

CASCADIA COLLEGE BOARD OF TRUSTEES

Wednesday, January 18, 2023



January 11, 2023

Dear Trustees and Community Members:

Our last public session gathering was November 16. Since that time, the campus was closed for the Thanksgiving break as well as winter holidays. The Trustees met in executive session on December 7 and January 4. And, we closed Fall Quarter and began Winter Quarter. There's been a lot of activity.

I am re-conveying some content from Dr. Levett's Instructional update last month because I thought it presented such a nice End-of-Year review. She writes in review of fall quarter:

- "We welcomed three new tenure track faculty. Victor, Khai, and Kimia, we are glad to you have you join us as full-time tenure track faculty.
- Students attended more in-person classes.
- We launched tools in Navigate to proactively support and connect with students. Many of you piloted these new functions and functions. Thank you for stepping into that role to help create an effective system for your colleagues and supporting student success.
- Victor and David O. stood up an Indigenous People's Day event.
- Chris G. shared out work on our pandemic memorial, a partnership with multiple community groups including artists, students, machinists, and campus folks.
- Chris B. and Jared finally got to demonstrate pickleball!
- As of today, winter quarter is still up in enrollment compared to last winter. Thank you for reminding and nudging students to register."

And she wrote..."We have much to look forward to in 2023:

- Richard Lewis will be joining our community as the campus library associate dean.
- The second art piece of the pandemic memorial, the "talking panel" will be installed outside of the GLA building.
- We will learn more about our new community at the Together Center in Redmond and plan to offer classes starting in summer.
- We will successfully complete our NWCCU Mid-cycle review (yes, hard to believe and more to come in January).
- Linda Richard will complete her tenure process this spring.
- Innovation Hall (aka STEM 4) will open in fall, and classes will be offered starting winter 2024."

We have a lot to celebrate.

Since my last letter, here are some of my activities:

Campus

- Coffee for Three (with new employees) (x6)
- Foundation-related meetings (x7)
- Navigators (x2)
- Faculty Council (x1)
- Pandemic Memorial Dedication in Mobius

- On-campus welcome to the Washington Society of CPAs.

Community / State

- City of Bothell (x1)
- OneRedmond (x1)
- WACTC President's Meeting
- WACTC Equity Committee, State Allocation Model Review (x3)
- Bothell-Kenmore Chamber of Commerce (x2)
- Graduation Speaker, Washington Youth Challenge Academy, Bremerton
- Redmond Center presentation to Redmond City Council
- 1:1 with Redmond City Council member Vanessa Kritzer
- Sound Transit forum
- Lunch with Shoreline president, Dr. Jack Kahn

UWB

- UWB Meetings (x3)

To be informative, yet mindful of your time, I have asked the senior staff to share a one-page highlight of their division for your reading pleasure.

Respectfully,

Eric

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

HUMAN RESOURCES/ PAYROLL

- 226 employees updated addresses and attested to the Out-of-State Telework Policy via online survey in December in advance of tax season, which was instrumental in accurate processing of W-2's as well as ensuring compliance with the Board policy. W-2's will become available by January 31st. HR is tracking non-responses to the survey and contacting those individuals.
- The Annual Open Enrollment benefits process for benefits-eligible staff and faculty was held during the month of November, with relevant benefit changes made effective January 1, 2023. The HR team partnered with Payroll to ensure proper processing of nine health plan changes, five dependent dis-enrollments, 32 FSA, DCAP and HSA enrollments, tracked and sent reminders for health plan spousal surcharge attestations, and answered many great questions during this time.
- In December the HR/Payroll team notified employees of changes to the [WA Cares](#) program, which will begin on July 1, 2023, for employees without an exemption letter on file with HR.

FINANCE

- Our Accounts Receivables team engaged student success leaders to process HEERF funding to relieve open financial balances for 1030 students totaling over \$330K.
- We are learning how to and gaining momentum with reconciling bank activity fiscal year to date (for activities since 7/1/22). Our target date for resolution on remaining questions is May 1, 2023.
 - We've reviewed data from over four different sources. The single largest and most complex component is reconciled over 90% for nearly 200 days.
 - We have partnered with SBCTC to serve as the first college leading this effort. SBCTC is developing training to offer all the colleges who are facing similar system-wide and turnover challenges.
- We are continuing to learn, build/revise, define, and document financial processes. We have made substantial progress streamlining our individual roles and filling in previous knowledge gaps. So far, we have four PowerPoint concept trainings for onboarding new members (things the rest of wish we could have been taught when we started!); over a dozen flowcharts; over a dozen recorded process training courses; over two dozen process documents.

INFORMATION SERVICES

- The team checked out 130 college laptops to students in the first two weeks of the fall quarter. Many students will retain those laptops for winter quarter. This was nearly double the number of laptops we loaned out last fall quarter (71 total in Fall 2021).
- Our help desk handled over 1,500 individual requests for services or support during the quarter.
- During the winter break, the CC1-230 Mac Lab was replaced with brand new iMacs (picture below), Student Views were migrated to an updated system and several lectern PCs were replaced in preparation for the new quarter.



- To continue strengthening our IS security, we rolled out multi-factor authentication for employees to use with remote access (VPN (Virtual Private Network), email and ctcLink access. Currently, Cascadia has 59 volunteer employees who utilize multi-factor authentication for access to their Office365 accounts. Our goal is to enable this now standard security tool on all employee accounts by the end of the winter quarter.

From the Executive Director of Equity & Inclusion, Chari Davenport:

Office of Equity & Inclusion – The Office of E&I welcomed two new employees to the team. Victoria Satterfield will return to Cascadia as our Customer Service Specialist. Also, Cascadia Scholar, Jenivee Sarmiento will join us through the work study program and will work on marketing for the Cascadia Scholars Program. We are delighted to have these new additions to our team. In addition, the Office of E&I is preparing for three upcoming student of color conferences. The Northshore Student Justice Conference will be in March, followed by the Lake Washington and Riverview school district’s student of color conferences in May 2023.

Cascadia Scholars – We will implement a new process in our continued effort to support our Scholars. We will add textbooks, art, lab, and school supplies to our list of resources. We will also purchase graduation regalia for Scholars to check out free of charge. Our efforts will include donated textbooks, grammar guides, and other resources that Scholars can check out for one term. Applications are now open for our second round of Cascadia Scholars, which is the first time will have two entry points in one academic year.

Diversity and Equity Center – The Center continues to be active with exciting and educational events for our students. This term will be filled with events from MLK Jr. Day and Lunar New Year, to a 21 Day Equity Challenge. Every month, the Office of E&I will update our webpage with various links to short videos, articles, and recommendations for movies, books, and podcasts to support the challenge. In addition, Kathy Brown and Chris Gildow will share student artwork that will be displayed in the Center and we hope everyone will stop by to see these amazing pieces. We will also be working with faculty to coordinate events that align with their curriculum and we will welcome their students to the Center for additional learning.

