked off the year with the Indigenous People's Day Live Webinar for the Community and Technical Colleges. Founding Faculty and member of the statewide planning committee, David Ortiz presented our plans for expanding our courses in AIIIS and our relationships with area tribal groups. Over the next year, we will be developing the transfer courses in agreement with the University of Washington's American Indian and Indigenous Studies program. Kerry has also agreed to become a member of the statewide steering committee.

## **College and Career Foundations**

David Dorratcague, Faculty Coordinator for the College and Career Foundations program is presenting to Whatcom Community College ESL faculty on November 5 about how Cascadia has integrated international and domestic students into one program for English language learning. Faculty at other colleges have been eager to learn about our new model.

## **Faculty Presentation**

Chris Gildow, Tasha Walston, and Kathy Brown are giving their MoPan presentation at 11:00 am PST on February 18, for the 14<sup>th</sup> annual Transforming the Teaching & Learning Environment virtual conference. The invitation letter they received mentioned that theirs was the highest rated of the 300 presentations considered. MoPan rocks!

## **Faculty Publication**

After four years of work co-leading this initiative for the American Psychological Association, Professor Garth Neufeld (Psychology) and his co-writers published this scholarly book of recommendations for teaching Psych 100. Garth appreciates all of Cascadia's support as well. <https://www.apa.org/pubs/books/transforming-introductory-psychology>

## **Integrated Learning**

The Student Learning Council approved part two of the Integrated Learning curriculum framework. Last spring, the SLC approved the IL designation outcomes that will apply to courses that want to carry the designation. The overall framework provides for the approval process for Learning Communities, other linked courses, and experiential learning options on the yearly or quarterly schedule. All students in our largest degree area—AIS—are required to take an IL-designated course.

## **Math/OER**

Megan Luce, Math Division Chair, presented to Lower Columbia College Math Faculty on October 12 regarding Cascadia's adoption and integration of OER (Open Educational Resources) materials in pre-college math as well as Cascadia's co-requisite model of running Math 085 with Math&107 to help accelerate student progress in their given math pathway.

## **Student Success Services**

October was Disability Awareness Month. To bring awareness and reflect on issues pertaining to the disabled community, Disability Support Services and Organizational & Professional Development hosted a deep dive into two films about disability. Two separate events were hosted (one for employees and one for students). Participants were asked to watch *Crip Camp* and *Deej* before the events (students were only asked to watch *Crip Camp*). Both events triggered excellent discussions around the disability rights movement, barriers the disabled community faces today, how inclusive design can benefit everyone, and many other topics. The journey for inclusion is never ending and we appreciate everyone who attended both events!

The Kodiak Corner Student Services Center opened its doors on November 1 for the first time since March 18, 2020. The staff are still seeing students preferring the virtual services over in person services by over 80%, but we are continuing to move in the direction of more in person staffing and services being available.

Student Life launched the first online Cascadia store! Employees, students, and the community can now order customized Cascadia apparel, mugs, bags and much more. Monthly promotions and a link to the store can be found on the home page of the Cascadia website, or you can use the [direct link](#).

We just completed a successful campaign to recruit more students to sign up for our weekly e-newsletter and to follow us on social media in order to learn about everything happening on campus. We now have over 800 followers on Instagram and added an additional 150 people to our e-newsletter subscription.

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

**Finance**

After months of recruiting, the Finance department has hired a new Director of Finance, Brent Green. Over the next few months, the new director will overlap with our interim director, Ken McLean, as well as the current and interim VPA's Martin Logan and Bill Saraceno.

**Human Resources/Payroll**

The month of October brought several new hires and position changes at Cascadia. We would like to congratulate Chari Davenport on her acceptance of the permanent role of Executive Director of Equity & Inclusion! Chari has been serving in the interim role since June and has also been a valued member of our Associate Faculty for nearly two decades.

Additionally, to assist during the transition of the VP of Administrative Services position, Bill Saraceno is serving as our Interim VPAS. Bill comes to us with many years of experience in the CTC system and has been serving in similar interim roles for the past few years. And, at long last, we have hired a new Director of Finance; Brent Green comes to us from California and will be on campus during his first week beginning November 16.

With two recent departures within our Executive Assistant team, two temporary full-time Exempt Executive Assistants have been appointed to assist, including Brandon Bannister to support Dr. Kerry Levett and Alia Mahdi to support Marty Logan/Bill Saraceno. Both Brandon and Alia started on October 28.

The HR team is also happy to announce that Ana Benitez, who has been serving as the Administrative Services Manager A – Faculty Support in a nonpermanent capacity for the past few months (and AA3 in Student Learning before that), has recently accepted the permanent position after participating in a competitive internal search process.

October also brought us several Part-Time Hourly and Student employees to our Lab Tech team, International Programs, Student Learning, and The Bock Learning Center. It's been a full quarter of recruiting, and HR continues multiple searches in Finance, Information Services, Student Learning, and Enrollment Services.

Additionally, with the beginning of a new quarter comes time for HR to assess benefits eligibility for approximately 100 Associate Faculty members. This Fall we saw the intended impact of 2-Year Averaging. Several Associate Faculty not teaching this quarter were able to retain benefits because they had applied and been approved for 2-Year Averaging for the 2021-2022 academic year.

During the first half of October, HR collaborated with Healthy Campus to contact employees who had not yet attested to their COVID-19 vaccination status. As of October 8, 129 employees and volunteers were sent Pre-Separation Notices, and by the vaccination deadline of October 18, only seven had not submitted an attestation. We feel grateful that these were mostly Associate Faculty not currently working, and they are eligible for rehire upon attestation and verification of vaccination status. The HR

and Healthy Campus teams outlined a joint process for verifying vaccination status of new employees moving forward, and it is working well.

Five members of the HR and Payroll team virtually attended the quarterly two-day gathering of statewide CTC HR and Payroll staff called PPMS meetings, led this year by our very own Melissa Stoner. Many important topics of discussion were covered, including vaccination policies and procedures, Open Enrollment 2022, an open discussion with schools on ctcLink to help guide later deployment groups, a report from the State Board, and other various benefits-related topics.

We are also preparing for the upcoming implementation of WA Cares Fund which begins in January. The WA Cares Fund gives employees a lifetime benefit that can be used for long-term care services when they need it. Employees have the option of applying for an exemption from this new tax through the Employment Security Department. HR has been notifying employees of this change and HR and Payroll are currently accepting approval letters from employees who have been granted the exemption.

### **Information Services**

In the month of October, Information Services received 602 requests for technical support, with the bulk of those being from employees (only 165 from students). The team was able to complete 659 requests (220 of them were for students) as they played catch-up with the huge number of requests that came in during the month of September.

Several key systems and applications had emergency security updates that needed to be installed including our firewall and database instances on both the web server and the web calendar server.

Work to get campus laptops, desktops, and Views onto currently supported versions of Windows 10 was completed. This included migrating 513 devices to Windows 10 version 20H2.

Printer driver issues continued to be a problem on campus (this is due to a Microsoft security vulnerability and subsequent “fix” that is referred to in the technical community as “PrintNightmare”). Information Services staff managed to find a set of configurations to implement on the student computers on campus which allowed students to print again. In November, a similar fix for employees will be implemented, enabling employees to once again self-install printer drivers.

For a list of Information Services’ open projects (both those that are being led by Information Services staff and those that I.S. is playing a support role in), please see <https://cascadiacc.sharepoint.com/IS/>. If you have questions about any projects listed, please contact Laura Heddal at [lhedal@cascadia.edu](mailto:lhedal@cascadia.edu).

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

#### **Communications/Outreach/Marketing**

Emergency communications systems were tested as part of the Great Washington Shakeout. All communications channels (social, computer alert, email, UWB text alert) performed well. With the return to campus and several organizational changes taking place, the College’s emergency preparedness efforts are underway as the team is reviewing plans and procedures, updating resources, and preparing to meet and train new members.

Implementation of a new customer relations management tool for internal and external marketing communications called TargetX kicked off in October. This complex project began with a series of

meetings including the vendor, project managers, administrators and other key participants who are now working through a course of training modules.

At the request of the Healthy Campus team, the Graphic and Web Design group created a [COVID-19 Close Contact Decision Tool](#) for the website. The tool leads the individual through a series of questions to help determine whether to come to campus and provides other important guidance.

The Outreach team's work for October - including high school visits, campus tours, zoom visits, email, and live chat - resulted in a total of 100 student leads. Worthy of note, the team conducted their first in-person visit at a high school in more than 18 months since pandemic-related restrictions went into effect. The team provided support with financial aid and admissions applications to seniors at Jackson High School.

A Media Preferences Fall 2021 Survey was launched. The information collected will help the team assess and make adjustments related to student media use and preferences for communication.

### **COVID-19 Response**

In response to Governor Inslee's Proclamation 21-14.1, all current employees met the vaccination/exemption requirement by October 18. A few associate faculty members who are not currently instructing were separated due to a lack of verification.

COVID-19 cases on campus have been minimal, averaging 1 per week. Both staff and students on campus have been diligent in following the safety protocols and procedures put in place to help keep everyone safe and healthy.

### **Facilities/Capital Projects**

From the monthly [Construction Bulletin](#): Construction has ramped up and is progressing quickly on the Bothell STEM4 project. The construction access road which acts as the "spine" of the construction site facilitating safe access for trades people, materials, and equipment has now been paved. Permanent power service for the future building has been installed and energized. This service also supplies temporary power to the tower crane and site during construction. Getting this scope of work completed at the beginning of construction is a great benefit to the project logistically and avoids installation of work that will just be removed later.

Foundation work has begun with placement of the Tower Crane Footing. Foundation work including waterproofing, rebar, and concrete will continue at Level 0 with the perimeter footing giving shape to the footprint of the buildings lowest level that will exit out onto the Crescent Path. Foundation work will then elevate to the next step, creating Level 1's footprint.

The 265' tall tower crane will be erected in the center of the building in the first week of November. The tower crane serves as the life blood to the project feeding materials and equipment throughout the site. The building structure will be constructed around the crane, which will then be disassembled and removed once the roof level is complete.

### **Foundation**

October marked the transition to stage two of the Strategic Plan. Work began on developing a linkage with the college to help evaluate outcomes of our scholarships and grant programs. At the first quarter meeting of FY22, the Foundation's newest Director, Stephania Lizza, was welcomed. The Board is continuing its recruiting efforts. Board members also continue to engage with staff in small projects that leverage each members' skills and interests.

This year's employee giving campaign will offer our community the opportunity to support key program areas – scholarships and emergency grants. The Foundation is also proud to offer an opportunity to celebrate and remember Shawn Miller, Director of Enrollment Services. Contributions made in Shawn's honor will help pay for scholarships for first generation students.

The application period of our first Fall Scholarships Cycle was completed and the work of several selection committees is underway. The new system, AwardSpring, is proving its value in terms of broadening access and improving the application experience. More than 250 students and prospective students set up accounts in the system (far more than anticipated) and more than 100 submitted their completed applications. The Foundation continues to support students and contribute to the college's enrollment efforts by offering more scholarships and expanding financial assistance opportunities.

### **International Programs**

International Programs hosted a series of transfer-related fairs and workshops for students in October. At the International Alumni Transfer Panel Discussion, 8 international alumni from UW, Seattle University, Johns Hopkins/UCLA, Georgia Tech, University of Kansas, and Purdue joined and shared their unique academic journeys with current students. International Programs is also focused on marketing plans which include new opportunities for institutional partnerships with UWB that stand to benefit both institutions.



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

**Regular Meeting**  
**Wednesday, November 17<sup>th</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, November 17<sup>th</sup> 2021  
4:00 p.m.  
ZOOM**

**AGENDA**

**1. EXECUTIVE SESSION (4:00pm)**

**The Board will meet in a fifteen-minute Executive Session** to discuss number 2 below and/or any of the issues listed below:

1. to receive and evaluate complaints against a public officer or employee;
2. **to evaluate the qualifications of an applicant for public employment or to review the performance of a public employee;**
3. to discuss with legal counsel litigation or potential litigation to which the college is, or is likely to become, a party, when public knowledge of the discussion would likely result in adverse consequences to the college;
4. to consider, as a quasi-judicial body, a quasi-judicial matter, between named parties;
5. to consider matters governed by the administrative process act, chapter 34.05 RCW; and/or
6. to plan or adopt the strategy or position to be taken during collective bargaining, professional negotiations, or grievance or mediation proceedings, or to review proposal made in on-going negotiations or proceedings.

**2. CALL TO ORDER (4:15pm)**

**3. CONSENT AGENDA**

- Meeting Agenda
- Minutes from last meeting – October 20, 2021

**4. PUBLIC COMMENTS**

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

**5. NEW EMPLOYEES/PROMOTIONS**

- Introduction of New Employees/Promotions
- Chancellor Kristin Esterberg, UWB

## **6. INFORMATION ITEMS**

- Sabbatical Focus (KL)
- Faculty Focus (KL)
- Enrollment Initiatives (EM)

## **7. DISCUSSION/PRESENTATION ITEMS**

- Academic Program Overview (KL)

## **8. RECOMMENDED ACTION ITEMS**

- Policy Review (EM)
- Meeting Modality for 2022 (EM)

## **9. OTHER REPORTS**

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

## **10. OTHER BUSINESS OR ANNOUNCEMENTS**

## **11. NEXT MEETING**

- Next regularly scheduled Board meeting is Wednesday, December 8th 2021. This is an executive session meeting, location TBD.

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

**Minutes  
Regular Meeting  
Cascadia College Board of Trustees  
October 20, 2021**

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

**BOARD OF TRUSTEES**

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

**EXECUTIVE STAFF**

Chari Davenport, Dr. Kerry Levett, Martin Logan, and Dr. Eric Murray present. Alan Smith (AAG) present.

Donna Sullivan (recorder) present.

**AREA REPRESENTATIVES**

CCCFT Representative – David Shapiro, Senior 2 Tenured Founding Faculty present.  
Student Representative – Tamara Wood, EAB Advocacy Chair present.  
WPEA Representative – WPEA Representative absent.

**AUDIENCE**

David Berner, Erin Blakeney, Mark Collins, Ketra Embleton, Sara Gómez Taylor, Haley Green, Shyla Hansen, Tinia Hansen, Michael Horn, Kari McGie, Noah Overby Becky Riopel, Madelynn Sakay, Bill Sarceno, Erik Tingelstad, Amy Walesby, Kristina Young.