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

STUDENT LEARNING

- **BEEdA:** At the end of November, Cascadia had its four-year program review for our Basic Education for Adults (BEEdA) programming (known on our campus as College & Career Foundations). This extensive review, conducted by State Board staff, monitors compliance with state and federal regulations related to our BEEdA funding, and requires months of preparation on the part of staff. Thanks to the outstanding work of our program staff and faculty, we sailed through the review with flying colors, heard lots of compliments for our program processes and practices, and received no findings.
- **Cascadia's Sustainability** program recently concluded its King County Waterworks Grant. The project, led by Stephan Classen, monitored and improved four stormwater mitigations and assessed stormwater entering the larger North Creek Wetland on Cascadia College/UW Bothell campus. The \$24,500 in funding allowed the college to purchase equipment and resulted in educational opportunities for 34 Cascadia students to receive training in stormwater sampling research, several of whom have since graduated and found employment in water quality/field-based science. The grant also led to educational presentations around campus and collaboration opportunities with UW Bothell.

STUDENT SUCCESS SERVICES HIGHLIGHTS

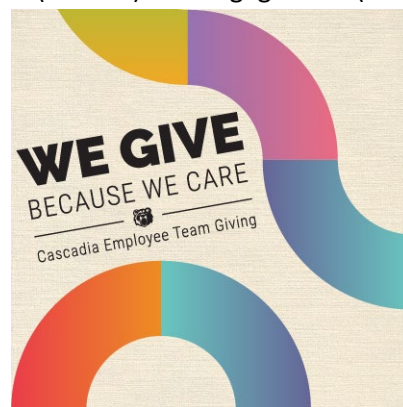
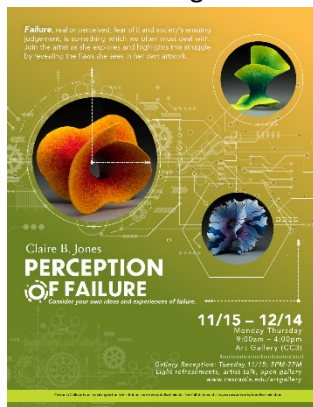
- **The Kodiak Cave** has seen a dramatic increase in use from last year. Last academic year we helped support 69 students (full and part time) who made 125 shopping trips with us. This year, we have supported 59 (full and part time) students and 130 shopping trips just during Fall Quarter alone!
- **Becky Riopel**, Director of Student Life, was accepted to participate in the NASPA Alice Manicur Symposium. The Symposium is specifically designed for student affairs professionals who identify as women or outside the gender binary and who are at the middle management level and considering a move to become vice presidents of student affairs. It will take place at the end of January in Portland, OR.
- **The Enrollment Services** team is happy to report that we have registered around 770 College in the High School students for Winter 2023, which is a higher number of registered students than initially planned.
- **Student Accessibility Services (SAS)** received a high number of students (66) requesting accommodations before the winter quarter began. We appreciate students being pro-active and ensuring accommodations are in place before the quarter begins. Throughout the past year, SAS has made an effort to promote the importance of registering with our office early. This allows us to ensure interpreters are assigned to classes, videos are accurately captioned, ergonomic furniture is placed in classrooms and other accommodations are in place once the quarter begins.

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

COMMUNICATIONS/OUTREACH/MARKETING

Communications: Emergency communications regarding snow, ice, and power outages were frequent. Each inclement weather incident provided an opportunity to improve processes. The team published a [media release](#) announcing new Trustee, Angie Hinojos, and published a [profile](#) of Cascadia's new Tribal Liaison, Victor Begay.

Marketing/Web: The creative team worked on numerous events and campaigns including a Mobius gallery exhibit, *Perception of Failure* with artist Claire B. Jones, the Foundation's *Annual Report to the Community* website, and the Employee Team Giving Campaign. Social media efforts resulted in notable increases. Instagram followers (+1.73%) and engagement (+22.9%) are both up.



Outreach: An impressive 488 prospective student connections were made through numerous high schools visits and three campus group tours, two of which were in partnership with the UW Bothell outreach team, continuing collaborative efforts to connect meaningfully with prospective students and community members.

FACILITIES & CAPITAL PROJECTS

Events: Several external events with high attendance were successfully hosted in Mobius Hall, which helps raise community awareness of Cascadia as an excellent venue for large-scale events.

Capital Projects: The STEM4 building was officially named **Innovation Hall**. Mahlum Architects presented three concepts for CC5 Gateway to the project executive committee. Funding for CC5 was not included in state's preliminary capital project budget projections for the next biennium. Building design will occur in spring and the project will likely be paused until 2025-27.

Facilities: The team was busy updating the college's five-year Repair/Replacement plan, creating new Emergency Procedures guidelines for classrooms, and submitting requests to FEMA for reimbursement of COVID expenses and WA Department of Enterprise Services for motor pool vehicles and other surplus equipment.

INTERNATIONAL PROGRAMS

The IP team successfully carried out annual International Education Week activities. IP's Assistant Director of Marketing traveled to South Korea for an agent-networking conference. The team welcomed 25 new international students at the Winter '23 New Student Orientation, which is comparable to pre-pandemic numbers. The entire IP team is excited to continue providing excellent student services to support their success!

From the Executive Director of the Cascadia College Foundation, Brittany Caldwell:

- **Staff Update:** We welcomed Brittany Caldwell, our new Executive Director, in November and completed the transition of responsibilities held by our Development Specialist, Ketra Embleton, to Mark Collins and Larissa Tikhonova.
 - Brittany's main goals are:
 - Development of the Foundation Board of Directors
 - Fundraising
 - Top 3 Priorities Include -
 1. Cascadia College Redmond in the Together Center
 2. Innovation Hall (STEM4 Building)
 3. Students of Color Conferences
 - Community Outreach & Communications
- **Cascadia Team Giving Campaign:** Each November we provide our college community the opportunity to join us in supporting our students. This year's Cascadia Team Giving Campaign invited college employees to "Create Change by Giving Today" – and generated \$5,000 of new and ongoing support for first generation students, sustainable practices activities and the Foundation's general operations.
- **2022 Annual Report to the Community:** Final edits are complete and we look forward to sharing the report with our community in the coming weeks.
- **Mid-Year Program Reviews:** In addition to year-end evaluation activities with college offices who partner with us, our mid-year check in's provide opportunities to improve delivery of the programs we fund across the college.
- **2021-2022 Fiscal Audit:** Preparations for the 2021-2022 fiscal audit and tax returns are under way. We are working with new accounting and CPA firms for this cycle. Fieldwork is scheduled for the end of January. We look forward to sharing the results with the Foundation Board in March or April.
- **Scholarships:**
 - Our Fall 2022 scholarship application cycle concluded in early December – awarding \$55,500 in scholarship support for 29, many first-year students, bringing our total scholarships output for the 2022-23 academic year to \$205,000 from all programs.
 - Planning for our Spring scholarship cycle is now complete. Several offices across the college join our promotion efforts – including Outreach and Marketing, Student Life, Advising, eLearning, and Enrollment Services. We begin accepting applications January 17 – and the cycle concludes with award notifications going out to all applicants in late April.