**1. EXECUTIVE SESSION**

**The Board began the meeting in a thirty (30) minute Executive Session to discuss number 2 below and/or any of the issues listed below:**

1. to receive and evaluate complaints against a public officer or employee;
2. **to evaluate the qualifications of an applicant for public employment or to review the performance of a public employee;**
3. to discuss with legal counsel litigation or potential litigation to which the college is, or is likely to become, a party, when public knowledge of the discussion would likely result in adverse consequences to the college;
4. to consider, as a quasi-judicial body, a quasi-judicial matter, between named parties;
5. to consider matters governed by the administrative process act, chapter 34.05 RCW; and/or
6. to plan or adopt the strategy or position to be taken during collective bargaining, professional negotiations, or grievance or mediation proceedings, or to review proposal made in on-going negotiations or proceedings.

**2. CALL TO ORDER**

Board Chair Mike Kelly called the meeting to order at 4:33 PM

**3. CONSENT AGENDA**

**The Board Chair asked for approval of the consent agenda. Trustee Janet McDaniel made a motion to approve the consent agenda. Trustee Colleen seconded the motion. Hearing no objections, the consent agenda was approved.**

**4. PUBLIC COMMENTS**

There were no public comments.

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

Becky Riopel, Director of Student Life, introduced the following new Events & Advocacy Board (EAB) members:

- Tamara Wood, new EAB Chair
- Nika Salimi, new EAB Coordinator
- Amy Walesby, new EAB Coordinator
- Madelynn Sakay, new EAB Coordinator

## 6. INFORMATION ITEMS

### Faculty Sabbatical Focus

Board members received a link to a podcast by Marc Hyman, Senior 2 Tenured Faculty in Business & Accounting, created through the Teaching and Learning Academic podcast series. This is the first in a series of asynchronous and in person synchronous reports and demonstrates how the college is sharing information via multiple platforms. The next sabbatical report will also be asynchronous.

### Student Focus

Finance Specialist, Shyla Hansen and Tinia Hansen, who teaches math at Cascadia, shared their experiences. Tinia came to work at Cascadia part-time while raising family. All six of her children participated in the Running Start program at Cascadia, and two of them worked at Cascadia. Shyla thinks her position in Finance is a great fit. She feels at home on campus since she has come there since childhood.

#### Comments/Questions:

President Murray reported that Shyla will serve as a facilitator of Classified Assembly, and by that position she will also serve as a Cascadia Navigator.

Tinia represents part-time faculty. Shyla will also serve on the search committee for the Vice President of Administrative Services.

Trustee Mike Kelly commented that he could relate to a family working together, that he found Tinia and Shyla's story heartwarming, and he encouraged them to keep up their good work.

Trustee Colleen Ponto expressed her thanks and appreciation. She agreed that the story of the family's support for each other was heartwarming.

### Policy Review

President Murray is coordinating the review of the final third of Cascadia's Board policies and will provide those to the Board via email. The goal is to complete the review and discuss the results at the next meeting, November 17, 2021.

## 7. DISCUSSION/PRESENTATION ITEMS

### Strategic Plan Byte

Five-year enrollment trends and the college's position for fall were presented.

#### Key points:

- Cascadia is still experiencing a downward trend in overall enrollment.
- Contracted enrollment is down 28.4 percent, while state supported enrollment is down 17.8 percent.
- The focus for fall is accessible education. Outcomes for students and employees will be reviewed in winter. An equity analysis is planned for spring.
- College and Career Foundations is a new unit in Student Learning that includes Adult Basic Education and English Language Programs combined.
- International student enrollment is down.
- The Running Start five-year delta is still positive. As more classes are added, Running Start will likely be more robust.
- The coronavirus pandemic is a complicating factor for students in the state supported

categories.

Five-year recovery plan and tenth day enrollment were reviewed.

- FTE for 2021 is down 22.9 percent.
- Fall enrollment is down 34.2 percent compared to pre-pandemic 2019.
- Students of color are mostly impacted as Cascadia has lost five years of enrollment growth with students of color over the last two years.
- Native American/Alaska Indigenous student enrollments have increased slightly and there are opportunities to explore with this community.
- Black and Hispanic and Asian Pacific Islander enrollments have reduced dramatically. Recruiting should involve families, mentors and community leaders.

Comments/Questions:

Dr. Levett clarified that the 21+ high school completion program is under College and Career Foundations.

How does Cascadia compare to other colleges in the Community and Technical College system?

Cascadia falls somewhere in the middle comparatively, with Bellevue College at the top. President Murray explained that middle is a good position because the state allocation likely will not change proportions.

Is it possible that some students who are in the “non-reporting” category for race/ethnic diversity could represent diverse populations?

Yes, it is possible.

### **Monthly Finance Report**

The college’s financial picture was presented.

Key points:

- Expenses are down due to lower facilities costs, turnover savings, and lower numbers of sections offered.
- Winter quarter was first quarter data was available for the College in the High School program.
- Running start remains strong and the Bachelor of Arts programs are consistent.
- International student enrollment continues to trend down.
- \$21.5 million tuition revenue.
- It is unlikely the college will reach projected numbers at beginning of the year.

Comments/Questions:

It is likely that expenses will be greater than expected; however, even with decreased revenue, stimulus funds and the college’s reserves put the college in a stable position.

Cascadia College Foundation has authorized more money for enrollment incentive scholarships. One donor is helping with \$100 thousand. President Murray is pleased with the Foundation on these enrollment initiatives.

Student Learning has developed many enrollment initiatives and the Board will see a snapshot at the next meeting.

## **6. RECOMMENDED ACTION ITEMS**

### **Transforming Lives Nomination**

***After careful consideration and review of all applicants, the Board has chosen to nominate Matt Wilson to represent Cascadia College for the Transforming Lives Award for 2021. The winning essay is included in the minutes for this meeting. Thank you to all the applicants who took the time to apply for this award. For those***

***students who were not chosen to represent Cascadia, the Board would like to extend a \$50 award to support your future higher education endeavors.***

**Discussion:**

Trustee Janet McDaniel chose Matt Wilson's essay and remarked that all the stories are rich in content, and some are heart-wrenching. She appreciates the students sharing their stories and expressed her gratitude for the team who helps make them comfortable in the process.

Mike Kelly noted the tenacity and commitment to pursuit of higher ed in Matt Wilson's submission; he feels it fits in well with Cascadia's commitment to student success.

**Vote/Adoption:**

Chair Mike Kelly requested a motion. Trustee Colleen Ponto made a motion to approve the nomination of Matt Wilson. Trustee Janet McDaniel seconded the motion. The vote was unanimous.

**7. REPORTS**

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

- The Jump Start event went well with 150 students participating.
- The ARC carnival also went well. This was the first big partnership with UWB.
- The students are eager to engage with each other and EAB is working to meet students where they are. Discord is a social media tool that EAB is utilizing and building a following.
- Discussion topics include the importance of voting in local elections ("Be vocal, vote local!" is the motto), mental health, and what it's like being on campus again.
- For information about upcoming events, please contact Tamara.

Cascadia Community College Federation of Teachers (CCCFT): Tenured Founding Faculty, David Shapiro was present and added a few comments to his written report:

- All three issues noted in the CCCFT written report have been resolved well.
- David has spoken to COVID-19 Response Manager, Shawna Pitts, to develop a better understanding of how COVID reporting works.
- All faculty this quarter submitted their vaccination verification or requested exemptions. David thanked the staff in Human Resources for following up diligently.

**Comments/Questions:**

David asked AAG Alan Smith to clarify for the record what would have happened had a faculty member missed the deadline. Alan affirmed that the faculty member would not have been immediately terminated but would have been placed on administrative leave without pay while the contractually agreed dismissal procedures were carried out.

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

Chair and Individual Board Members Reports:

No report.

President's Report:

The Board will have four trustees for a time, as Minerva Butler decided not to accept the appointment. This is also the final year for Trustee Janet McDaniel, which means the search will be for two trustees

- A decision about the modality for the Board's meetings through winter needs to be made at next month's meeting.
- Policy review homework will be sent to the Board tomorrow, for discussion at the next meeting.

- Hiring searches are underway, including the Vice President for Administrative Services. President Murray introduced Bill Sarceno, who has been hired to fill the role in the interim. He will overlap with Martin Logan to provide leadership for Finance, then take over the full portfolio in December. There should be some positive news to share by the end of this week about the staffing in Finance. Interviews were conducted to hire temporary Executive Assistants to help out over the next six months.
- City of Bothell approved an addendum to the agreement about a campus safety officer.
- Tomorrow, President Murray will host UWB Chancellor Kristin Esterberg, along with members of the five-star consortium and Bellevue College. President Murray reported that the relationship with newly appointed Chancellor Esterberg is going great and he will have more to share about that in upcoming meetings.

## **8. OTHER BUSINESS/ANNOUNCEMENTS**

## **9. MEETING ADJOURNMENT**

Chair Mike Kelly adjourned the regular meeting at 6:02 PM.

## **10. Minutes Approved and Adopted on October 20, 2021.**

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Mike Kelly, Board Chair

Attest:

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Dr. Eric Murray, President  
Bdminutes10202021

## Transforming Lives Essay by Matt Wilson

I never did that well in school and was very anxious to get out. My experience in school was a struggle to say the least. College was something I tried and failed my first quarter when I was 18 and told myself I was never going back. I found quite a bit of success in the construction industry and was happy with the life it provided me. It was hard but rewarding.

In 2019 my wife and I had our Gracie, our second daughter and then surprise, in 2020 we had our 3rd daughter Abbey. Just before Gracie was born I suffered a pretty severe back injury that made any type of physical labor impossible and threatened the future security of my young family. I also just lost my dad to cancer and in June of 2019 and then in September of 2019 my older brother lost his battle with PTSD and took his own life.

Out of all this loss, chaos and uncertainty I decided I would face my fears and go back to school for computer networking in hopes of finding a new rewarding way to give my family the security they deserve. I wasn't sure if I could be successful in college as I mentioned I always struggled in school and am diagnosed ADHD. However, I learned to manage that the best I could over the years and thought if I ever have a chance at transitioning into a less labor-intensive career it's now.

I started at Cascadia in winter quarter of 2020 and I finish my AA at the end of winter quarter 2022. It has been quite an exciting journey. Through Cascadia's Computer Networking and Infrastructure AAS degree I have found a rewarding career path that has captured my intrigue and therefore has me looking forward to the challenges of the days to come. I'm currently employed part time while I finish school and plan to start my BS degree in d cybersecurity in the spring.

For 20 years I told myself that I could not be successful in college due to my ADHD and that I am very much a hands on learner and not much else sticks. I wish I would have done this when I was 18 instead of waiting for my life to catch fire as a 37-year-old grown man. It was necessary for me to overcome my fears and my long-reinforced beliefs about myself so I could see my true potential and find the motivation to make it a reality. The obstacles of education that I overcame were ADHD, low self-esteem, emotional loss and grief, dramatic life events like 2 babies back-to-back, 2 spine surgeries, the death of loved ones and a long deeply engrained track record of poor performance in school.

Now, I love the work that I do, I'm excited about pursuing a bachelors degree, I'll make more money that I used to and I have an increased sense of self worth due to almost completing my AAS. I am very pleased with the education I got and it turns out I have natural gifting that compliment this career choice. Which I just take as more confirmation I'm on the right track.

**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.

- Brent Green, Director of Finance  
We are happy to welcome Brent Green as our new Director of Financial Services. Brent will be coming to us from Laurus College in California where he has worked for the past 14 years. Brent has been with the college from nearly day one and has helped to build it from scratch. He is currently the Finance Director and previous roles have included: Director of Financial Aid and Admissions Representative. Brent has his Bachelor of Science in Business from Laurus and he is currently working towards his MBA at Washington State University.

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

- Chari Davenport has moved from her position of *interim* Executive Director of Equity & Inclusion to the permanent role.
- Ana Benitez has moved from Administrative Assistant into the position of Student Learning Manager: Faculty Support Liaison.

Chancellor Kristen Esterberg will join the Trustees for 15 minutes at the meeting for a meet and greet. Her bio is attached.

## **Chancellor Kristin Esterberg**



Dr. Kristin Esterberg is UW Bothell's fourth chancellor. She joined UW Bothell on October 1, 2021. In the announcement of her selection, University of Washington President Ana Mari Cauce described Esterberg as one who "brings extensive administrative leadership experience to the UW, as well as success in advancing diversity, equity and inclusion at SUNY Potsdam, where about 35% of students identify as students of color and significant numbers identify as LGBTQ+."

Prior to joining UW Bothell, Esterberg was president of the State University of New York at Potsdam, which is one of America's first 50 colleges and the oldest institution in the State University of New York system. At SUNY Potsdam, she demonstrated commitment to diversity, equity and inclusion and focused her leadership efforts on developing inclusive campus communities and providing transformational experiences to all students, including faculty-led research, service learning, internships and study abroad. Among her accomplishments is the successful completion of a \$33.5 million fundraising campaign and securing the largest gift in campus history — \$5.25 million — in support of applied learning.

Prior to her term as SUNY Potsdam president, which began in 2014, Esterberg served as provost and academic vice president at Salem State University in Massachusetts and as deputy provost at the University of Massachusetts Lowell. Her research has centered on gender and sexuality, social identities, research methodology and social organization and change.

Esterberg earned her master's degree and doctorate in sociology from Cornell University, and her bachelor's degree in philosophy and political science from Boston University.

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

**Subject: Faculty Sabbatical Report (Asynchronous)**

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

**Background:**

This month, **Midori Sakura, Senior 2 Tenured Faculty in Environmental & Earth Sciences** shares is sabbatical podcast created through the Teaching and Learning Academic podcast series.

<https://cascadia.hosted.panopto.com/Panopto/Pages/Viewer.aspx?id=45ac0a53-1daa-48fc-99c7-ad34016766fd>



[Midori Sakura Sabbatical Chat Final](#)

[cascadia.hosted.panopto.com](https://cascadia.hosted.panopto.com)

## **Cascadia College Board of Trustees**

### **Information Items**

**Subject:** Faculty Focus – No Blame Problem Solving and the Citizen's Campaign

**Justification:**

Faculty Focus' highlight work of individual and teams of faculty work in and beyond the classroom.