Board of Trustees Meeting Agenda

**Dr. Colleen Ponto, Chair
Dr. Meghan Quint, Vice Chair
Ms. Angie Hinojos
Mr. Mike Kelly
Mr. Norm Seabrooks**

**Executive Session & Regular Meeting
Wednesday, January 18, 2023
4:00 p.m.**

**Cascadia College
18345 Campus Way N.E.
Bothell, WA 98011
CC2-260
[or via Zoom](#)**

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

**Wednesday, January 18, 2023
4:00 p.m.**

AGENDA

1. CALL TO ORDER - EXECUTIVE SESSION (4:00pm)

The Board will meet in a 30-minute Executive Session to discuss number 2 below and/or any of the issues listed below:

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

2. CALL TO ORDER – PUBLIC SESSION (4:30pm)

3. CONSENT AGENDA

- Meeting Agenda
- Minutes from last meeting – November 16, 2022

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

6. INFORMATION ITEMS

1. Tenure Process Overview

7. DISCUSSION & PRESENTATION ITEMS

1. Student Focus (Lawrence Clay)
2. Faculty Focus (Dr. Brian Bansenauer)
3. Monthly Finance Focus (JB)
4. Monthly Strategic Plan Focus: Enrollment Numbers & Mid-Year Strategic Plan Report (KL)

8. RECOMMENDED ACTION ITEMS

1. All Policy Review (EM)
2. President's Contract (LS/CP)

9. OTHER REPORTS

1. Cascadia Events & Advocacy Board (EAB)
2. Cascadia Community College Federation of Teachers (CCCFT)
3. Cascadia Classified Union Washington Public Employees Association (WPEA)
4. Board Chair and Individual Board Members
5. President

10. OTHER BUSINESS OR ANNOUNCEMENTS

11. NEXT MEETING

Next regularly scheduled Board meeting is Wednesday, February 15, 2023

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
November 16, 2022**

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

BOARD OF TRUSTEES

Dr. Colleen Ponto, Chair; Dr. Meghan Quint, Vice Chair; Mike Kelly, and Norman Seabrooks present. Angie Hinojos absent with approval.

EXECUTIVE STAFF

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

Ketra Embleton (recorder) present.
Thais Lima (presentation assistant) present.

AREA REPRESENTATIVES

CCCFT Representative – David Shapiro, Senior 2 Tenured Founding Faculty present.
Student Representative – London Paris, EAB Advocacy Chair present.
WPEA Representative – Tonio Shimono, WPEA Member present.

AUDIENCE

Brittany Caldwell, Mark Collins, Lyn Eisenhour, Elizabeth Englund, Sara Gomez-Taylor, Melissa Stoner, Becky Riopel, Larissa Tikhonova, Erik Tingelstad, Holly-Erin White present in person. David Berner, Laura Heddal, Danielle Plessner (WPEA), Holli Walker, and Kristina Young present via Zoom.

CALL TO ORDER

Chair Colleen Ponto called the meeting to order at 4:01 PM

1. CONSENT AGENDA

Board Chair Ponto asked for approval of the consent agenda. Trustee Seabrooks seconded the motion. All in favor, the consent agenda was approved.

2. PUBLIC COMMENTS

None.

3. INTRODUCTIONS OF NEW EMPLOYEES/PROMOTIONS:

- Holli Walker, Customer Service Specialist 3, Enrollment Services
- Holly-Erin White, Payroll Coordinator, Human Resources
- Brittany Caldwell, Executive Director, Foundation

4. INFORMATION ITEMS

Rules Coordinator Overview

Lana Smith (AAG) presented an overview of the position of Rules Coordinator which is required by each institution according to the Administrative Procedure Act (APA).

- It is required by law that each institution have a rules coordinator.
- Cascadia does not currently have a rules coordinator.
- When the board adopts something, it needs to be included in the Washington Administrative Code (WAC), such as student code revisions. The rules coordinator ensures that proper procedure is followed through formal adoption of the new rule. This procedure includes:
 - Prenotice inquiry filed by rules coordinator (Form 101).
 - Announcement to the public via campus public rules hearing (Form 102).
 - Filing of form necessary for formal adoption of new rule (Form 103).

5. DISCUSSION/PRESENTATION ITEMS

Monthly Finance Report

Dr. Jashoda Bothra presented the college's current financial status. In addition to the information provided in the Board packet, key points and discussion included the following:

- The College has been discussing how to leverage stimulus (HEERF) funds that were received to support students. Students were identified who owed debt to the college preventing re-enrollment. A one-time gift of debt forgiveness was offered and 84 students accepted and re-enrolled.
- YTD Expenses – 85% of these are salary and benefits. In January, six months of salary and benefit data will be available providing better planning information.
- Onboarding Employees – 36 out of 46 vacancies have been filled in 2022 YTD. President Murray noted that some of this shortfall has been intentional as the College determines how to move forward with future budget writing.
- How HEERF funds are being spent
 - The first priority is offsetting overspending of current fiscal year.
 - All funds must be spent by June 30, 2023.
 - Notify VP of Administrative Services of ideas for spending by January 2023.

Comments/Questions:

- Trustee, Mike Kelly inquired about allocating Skybridge Grant funds to offset parking expenses.
- Vice Chair, Meghan Quint initiated discussion about the mental health service provider position that was approved in June.
- Dr. Murray noted that budget review and preparation months are January through March to discuss at the board meeting in May.
- Additional items
 - Redmond Center – Dr. Murray explained that he is seeking further funding options.
 - Furniture for the STEM 4 project was discussed.

Student Focus

Guest, Lawrence Clay, was unable to attend meeting.

Onboarding Overview

Dr. Kerry Levett presented the onboarding process of the Guided Pathways program. The main intention of this program is to eliminate equity gaps by adding support and programs to assist students in moving seamlessly through the college experience. Program leaders meet quarterly and always welcome ideas and suggestions.

Comments/Questions:

- President Murray explained that Guided Pathways is a cross-division effort. It is part of the strategic plan and reflects all parts of the strategic plan.
- Vice President Walker further explained several areas and people around the college contributing to this effort while the Dean for Pathways oversees processes.
- Almost 8000 people have come to the website after outreach efforts, however the College does not have the technology yet to effectively follow up.
- Dedicated resources may be needed to convert outreach efforts to recruitment efforts.

Strategic Plan

Vice President for Student Learning and Success, Dr. Kerry Levett, discussed the strategic plan and the Institutional Effectiveness timeline.

- Disaggregated enrollment data is not available due to staffing changes and technical issues.
- A core value of the strategic plan is adaptability.
- A new way of looking at data will be unveiled in February. This will address measuring how initiatives are affecting outcomes.
- Mid-cycle accreditation is coming up April 2023
 - Will provide evidence of progress on responses to three recommendations.
 - The mid-cycle report will be available in March prior to the accrediting agency visit.
 - Cascadia is one of the first colleges to be reviewed under the new standards established in 2020.
 - Two evaluators will conduct the site visit.
 - The agenda will be available early in the year and board members will be briefed and prepared for site visit.

6. RECOMMENDED ACTION ITEMS

Anti-hazing Policy (Action)

Dr. Kerry Levett explained that although the student code currently prohibits hazing, a new policy requires approval and induction into the Student Code of Conduct.

The College recommends that the Trustees move to approve Policy BP 03.02.010 in regards to anti-hazing. Trustee Mike Kelly moved to adopt the policy. Trustee Norm Seabrooks seconded the motion. All in favor; no abstentions.

All Policy Review

President Murray explained that policy is not available for approval at this time. Anything that could be changed or modified by the president was changed.

- AAG Lana Smith was able to consolidate seven policies into one, greatly reducing the overall size of the document.
- President Murray will send new policy to Trustees on November 17, 2022.

STEM 4 Building Name

Vice President Walker explained that ten potential names for the new building were identified. They were narrowed by the President of Cascadia and the UWB Chancellor, then submitted to campus constituencies.

The College recommends that the Board move to approve Innovation Hall as the new name of the STEM4 project. Vice Chair Megan Quint moved to adopt the policy. Trustee Norm Seabrooks seconded the motion. All in favor; no abstentions.

7. REPORTS

Cascadia Events & Advocacy Board (EAB): London Paris Advocacy Board Chair, submitted a written report and was present to share information. Key points included:

- Feedback collected by students indicate their interest in obtaining financial literacy.
- The EAB is partnering with faculty member, Lisa Citron, to create a wealth-building workshop.
- Part of the Activities Fee is a contingency fund designed to support new initiatives. The amount approved this year is \$7000.00.

Cascadia Community College Federation of Teachers (CCCFT): Tenured Founding Faculty, David Shapiro submitted a written report and highlighted collaborative processes with the Library and librarians.

Cascadia College Classified Union Washington Public Employees Association (WPEA): Tonio Shimono represented the WPEA. No report given.

Chair and Individual Board Members Reports:

- Vice Chair Meghan Quint attended a gallery event in Mobius prior to Halloween and encourages all to attend these events. She thanked Chris Gildow for curating these exhibits.
- Trustee Norm Seabrooks had an exchange with the Board Chair at Lake Washington School District. The two will meet one-on-one later in the month, and Trustee Seabrooks would like to include someone from the College for a subsequent meeting with the Chair to provide more information about Cascadia.
- Meagan Walker suggested bringing Director of Outreach Sara Gómez-Taylor for additional meeting.
- Chair Colleen Ponto attended Northshore School District (NSD) meeting and spoke about Cascadia. NSD is hiring a new superintendent.

President's Report:

President Murray attended the Community Leaders Breakfast at Lake Washington Schools (LWS). He reported that others were excited about the Redmond Center and bringing Cascadia Running Start to this location. Representative Vandana Slatter spoke of her commitment to protecting the community college system.

- Pictures of Board members and staff will be taken in January for Cascadia website updates.
- The next Executive Session will take place on December 7, 2022 at the residence of President Murray. The president's self-evaluation will be available prior to that meeting. The writing session for the president's review will take place on January 4, 2023.
- The Transforming Lives celebration will be held in Olympia on January 23, 2023. President Murray and Trustees Hinojos & Seabrooks will be there for the day and stay for the awards banquet.

8. OTHER BUSINESS/ANNOUNCEMENTS

There were no other announcements.

9. MEETING ADJOURNMENT

Chair Colleen Ponto adjourned the regular meeting at 5:37 pm.

10. Minutes Approved and Adopted on, January 18, 2023.

Dr. Colleen Ponto, Board Chair

Attest:

Dr. Eric Murray, President

Bdminutes11162022

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:

Steven Kroeger, Administrative Services Project Manager

Steve comes to Cascadia College after 28 years of experience with Comcast. During his tenure there, he held director level positions in marketing, finance and operations. For the last twelve years he's been leading call centers in Lynnwood and Fort Collins, CO. He is a Husky two times over, earning both his undergraduate and MBA there! Outside of work, he likes to spend time with his wife, Adele, and their 7-year-old lab, Gracie. During warmer weather Steve is an avid golfer.

Kareen Kanjo, International Student Advisor

Kareen comes to Cascadia College from University of Washington Seattle where she served as an International Student Advisor in International Student Services for 5 years. She advised international students on maintenance, benefits, and restrictions of F-1 student visa status, and supported them in navigating and understanding institutional policies and procedures. Her previous experience includes managing job training programs for immigrant workers at non-profit organizations in California. She has a Master's degree in Student Development Administration from Seattle University and she is proficient in Spanish.

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

Dr. Sarah Tsai, Interim Assistant Director of the Bock Learning Center to Director of the Bock Learning Center (Kristina Young)

Tonio Shimono, IT Support Analyst to Technology Services Manager (Laura Hedall)

Andrea Angel-Hilgendorf, Fiscal Specialist 2 to Assistant Accounting Manager, Exempt Temporary (Joella Bennett-Gold)

Cascadia College Board of Trustees

Information Items

Subject: Tenure Process

Justification:

The Trustees review tenure as part of their responsibilities.

Background:

This year we will have one tenure candidate, Linda Richard. She is a Math candidate. This item helps the Board understand the steps involved in this year's process.

The timeline for the tenure process is as such:

March Board of Trustees Meeting (executive session):

Conversation with Ms. Richard and Tenure Review Committee chair Dr. Natasa Kesler.

April 1, 2023:

Access granted to the candidate's portfolio, including letters of support from the President and Vice President. The College President will provide the guide on how to review the portfolio.

April Board of Trustees Meeting (executive session):

Discussion with College President and TRC Chair if needed.

May Board of Trustees Meeting (public session):

Vote on Tenure.

Cascadia College Board of Trustees
Discussion/Presentation Items

Subject: Student Focus

Justification:

Opportunity to hear from one of the Cascadia students

Background:

Lawrence Clay is in his second year as a Cascadia Scholar. Lawrence was a Cascadia student before COVID, but left to earn more money for his education – this was before Cascadia Scholars. His intent was to always return to Cascadia, but we are happy he has joined the Cascadia Scholars Program and we can assist with his goals. Lawrence will share his experience as a Cascadia Scholar.

Cascadia College Board of Trustees

Discussion/Presentation Items

Subject:

FACULTY FOCUS: MoBAS & AppConnect NW: Equity Efforts in Computer Science & Technology

Justification:

The Trustees are interested in Faculty and Student Successes

Background:

Cascadia's Bachelors of Applied Science in Application Development - Mobile Platforms (MoBAS) degree welcomed its fifth cohort of students this academic year. The program's project-based coursework and capstones engage students directly in developing apps to meet a particular client's need. Students see first-hand their work being used and making a difference, while they build their specific knowledge, programming skills and professional portfolio samples available in the App Store and Google Play. Additionally, educational equity research shows that project-based learning provides particular benefits in recruitment and retention of women and under-represented minorities in computer science and IT programs.

Community college graduates from these BAS-IT programs are diverse, highly-skilled, multi-faceted and excellent candidates for the positions that the tech industry has available. However, they regularly have difficulty securing internships and job offers due to industry's lack of familiarity with these programs. Women and BIPOC graduates have an even greater opportunity-gap to overcome as they are currently under-represented in the software industry, which broadly struggles to recruit and retain diverse applicants.

In 2018, Cascadia joined the NSF grant-funded program called *AppConnect NW* to collaborate with other BAS-IT community colleges in the effort to bridge the gap between our programs and the software development industry. The consortium has also researched program and industry opportunity gaps, developed partnerships and taken the lead on creating specific equity-focused priorities, objectives, and connections needed to close these gaps for the benefit of our students and the industry as a whole.

Discussion:

This is a short informational presentation. Questions are welcome.