**Background:**

This Fall, Cascadia joined in partnership with the **Citizen's Campaign** which is a national organization that seeks to educate all Americans to the fullness of their political power and to introduce them to the shared experience of public service performed by participating in No-Blame Problem Solving of public issues. The MOU enables Cascadia College to become a **Citizen Leadership Center** which are community college based, public service programs that combine undergraduate and continuing education leadership training with the offer of Civic Trustee service in college based Civic Trusts.

- As part of the MOU, faculty at the college agree to incorporate Power Civics and the No-Blame Problem Solving method into courses. POLS 206, State and Local government, incorporates the No-Blame Problem Solving method to facilitate the opportunity for students to learn how to effectively advocate for change in their communities. Students identify a problem in their community that they want addressed, formulate a plan using the No-Blame Problem Solving method to propose a solution, and present that solution to elected officials. In winter 2021, students put forward proposals to remediate and rehabilitate a run-down gas station, build a sidewalk on a busy road in Snohomish County between two schools, and address homelessness in Seattle to current and former elected officials from the cities of Woodinville, Seattle, and Snohomish County.
- This is a wonderful opportunity for Cascadia to help develop more civically engaged citizens and partner with our community to build relationships and solve problems.

You can find more information about the organization, the Citizen's Campaign, at <https://thecitizenscampaign.org/>

**Discussion:**

Erin will highlight both her classroom work and her emerging work with our Citizen Leadership Center.

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

**Subject:** Enrollment Initiatives

**Justification:**

Enrollment is a key factor in the college's financial and strategic success. The College wishes to update the Board on current initiatives.

**Background:**

Attached is a one-page summary of current operational and strategic enrollment initiatives being undertaken by the College. Some of these initiatives are designed to help with immediate needs (operational) and some are the grounds for long term strategies. The Foundation has been a key partner in some of these as well as the addition of new recruiting and communications staff.

The summary is a list of highlights, each with its own complexity. The Board is welcome to ask questions and/or request a deeper dive into these at a future meeting. The list does not reflect "normal" recruitment and outreach activities that happen this time of year.

## **Fall 2021 Enrollment Initiatives**

Note that these are new short and long-term initiatives that have not been previously used. This list is not complete nor does it reflect normal fall recruitment activities.

### **Foundation**

- Implemented a Fall Scholarship Cycle (110 awards).
- Allocated \$25K for students in Cascadia Scholars program.
- Offering \$25K for Winter/Spring 2022 registration support.

### **UWB**

- Setting in motion information from UWB to rejected UWB Applicants (“Try Cascadia”).
- Researching a guarantee to pre-UWB students (Go to Cascadia, Guaranteed Admit to UWB).
- Working on partnership with UWB for China 2+2 cohort.

### **Equity & Inclusion**

- Researching a joint Equity & Inclusion Center with UWB to facilitate transfer and belonging in the Bookstore space.
- Launching the Spring in-person Northshore School District Student of Color Conference.
- Launching the Spring in-person Lake Washington School District Student of Color Conference.
- Researching Redmond leased space (Together Center, Running Start/BEEdA).

### **Outreach**

- Implementing Target X to make recruiting more efficient for lead generations and follow up.
- Contacting students registered any quarter in 2020-21 who didn’t return in Fall 2021.
- Contacting students who applied for admission in 2021 but didn’t register.
- Contacting students enrolled in Fall 2021 who have not registered for Winter 2022.
- Conducting 75 credit check - Advisors have a list of students close to graduating and are contacting them to reengage and develop educational plans to help them complete their degree.
- Developing partnership with La Raza (Spanish language publication) for articles and advertisements.
- Launching presentations by current Running Start students to prospective RS students and parents (promoted via media release and in newsletter to area HS counselors).

## **Cascadia College Board of Trustees**

### **Discussion/Presentation Items**

**Subject: Academic Programs Overview**

**Justification:** For the last few years, overall enrollment has been on the decline. This presentation provides an overview of enrollment and outcomes across our offerings. This data helps inform our future planning on enrollment recovery and program development.

**Background:**

This presentation provides a data overview of our academic programs. Definitions are provided as are a series of data slides including:

- Disaggregated program data by:
  - Snapshot of headcounts by degree
  - Five (5) year headcount enrollment by degree
  - Headcount trends
- Enrollment by:
  - Academic transfer
  - Professional Technical
  - Other summary student data: College & Career Foundations, Undecided and Non-award seeking students
- Success outcomes:
  - 3-year completions
  - Completions by race and ethnicity
  - 2000-2021 Full-time Cohort enrollment

**Discussion:**

The presentation highlights the relationship of data to strategic planning and concludes with a look forward to Student Learning planning.

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

CASCADIA COLLEGE

BOTHELL • OUR COMMUNITY'S COLLEGE

# Enrollment & Outcomes by Program

*Office of Institutional Effectiveness*

11/3/2021

# Framing



## Considerations in reporting program enrollments and outcomes:

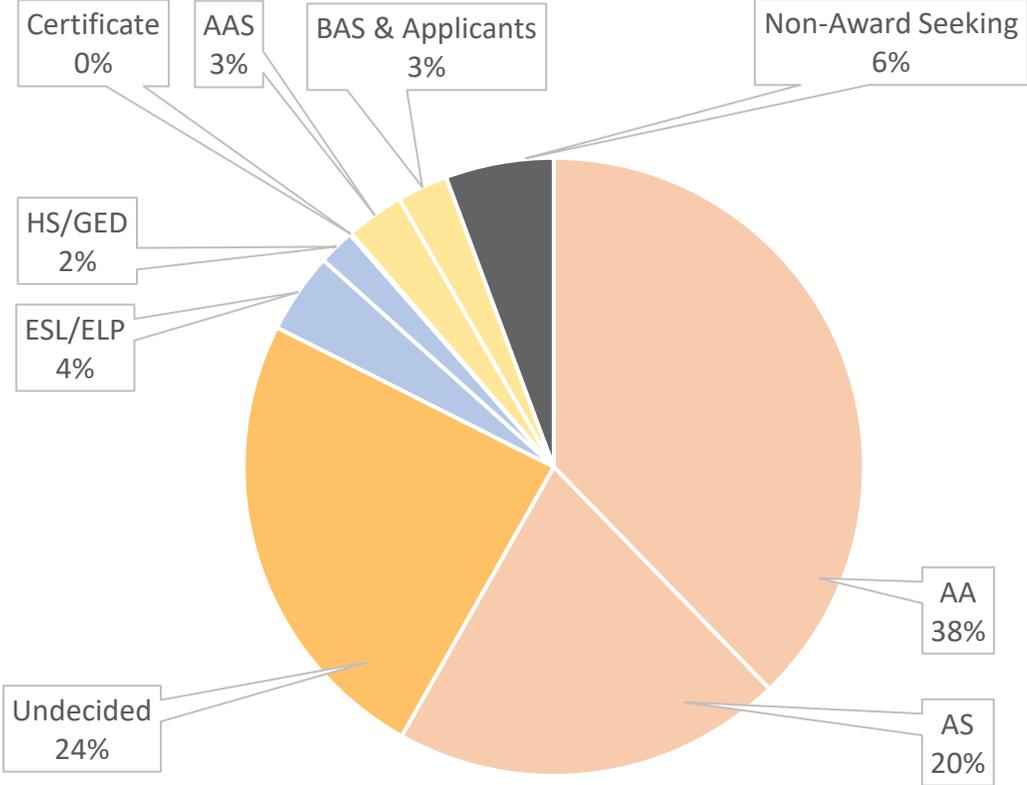
- Terminology – We often lack a common definition of a program, which is compounded by our technology change.
- The Legacy and ctcLink reporting systems regularly use different terms and structures to refer to the same thing.
- Coding – ctcLink and Legacy coding is misaligned and therefore requires that we develop custom coding to report across old and new systems for longitudinal reporting.