MoBAS & AppConnect

Equity Efforts in Computer Science & Technology

Dr. Brian Bansenauer
Senior Founding Faculty & Program Lead

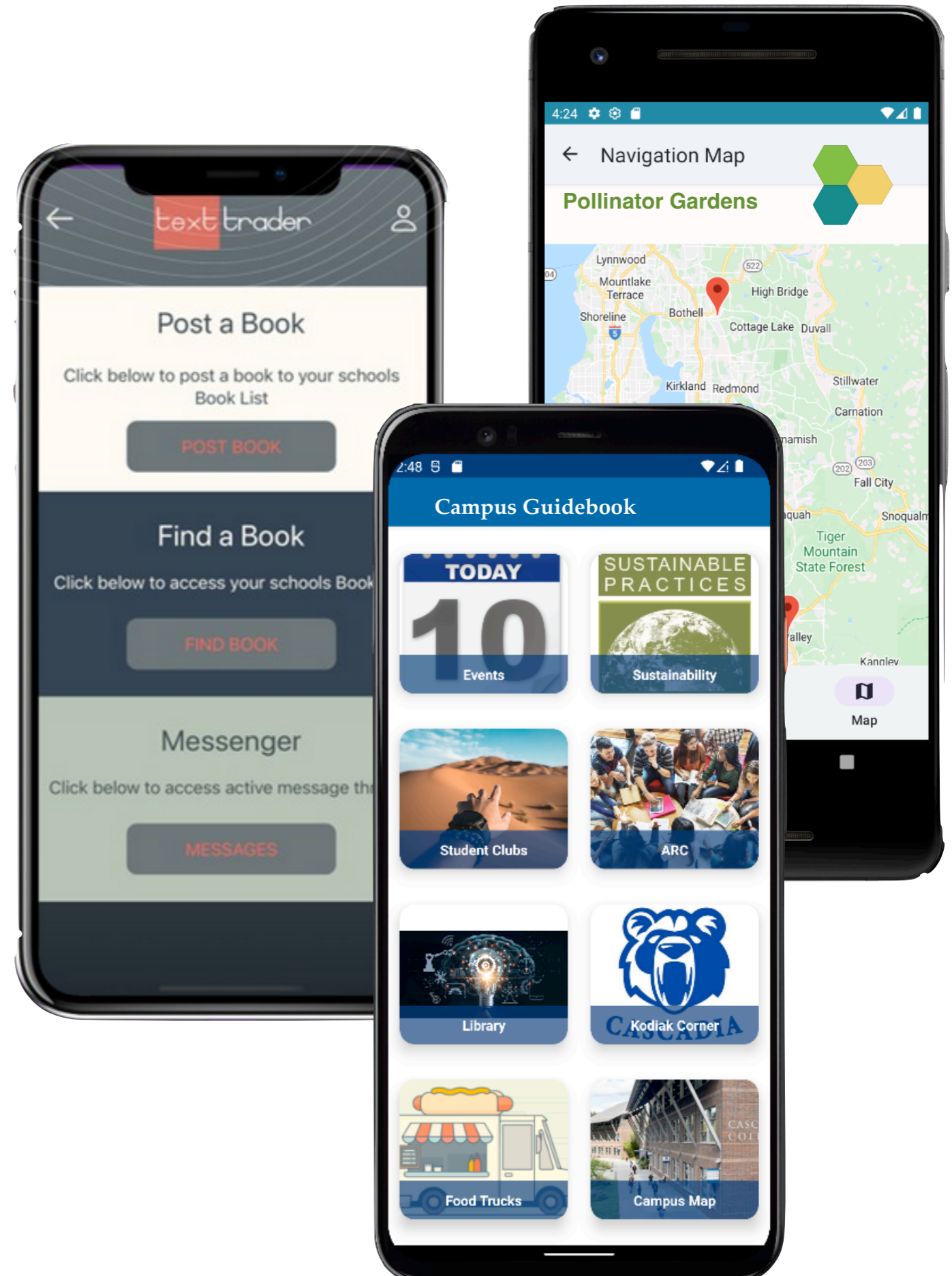
BAS - Mobile App Dev

Project Based Learning

MoBAS Apps

Client-based Projects

- **Campus Guidebook**
BASSP program [and CSG] information and event schedule
- **TextTrader**
Washington SBCTC supports this textbook exchange tool as part of its OER initiative
- **Pollinator Pathways**
Pollinator Pathways NW, a local non-profit creating a network of pollinator-friendly gardens



AppConnect Northwest Collaborative Consortium

BAS-IT Collaboration

College consortium bridging the gap with Tech Industry



Consortium was established via
a **five-year NSF grant** in 2017

Cascadia joined in 2018

The Opportunity Gap

Computer Science & Tech

Closing “Opportunity Gaps”

Women and BIPOC students especially

- Program Enrollment

- ▶ *Relevance & belonging: project-based learning, cohorts*

- Program Completion

- ▶ *Partnership gap: WTIA, MinT, MS New Technologist*

- Access to Internships / Mentorships

- ▶ *conversations to continue*

- Entry-level Hiring / Retention

Cascadia College Board of Trustees
Discussion/Presentation Items

Subject: Monthly Finance Report: FY22-23 January Update

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

Background: The finance report will include the following topics:

1. Budget Council engagement, including scope & review timeline to finalize our FY22-24 budgets.
2. Updated status of trustee approved use of Reserve & HEERF funds.

CASCADIA COLLEGE

ADMINISTRATIVE SERVICES

January Finance Update

As of January 9,
2022

www.cascadia.edu

Brief Update Topics

**Budget
Council
Engagement**

**HEERF &
Reserve
Update**



What: Forum to learn, engage, inform everyone about the college finances to practice shared governance of expense plans.

How: Enable a consistent budget request process. Review budget saving priorities & evaluate requests once received.

Who & When: 16+ division-based, leadership & constituency-based representatives meet bi-weekly from Jan-May

Outcome: Submit inclusive, strategic, & fiscally sound budget proposals to the President & Trustees in Apr-May.

Scope & Purpose of the Budget Council



Budget Council 2023 Members

Constituency	Representatives
Students	London Paris
Faculty	Gene Taylor & Lelia Olson
Classified	(TBD)
Exempt	Becky Riopel
Institutional Effectiveness	Michael T. Horn
E&I	Hao Cheng
External Relations & Planning	Sara Gomez-Taylor
Student Learning	Erik Tingelstad
Student Success	Deann Holliday
Administrative Services, Cascadia Finance Controller & Budget PM	Laura Heddal, Joella Bennett-Gold, Steve G. Kroeger
Leadership	All 5 members of the executive team



HEERF

Higher Education Emergency Relief Fund

previously known as **CARES Act**/Coronavirus Aid Relief and Economic Security Act, provides funding to institutions to provide emergency financial aid grants to students.

HEERF Stimulus Drawdown Details

- Available from 2020 through June 30th 2023
- Institutional Funds & Student Funds award
- This report will focus on Institutional Funds Drawdown aligned with \$\$ we have accounted for in our local reserves
- The student funds spending is on track with \$9921 remaining of total \$3M award for student financial aid.