## Terminology

- A **Program** is akin to an Academic Plan in ctcLink which most of the time, is a specific degree or certificate. For a non-award seeking student, a program indicates a student's intent, such as simply Non-Award Seeking or ESL for English as a Second Language training.
  - Certificates are grouped because matching all coding across ctcLink and Legacy was not possible
  - AAS-T program are grouped and do not list specializations
- A **Degree** indicates the *type* of award a student is seeking, an Associate of Arts (AA), Associate of Science (AS), a Certificate (<90 credits), or a completion of high school issued by the college.
- Programs roll up into degrees, and degrees roll up into broader classifications: Academic Transfer, Professional Technical, and College and Career Foundations (for BEdA and language training).

# Head Count by Degree

Fall 2021 Snap Shot



*Notes:*

58% of fall students are pursuing academic transfer degrees (AA or AS), with AA programs being the largest segment.

24% of fall students are undecided; most will go on to choose academic transfer degrees.

6% of fall students are pursuing College and Career Foundations (Language Training or a High School credential).

6% of fall students are pursuing Professional-Technical programs (Certificate, AAS, or BAS).

6% of fall students are not seeking an award.

# Head Count by Degree

Fall 2017 – Fall 2021



Degree	Fall 17	Fall 18	Fall 19	Fall 20	Fall 21	% of Total Fall 17	% of Total Fal 21
AA	2071	1924	1972	1407	796	59%	38%
AS	733	721	634	526	430	21%	20%
Undecided	231	177	82	358	512	7%	24%
ESL/ELP	270	311	309	169	89	8%	4%
HS/GED	17	17	14	35	40	0%	2%
Certificate	3	3	6	5	2	0%	0%
AAS	107	90	95	76	64	3%	3%
BAS & Applicants	31	30	37	41	56	1%	3%
Non-Award Seeking	59	38	44	151	119	2%	6%
Not Reported	5	2	14	1		0%	0%
<b>Total</b>	<b>3527</b>	<b>3313</b>	<b>3207</b>	<b>2769</b>	<b>2108</b>	<b>100%</b>	<b>100%</b>

*Notes:*

The proportion of all students who were pursuing the AA degree has declined from 59% in Fall '17, to 38% in Fall '21 (a decline of 21 percentage points).

The proportion of undecided students has grown 17 percentage points between Fall of '17 and Fall of '21 (24% - 17%).

BAS programs have grown 2 percentage points over 5 years.

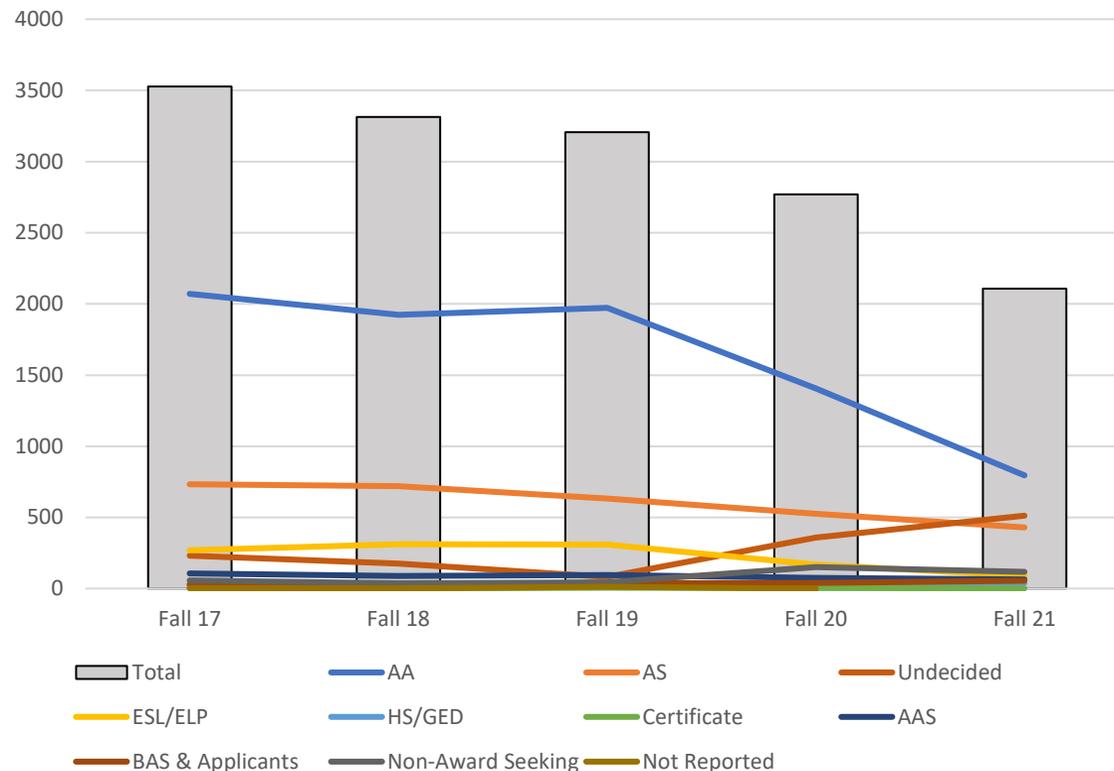
Non-Award seeking has increased 4 percentage points.

# Trends in Head Count by Degree

Fall 2017 – Fall 2021



Head Count by Program, Fall



## Notes

More new students enrolled as *undecided* since the shift to ctcLink in early 2020. This is likely a result of changes to our application process and ctcLink data structure.

Typically, around 80% of Cascadia students enroll in academic transfer degrees (AA and AS). Most undecided students in the past ultimately select an AA degree.

If that trend continues, what looks like a sharp decline in our AA Degrees will even out.

Bars represent total student head count for each academic year.

Data Source: Data Warehouse & ctcLink ODS. Excludes students enrolled exclusively in College in the High School

# Head Count by Degree & Program

## Academic Transfer

Fall 2016 – Fall 2017



### Notes

Overall head count for Fall 2021 is down 24% over FALL 2020.

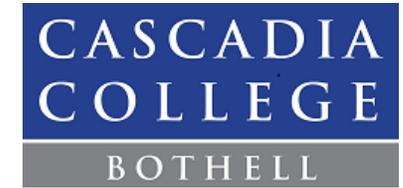
A decline of –49% in AIS-DTA (Associate in Integrated Studies) is likely the result of more students being coded as Undecided in Fall '21 than the previous years. These students should later be coded as pursuing the AIS-DTA.