HEERF STIMULUS INSTITUTIONAL FUND SPENDING STATUS

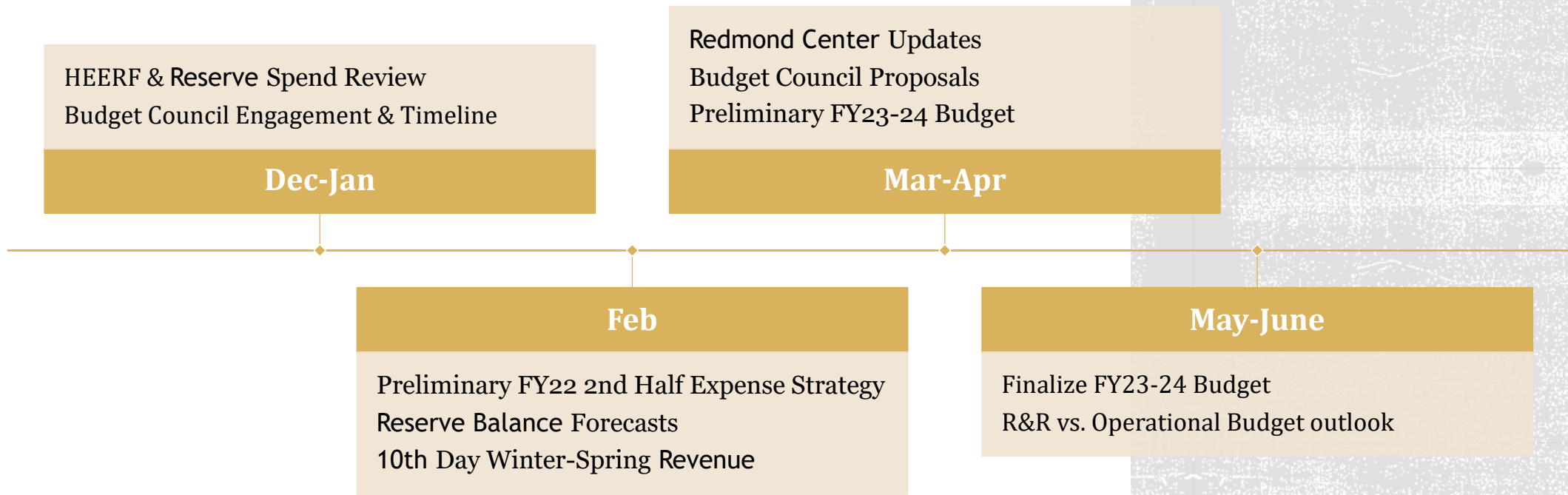
Category	Spent
FY21-22 Institutional Fund drawdown	\$579,167.81
FY21-22 Revenue Loss	\$1,858,045.02
FY22 Student Debt Write-off	\$335,669.34
FY22-23 Summer Revenue Loss	\$1,113,703.83
Total Spent as of Jan 9th, 2023	\$3,886,586.00



FISCAL MONITORING OF OUR LOCAL RESERVE DRAWDOWN

Spend Category	Type of Fund/Expense	Reporting Period	Spent to-date	Projected Spend (to-go)	Approved Budget	Savings/Roll forward
Employee Parking	Local: Fees	Quarterly	\$71,066	~\$30,000	\$119,000	\$17,934
Facilities Repair & Replacement	Local: Furniture	Monthly starting December 2022	\$137,653	\$75,000	\$516,000	\$303,347
Facilities Repair	Local: Skybridge	Monthly Oct-Dec	\$0	\$21,000-\$35000	\$35000	TBD
Labs Repair & Replacement	Local: Lab Equipment	Monthly Nov onwards	\$114,403	\$22,351	\$136,754	0
IS Repair & Replacement	IS Equipment	Quarterly	\$161,273	TBD	\$393,000	TBD re \$231,727





Upcoming Topics For 2023



THANK YOU



QUESTIONS



SUGGESTIONS



**Cascadia College Board of Trustees
Information Item 4**

Subject: Winter Enrollment Snapshot and Strategic Plan Mid-Year Report

Justification:

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

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

Background:

The three topic areas below help form our *structured, systematic, continuous improvement* approach. Such an approach is *required to meet NWCCU standards*. The mid-year strategic plan review focuses on processes 2 and 3 below.



Two documents are included in this cover:

- **Winter Term Enrollment:** This item provides an overview of winter enrollment looking at 5-year trends. A presentation is attached with data pulled from the beginning of January 2023. Any significant updates with fall enrollment will be shared verbally on January 18, 2023.

- **Mid-Year Strategic Plan Update:** The purpose of this report is to provide the Board of Trustees with a mid-year update on the 2022-2023 approved strategic initiatives, which were reviewed and approved at the September 21, 2022 Board of Trustees Meeting.

Dr. Michael Horn, Director of Institutional Research will be available for questions.



STRATEGIC INITIATIVES

BOARD OF TRUSTEES
MID-YEAR REVIEW (JAN. 2023)

CASCADIA COLLEGE

BOTHELL • OUR COMMUNITY'S COLLEGE

Introduction

The NWCCU standards begin by requiring institutions to articulate their purpose through a mission statement and planning process that demonstrates fulfillment of that mission and a disaggregated data infrastructure that monitors progress and change.

The Cascadia College Strategic Plan (2022-2023) represents the college-wide plan the leads us toward mission fulfillment. The purpose of this report is to provide the Board of Trustees with a mid-year update and review on the 2022-2023 approved strategic initiatives as one step in our continuous improvement process

Summary Table

Initiative		Status	Progress Concerns
1	Intrusive and Culturally Relevant Advising	😊	
2	Implement CRM (Target X)	😊	
3	Web redesign	😊	The RFQ process took longer than expected. But we are moving forward toward the first action phase of the project.
4	Expand enrollment partnerships with UWB	😐	UWB is changing their internal major program process potentially delay some our shared work.
5	Create new certificate and degree options	😐	The BS Com Sci requires NWCCU approval which is still being determined by NWCCU staff.
6	Open Cascadia Redmond site at Together Center	😊	
7	Expand Cascadia Scholars	😊	
8	Expand High School Students of Color/Social Justice Conferences	😊	
9	Translate CCF and other program materials into multiple languages	😊	
10	Expand E&I Foundations course participate to 50% of employees	😊	
11	Conduct and English and Math Placement review	😊	
12	Hire an AIIS Faculty Program Coordinator and launch program	😊	
13	Community Voices: Annual climate and experience feedback	😊	
14	Implement pathway/program improvement	😊	We will likely receive feedback from our Mid-Cycle review that may impact our future timeline.
15	Develop a new SAP policy providing support for students on academic program	😊	
16	Plan a series of advisor-faculty summits	😊	
17	Remove barriers to completion and transfer for Engineering students	😊	

ACCESSIBLE INITIATIVES

Strategic Initiative #1: Intrusive and Culturally Relevant Advising

<p>What activities or aspects of the program were implemented within summer and fall quarters? What outputs were produced (e.g., number of students joined, faculty trained, materials produced,)?</p>	<p>Beginning in Fall quarter, advisors began monthly meetings on to develop more intrusive and culturally sensitive advising model.</p> <ol style="list-style-type: none"> 1) Using Navigate, Advising has expanding Cascadia's Academic Early Alert system to intervene with more students facing obstacles earlier in the quarter. 2) Advising is Using Navigate to remind students about appointments with advising. 3) Advising is holding monthly meetings on creating more inclusive and culturally sensitive advising model. 4) Advising is holding monthly meeting to transition our advising model to a caseload model where all students will be assigned to an academic advisor.
<p>What results were achieved? What changed? How were instructors, staff, students, or conditions impacted?</p>	<ol style="list-style-type: none"> 1) During Fall 2022 Progress Report Campaign: Out of 158 academic alerts: 41 course alerted students received a 2.0 GPA or better, 10 course alerted students received between a 1.0 to 1.9 GPA, 26 course alerted students withdrew from their courses. and 17 course alerted students responded via email concerning alerts. 2) The no show rate for advising appointments was 8%. No show numbers prior to the implementation of Navigate are anecdotal but are estimated to be between 25-33%.
<p>What information is needed but lacking?</p>	<p>Feedback from students.</p>
<p>What parts of the program were not feasible?</p>	<p>N/A</p>
<p>What factors contributed most to realize program goals?</p>	<p>Implementation of Navigate and openness of advising staff to reimagine how our advising model can be redesigned in a more intrusive and inclusive manner.</p>
<p>What improvements were seen?</p>	<ol style="list-style-type: none"> 1) The no show rate for advising appointments was 8%. No show numbers prior to the implementation of Navigate are anecdotal but are estimated to be between 25-33%. 2) As of December 9, 2022, Navigate data showed that 91.0% of student who attended an advising appointment persisted from Fall to Winter. Only 17.2% of students who did not make or attend an advising appointment persisted from Fall 2022 to Winter 2023.