Degree & Program	Fall 16	Fall 17	Fall 18	Fall 19	Fall 20	Fall 21	Δ 1-Year	% Δ 1-Year
<b>AA</b>	<b>2051</b>	<b>2071</b>	<b>1924</b>	<b>1972</b>	<b>1407</b>	<b>796</b>	<b>-611</b>	<b>-43%</b>
AIS - Global Studies	8	8	5	1				
AIS-DTA	1580	1609	1482	1595	1127	574	-553	-49%
Assoc Business	462	454	437	376	280	221	-59	-21%
Assoc Education	1					1	1	
<b>AS</b>	<b>794</b>	<b>733</b>	<b>721</b>	<b>634</b>	<b>526</b>	<b>430</b>	<b>-96</b>	<b>-18%</b>
Assoc Biology		6	48	78	91	98	7	8%
Assoc Pre-Nursing	145	156	146	116	96	76	-20	-21%
AS-T Bio/Chem Engineering	14	11	10	6	6	13	7	117%
AS-T Comp/Elec Engineering	103	68	57	61	60	49	-11	-18%
AS-T Other Engineering	137	124	112	103	73	54	-19	-26%
AS-T Track1	166	163	145	104	82	52	-30	-37%
AS-T Track2	229	205	203	166	118	88	-30	-25%

# Head Count by Degree & Program

## Professional-Technical

Fall 2016 – Fall 2017



Degree & Program	Fall 16	Fall 17	Fall 18	Fall 19	Fall 20	Fall 21	Δ 1-Year	% Δ 1-Year
<b>Certificate</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>6</b>	<b>5</b>	<b>2</b>	<b>-3</b>	<b>-60%</b>
Certs - ETSP	1							
Certs - Networking Tech	1		1			1	1	
Certs - Other Computer	1							
Certs - Web Apps	1	3	2	6	5	1	-4	-80%
<b>AAS</b>	<b>95</b>	<b>107</b>	<b>90</b>	<b>95</b>	<b>76</b>	<b>64</b>	<b>-12</b>	<b>-16%</b>
AAS-T ETSP	22	19	14	20	10	8	-2	-20%
AAS-T HSEM		1	3	2	1	5	4	400%
AAS-T Networking	25	35	28	33	29	18	-11	-38%
AAS-T Web Apps	48	52	45	40	36	33	-3	-8%
<b>BAS &amp; Applicants</b>	<b>36</b>	<b>31</b>	<b>30</b>	<b>37</b>	<b>41</b>	<b>56</b>	<b>15</b>	<b>37%</b>
BAS-SP	36	31	23	22	25	30	5	20%
BAS-SP Applicant					3	5	2	67%
MO-BAS			7	15	12	19	7	58%
MO-BAS Applicant					1	2	1	100%

### Notes

Overall head count for Fall 2021 is down 24% over FALL 2020.

Big % changes in enrollment for some Certificate and AAS-T programs result from the impact of a few students on programs with relatively small totals.

Students in AAS-T programs are likely to earn stackable certificates by completing the AAS-T program and rarely show certificates as their primary program.

BAS enrollments appear to be rebounding or growing.

Certificates are grouped into categories because it was not possible to match up all codes across Legacy and ctLink  
 AAS programs are grouped, and therefore do not show various specializations  
 Data Source: Data Warehouse & ctLink ODS  
 Excludes students enrolled exclusively in College in the High School

# Head Count by Degree Type & Program

College & Career Foundations, Undecided, and Non-Award Seeking  
Fall 2016 – Fall 2017



Degree & Program	Fall 16	Fall 17	Fall 18	Fall 19	Fall 20	Fall 21	Δ 1-Year	% Δ 1-Year
CCF (ESL/ELP)	142	270	311	309	169	89	-80	-47%
CCF (HS/GED)	22	17	17	14	35	40	5	14%
Undecided	213	231	177	82	358	512	154	43%
Non-Award Seeking	48	59	38	44	151	119	-32	-21%
Not Reported (blank)	150	5	2	14	1		-1	-100%

## Notes

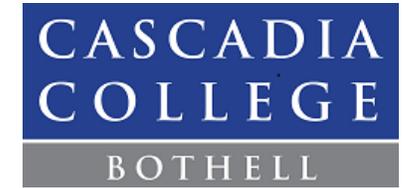
Overall head count for Fall 2021 is down 24% over FALL 2020.

Declines in CCF (ESL/ELP) reflect a combination of lower international student enrollment and Domestic Basic Education for Adults enrollment.

More CCF students appear to be pursuing a HS/GED program than in the past.

# 3-Year Completions by Program

Fall 2016 – Fall 2017



Program	New Students Enrolled		Completed Any Program		Completed Initial Program		Completed a Different Program	
	FALL 16	FALL 17	FALL 16	FALL 17	FALL 16	FALL 17	FALL 16	FALL 17
Certs - Web Apps		1	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
AAS-T ETSP	2	2	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
AAS-T Networking	4	4	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
AAS-T Web Apps	6	8	33.3%	12.5%	0.0%	0.0%	33.3%	12.5%
AIS - Global Studies	2		100.0%	0.0%	50.0%	0.0%	50.0%	0.0%
AIS-DTA	440	362	27.5%	29.8%	22.0%	24.3%	6.8%	7.2%
Assoc Business	81	112	30.9%	26.8%	13.6%	17.0%	17.3%	10.7%
Assoc Pre-Nursing	30	44	23.3%	29.5%	13.3%	18.2%	10.0%	11.4%
Assoc Biology		3	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
AS-T Bio/Chem Engineering	2		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
AS-T Comp/Elec Engineering	27	12	14.8%	33.3%	0.0%	0.0%	14.8%	33.3%
AS-T Other Engineering	40	31	17.5%	25.8%	0.0%	3.2%	17.5%	22.6%
AS-T Track1	37	43	29.7%	25.6%	10.8%	0.0%	21.6%	25.6%
AS-T Track2	60	44	25.0%	40.9%	3.3%	13.6%	23.3%	34.1%
ESL/ELP	3	109	0.0%	4.6%	0.0%	0.0%	0.0%	4.6%
HS/GED	1	1	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Non-Award Seeking	2	10	0.0%	10.0%	0.0%	0.0%	0.0%	10.0%
Not Reported	103	3	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Undecided	68	126	36.8%	28.6%	0.0%	0.0%	36.8%	28.6%
<b>Grand Total</b>	<b>908</b>	<b>915</b>	<b>24.2%</b>	<b>25.8%</b>	<b>13.1%</b>	<b>13.3%</b>	<b>11.9%</b>	<b>13.4%</b>

## Notes

Completions are reported for fall student cohorts. Completion was determined at 3 years from fall enrollment (i.e., 150% of the duration of a 2-year program). Our latest cohort data is for 2016 and 2017 cohorts.

Using first-time college students in Fall to establish cohorts, and 3 years as the completion timeframe, roughly **25%** of students completed a program from the 2016 and 2017 cohorts.

Green cells show completions rates above the average for the cohort

Yellow cells show programs where more students completed in a *different program than what they started*.

Of note is the fact that **28.6 - 36.8%** of students coded as **Undecided** in the fall, completed a program within 3 years. Perhaps surprisingly, those rates are *above the average* for the cohorts.