How does the program need to be changed or modified to improve results? If so, what will be or was changed?	Advising will need to develop systems to provide students with ed plans and other information so that they can have more agency and create more capacity within advising to reach out to students who are not meeting with advisors to increase engagement with students. The data from Fall 2022 shows a strong correlation that meeting with advisor is a key indicator for persistence. Advising also needs to develop an assessment of how students experience advising at Cascadia.
What will happen with the program at this point? E.g., mid-year program adjustments; adopt practices; drop or redesign the program. How will budgets be impacted?	Advising will continue to develop a caseload management and review advising touchpoints within this model. We hope to have caseload management model developed by end of Winter Quarter and ready to implement in Summer Quarter.
What else should the BOT and the College community know about this initiative?	Advising is leveraging its existing resources to transition from a transitional model that waits for student issues to appear to a more interactive model where students are contacted before student issues go too far in an inclusive and culturally sensitive manner.

Strategic Initiative #2: Implement CRM (Target X)	
What activities or aspects of the program were implemented within summer and fall quarters? What outputs were produced (e.g., number of students joined, faculty trained, materials produced,)?	TargetX/Salesforce was identified as the vendor for this project. Five staff members have attended multiple training sessions and built templates for the email campaign feature. An outside vendor was identified and hired to handle the database management portion of the project.
What results were achieved? What changed? How were instructors, staff, students, or conditions impacted?	We are currently in the process of beta testing the email campaigns.
What information is needed but lacking?	Database Vendor needs to address other components of TargetX/Salesforce such as forms, event scheduling, and payment for international students.
What parts of the program were not feasible?	None
What factors contributed most to realize program goals?	The approval to hire an outside vendor to do the database portion necessary for implementation
What improvements were seen?	Progress was very slow to begin with, but the implementation is fully underway
How does the program need to be changed or modified to improve results? If so, what will be or was changed?	N/A

What will happen with the program at this point? E.g., mid-year program adjustments; adopt practices; drop or redesign the program. How will budgets be impacted?	The project will continue as planned. The need to hire an outside vendor will increase the budget by \$16k.
What else should the BOT and the College community know about this initiative?	N/A

Strategic Initiative #3: Web redesign	
What activities or aspects of the program were implemented within summer and fall quarters? What outputs were produced (e.g., number of students joined, faculty trained, materials produced,)?	Posted the RFQ to procure a vendor through the state's WEBS system. Reviewed, scored, identified, and announced, "apparent successful bidder."
What results were achieved? What changed? How were instructors, staff, students, or conditions impacted?	The web design work team is making progress toward a fall 2023 launch, actual date to be determined.
What information is needed but lacking?	Not at this time.
What parts of the program were not feasible?	N/A
What improvements were seen?	N/A
What factors contributed most to realize program goals?	N/A
How does the program need to be changed or modified to improve results? If so, what will be or was changed?	N/A
What will happen with the program at this point? E.g., mid-year program adjustments; adopt practices; drop or redesign the program. How will budgets be impacted?	Next step will be to finalize a contract then begin the first phase of work.
What else should the BOT and the College community know about this initiative?	Regarding costs: the vendor will be contracted to deliver the project for \$80k. We will likely need to use some of the remaining budget allocated (\$100,000 total) for the project to hire a photographer as well as someone to support the work of our in-house graphic and web designer.

Strategic Initiative #4: Expand enrollment partnerships with UWB	
What activities or aspects of the program were implemented within summer and fall quarters? What outputs were produced (e.g., number of students joined, faculty trained, materials produced,)?	Meetings continue with UWB leaders, both in enrollment and with UWB academic schools. We have been working specifically with Engineering, and other STEM fields previously. This fall we connected with the dean of the School of Education.
What results were achieved? What changed? How were instructors, staff, students, or conditions impacted?	N/A
What information is needed but lacking?	N/A
What parts of the program were not feasible?	N/A

What factors contributed most to realize program goals?	Cooperation and collaboration with UWB.
What improvements were seen?	Communications, partnership on a STEM program (described in initiative #17)
How does the program need to be changed or modified to improve results? If so, what will be or was changed?	Nothing at this time.
What will happen with the program at this point? E.g., mid-year program adjustments; adopt practices; drop or redesign the program. How will budgets be impacted?	Nothing at this time.
What else should the BOT and the College community know about this initiative?	UWB is reconsidering their internal student process for applying to major programs, which is a good outcome for UWB students, and 1+3 transfer students. However, this could delay moving forward on some of our steps given the scope of UWB's work.

Strategic Initiative #5: Create new certificate and degree options

What activities or aspects of the program were implemented within summer and fall quarters? What outputs were produced (e.g., number of students joined, faculty trained, materials produced,)?	We are working with 2 new programs as reported at the September Board meeting for targeted implementation starting fall 2023. 1) AAST Watershed Management: This fall we have continued to develop local partners including those with potential to serve on our required advisory board. 2) BS Com Science: This is a consortia-based program. This year we have been finalizing curriculum and working on the process for NWCCU approval.
What results were achieved? What changed? How were instructors, staff, students, or conditions impacted?	N/A
What information is needed but lacking?	A clear and consistent process for NWCCU approval.
What parts of the program were not feasible?	
What factors contributed most to realize program goals?	
What improvements were seen?	N/A
How does the program need to be changed or modified to improve results? If so, what will be or was changed?	BS Com Sci: we may have to delay launching the degree depending on the responsiveness and timing with the NWCCU.
What will happen with the program at this point? E.g., mid-year program adjustments; adopt practices; drop or redesign the program. How will budgets be impacted?	None at this time.

What else should the BOT and the College community know about this initiative?	Nothing additional.
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Strategic Initiative #6: Open an auxiliary site in Redmond

What activities or aspects of the program were implemented within summer and fall quarters? What outputs were produced (e.g., number of students joined, faculty trained, materials produced,)?	Finalized lease which needed to go through the state's real estate department of DES. Reviewed floor plans. Visit scheduled in February for Cascadia's IT Director and Facilities Director to walk through site to make final decisions about tech and furniture. Student Learning Deans are collaborating to develop a summer and fall list of courses that meet general degree and high school (for Running Start) requirements. Cascadia is scheduled to present to Redmond City Council in mid-January.
What results were achieved? What changed? How were instructors, staff, students, or conditions impacted?	N/A
What information is needed but lacking?	We need to know more about the other community partners and need to develop a more purposeful program.
What parts of the program were not feasible?	N/A
What improvements were seen?	N/A
What factors contributed most to realize program goals?	N/A
How does the program need to be changed or modified to improve results? If so, what will be or was changed?	N/A
What will happen with the program at this point? E.g., mid-year program adjustments; adopt practices; drop or redesign the program. How will budgets be impacted?	Seeking additional funding though Cascadia Foundation and other avenues.
What else should the BOT and the College community know about this initiative?	The building is scheduled to open in March 2023. Cascadia is planning to run its first courses at this location in Summer 2023.