'Completed Any Program' includes associate, certificate, or CCF high school completions. Students with more than one completion may be counted in their initial program and as a completion in a different program.

Associate, certificate, and high school completions are all assessed at 3-years from first fall enrollment.

Excludes BAS programs and students enrolled exclusively in College in the High School

Data Source: Data Warehouse

# Completions 2020-21 Cohort by Race/Ethnicity and Award Type

	Certificates				Associate's and Bachelor's			
	Male	% Male	Female	% Female	Male	% Male	Female	% Female
Nonresident alien	1	2.0%	1	5.6%	34	12.8%	27	8.5%
Hispanic/Latino	5	10.0%	5	27.8%	27	10.2%	43	13.5%
American Indian or Alaska Native	0	0.0%	0	0.0%	2	0.8%	3	0.9%
Asian	4	8.0%	0	0.0%	36	13.6%	52	16.4%
Black or African American	4	8.0%	4	22.2%	3	1.1%	4	1.3%
Native Hawaiian or Other Pacific Islander	0	0.0%	0	0.0%	0	0.0%	0	0.0%
White	30	60.0%	4	22.2%	131	49.4%	134	42.1%
Two or more races	5	10.0%	1	5.6%	18	6.8%	34	10.7%
Race/ethnicity unknown	1	2.0%	3	16.7%	14	5.3%	21	6.6%
<b>Total</b>	<b>50</b>	<b>100.0%</b>	<b>18</b>	<b>100.0%</b>	<b>265</b>	<b>100.0%</b>	<b>318</b>	<b>100.0%</b>

- Number of degrees and certificates awarded by level of award, race/ethnicity, and gender.
- Total completions for Associates (n = 569) and Bachelor's (n = 14).
- Each student is counted once per award level. For example, if a student earned a certificate and an associate's degree, he/she is counted once in each level.
- Unduplicated count of students by gender and race and ethnicity earning an award between July 1, 2020 and June 30, 2021
- Certificate completions are predominately white males
- More females than males completed a degree
- Across all race/ethnicity groups except Whites, females proportionately complete more degrees than males.

# Enrollment, 2020-2021 Cohort. Full-time, degree/certificate seeking students

	First-Time or Transfer-in				Continuing or Returning			
	Male	% Male	Female	% Female	Male	% Male	Female	% Female
Nonresident alien	1	0.6%	2	1.1%	68	14.4%	46	9.6%
Hispanic/Latino	21	12.2%	29	16.1%	44	9.3%	53	11.0%
American Indian or Alaska Native	0	0.0%	1	0.6%	2	0.4%	1	0.2%
Asian	24	14.0%	28	15.6%	60	12.7%	72	15.0%
Black or African American	7	4.1%	3	1.7%	8	1.7%	8	1.7%
Native Hawaiian or Other Pacific Islander	0	0.0%	1	0.6%	2	0.4%	2	0.4%
White	94	54.7%	88	48.9%	212	45.0%	224	46.6%
Two or more races	19	11.0%	20	11.1%	34	7.2%	40	8.3%
Race/ethnicity unknown	6	3.5%	8	4.4%	41	8.7%	35	7.3%
<b>Total</b>	<b>172</b>	<b>100.0%</b>	<b>180</b>	<b>100.0%</b>	<b>471</b>	<b>100.0%</b>	<b>481</b>	<b>100.0%</b>

- The 12-month Enrollment unduplicated Count by Race/Ethnicity and Gender
- Hispanic/Latino individuals of any race reported as Hispanic/Latino
- New male students was the largest group in 2020-21
- White students are slightly more represented in first-time enrollment than continuing or returning enrollment.

# Thanks to...

- Dr. Michael Horn, Director of Institutional Effectiveness
- Noah Overby, Assistant Director (academic program)



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# Looking Forward with Student Learning

- Develop a Student Learning Plan
  - Align to support the Strategic Plan
  - Explore program development (programs, micro credentials, and mission driven)
- Expand data with Guided Pathways Academic Plans
  - Develop data around “pathways” (Academic Plans)
  - Integrate student enrollment, student learning outcomes, and student success outcomes into a systematic continuous improvement process (program review)

**Cascadia College Board of Trustees**  
**Action Item**

**Subject:**

Policy Review

**Justification:**

NWCCU requires that the Trustees periodically review all Board policies.

**Background:**

The policy review process systematically began four years ago. The process is broken up into three equal parts covering three years and last year (2020) was supposed to conclude the three-year cycle. Last year's review was postponed for a number of reasons. This fall, the Trustees are asked to complete the cycle.

**Recommendation:**

Pending a discussion of suggested changes, the College seeks a motion from the Board to approve the last set of policies that were submitted for review, Policies 3.3.10 through 7.1.20.

**Action:**

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

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

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

**Results:**

	Yes	No	Abstain
Kelly			
McDaniel			
Ponto			
Quint			

**Cascadia College Board of Trustees**  
**Action Item**

**Subject:**

Meeting Modality

**Justification:**

Due to COVID-19 requirements, the Board will periodically review and determine their meeting modality.

**Background:**

They Board approved a “zoom” / online meeting modality for fall quarter. The Board must decide future meeting modalities beginning with the January Board meeting.

**Recommendation:**

Due to the complex nature of hybrid modalities, the extra staff time needed to set up the physical location and to facilitate both environments, and the continued nature of our work-from-home abilities, the College recommends a continuation of the on-line Board meeting through June. The College currently hopes/recommends that a complete in-person modality can be resumed next September.

**Action:**

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

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

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

**Results:**

	Yes	No	Abstain
Kelly			
McDaniel			
Ponto			
Quint			



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

**Events:**

*Spooktacular* was our large co-campus event in October, sponsoring with UWB. We had 31 students sign-up for this hybrid event where students could carve a Kody or Holly design into a pumpkin. A professional pumpkin carver (as seen on *Halloween Wars* on the Food Network) joined the hybrid event online and taught students how to make some more elaborate carvings. Most students joined in person to carve together in the ARC and a few joined virtually. We had many students show up in costume and were excited to participate.

**Advocacy:**

We had a *Be Vocal, Vote Local* get out the vote drive where we did outreach to register, inform and advocate for voting at the local level during this election cycle. We promoted voting education through social media marketing and in-person canvassing. We also informed our followers about the King County Ballot Box on Campus.

**Upcoming:**

We are continuing to develop relationships with the students in person through tabling events as well as through our social media channels. Our upcoming programming will include, *Ramen Party* this upcoming Friday, *De-Stress Fest* in early December, A Kodiak Cave pumpkin pie cooking class, and many movie nights.

Thank You,  
Tamara Wood  
Advocacy Chair  
EAB

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



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

### **❖ CCCFT General Membership Meeting**

CCCFT has a General Membership meeting scheduled for November 19, 2021. We will be talking about fall quarter experiences, campus Covid responses, and ideas for our upcoming contract negotiations, among other topics.

### **❖ Mid-Quarter Reflections**

We're more than halfway through fall quarter and faculty remain busy creating meaningful learning experiences for students in a variety of modalities; so far, so good!



**Washington Public Employees Association**

**UFCW Local 365**

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

***Cascadia College***

***Meeting Date: November 2021***

No written report submitted.