EQUITIBALE INITIATIVES

Strategic Initiative #7: Expand Cascadia Scholars

What activities or aspects of the program were implemented within summer and fall quarters? What outputs were produced (e.g., number of students joined, faculty trained, materials produced,)?	Our signature program, Cascadia Scholars, welcomed 35 students in the fall term. Scholars work with an assigned mentor and most received scholarship monies. The Cascadia Scholars Program Lead created and presented several workshops throughout each term as well as offered many
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	resources. Workshops included transfer planning, career, and goal setting. Several students also attended the UW Seattle transfer fair. To prepare for an addition increase in Scholars, we trained 10 mentions (in addition to the original four), these mentors are Cascadia faculty and staff from underrepresented and marginalized groups. A second cohort will be accepted in the spring and beginning in winter term, the Scholars Program will offer school, art, and lab supplies, as well as math textbook resources for all Cascadia Scholars.
What results were achieved? What changed? How were instructors, staff, students, or conditions impacted?	We have had great results from the beginning of fall term. The scholars are increasingly active with their mentors and the workshops are well-attended. Students are developing a sense of belonging at Cascadia and faculty and staff are beginning to offer resources, request classroom visits to discuss Scholars with their students, and faculty are recommending students for the Program.
What information is needed but lacking?	Additional resources are always needed - we hope to expand to job shadowing and internships for our Scholars
What parts of the program were not feasible?	There were some budget constraints
What improvements were seen?	The program is growing, and we are getting more support from the campus community
What factors contributed most to realize program goals?	Campus community involvement - working with faculty, advising, Outreach and Marketing, and advising has been a tremendous help
How does the program need to be changed or modified to improve results? If so, what will be or was changed?	We can always use more resources to help our students
What will happen with the program at this point? E.g., mid-year program adjustments; adopt practices; drop or redesign the program. How will budgets be impacted?	The Program is in the second year, so we are currently assessing next steps - additional information is forthcoming
What else should the BOT and the College community know about this initiative?	Nothing at this time.

Strategic Initiative #8 : Expand High School Students of Color/Social Just Conferences

What activities or aspects of the program were implemented within summer and fall quarters? What outputs were produced (e.g., number of students joined, faculty trained, materials produced,)?	We are currently working with our three districts on plans for spring 2023 conferences. Our goal is to increase the # of students attend, and capture interested student contact information.
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What results were achieved? What changed? How were instructors, staff, students, or conditions impacted?	<ul style="list-style-type: none"> Northshore STOC (300 in March 2022) – Projected to have a larger number toward 350 for March 2023. Lake Washington STOC (approx. 100 in May 2022) – Projections remain the same for May 2023 Riverview STOC is projecting 30-50 students in May 2023.
What information is needed but lacking?	Nothing at this time.
What parts of the program were not feasible?	N/A
What improvements were seen?	Increased reputation as an inclusive community.
What factors contributed most to realize program goals?	Collaboration within Cascadia, and with our high school partners.
How does the program need to be changed or modified to improve results? If so, what will be or was changed?	N/A
What will happen with the program at this point? E.g., mid-year program adjustments; adopt practices; drop or redesign the program. How will budgets be impacted?	N/A
What else should the BOT and the College community know about this initiative?	Nothing at this time.

Strategic Initiative #9: Translate CCF and other program materials into multiple languages

What activities or aspects of the program were implemented within summer and fall quarters? What outputs were produced (e.g., number of students joined, faculty trained, materials produced,)?	Three documents have been submitted to 2 translation agencies for price quotes to determine whether we can pay for this through the BEdA grant.
What results were achieved? What changed? How were instructors, staff, students, or conditions impacted?	N/A so far.
What information is needed but lacking?	Price quotes from the translation companies (awaiting).
What parts of the program were not feasible?	N/A at this time.
What improvements were seen?	N/A at this time.
What factors contributed most to realize program goals?	N/A
How does the program need to be changed or modified to improve results? If so, what will be or was changed?	N/A at this time.
What will happen with the program at this point? E.g., mid-year program adjustments; adopt practices; drop or redesign the program. How will budgets be impacted?	If the quotes are within our grant budget funds, we will be able to translate a few key student-facing documents to support student intake in CCF. If the quotes are beyond our budget, we will continue to seek other resources to provide materials for students.

What else should the BOT and the College community know about this initiative?	Nothing at this time.
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Strategic Initiative #10: Expand E&I Foundations course participate to 50% of employees	
What activities or aspects of the program were implemented within summer and fall quarters? What outputs were produced (e.g., number of students joined, faculty trained, materials produced,)?	Two sections are offered for 22-23. By the end of this round, more than half of Cascadia employees will have completed this course. Most used it for their professional development requirement. We also have attendees from the UWB/Cascadia library.
What results were achieved? What changed? How were instructors, staff, students, or conditions impacted?	20 employees participated in the fall offerings.
What information is needed but lacking?	N/A
What parts of the program were not feasible?	None.
What factors contributed most to realize program goals?	In addition to having a consistent facilitator, several folks co-facilitated on specific days. Their collaboration augmented the discussions and improved the experience for the participants.
What improvements were seen?	N/A
How does the program need to be changed or modified to improve results? If so, what will be or was changed?	Nothing at this time.
What will happen with the program at this point? E.g., mid-year program adjustments; adopt practices; drop or redesign the program. How will budgets be impacted?	We are still working with the STBCTC to adapt the program for other colleges. At least one college is currently interested. This external version of the course will generate new revenue.
What else should the BOT and the College community know about this initiative?	Trustees are welcome to participate in future offerings.

Strategic Initiative #11: Conduct and English and Math Placement review	
What activities or aspects of the program were implemented within summer and fall quarters? What outputs were produced (e.g., number of students joined, faculty trained, materials produced,)?	The Placement work group started the year with the following goals: <ul style="list-style-type: none"> • Obtain and make available an initial set of data on placement at Cascadia, • Establish a plan and cycle for ongoing collection of that data, • Develop a plan to close any equity gaps identified in initial data, • Assess existing communications with students about placement processes and implement any needed improvements .
What results were achieved? What changed? How were instructors, staff, students, or conditions impacted?	Placement Subcommittee discontinued in summer quarter and other GP projects have taken priority.
What information is needed but lacking?	N/A

What parts of the program were not feasible?	The former placement committee developed and prioritized a set of data inquiry questions, but unfortunately were unable to move as far as we had hoped with data collection due to challenges including legacy/ctcLink conversion, different placement rules pre- and during-COVID-19 and competing priorities/demands on the Office of Institutional Effectiveness.
What factors contributed most to realize program goals?	NA
What improvements were seen?	<p>A change to math placement that allows current high school students to use mid-second semester grades for initial placement. (This means that students do not have to delay their math registration while they wait for final grades.)</p> <ul style="list-style-type: none"> • Interim revisions to the college website language on placement to make the language more welcoming to students. Students have reviewed the language, and it has been submitted to Student Success Services. (In the longer term we are excited about the complete website redesign process, scheduled to take place over the next year.) • One-pagers for Math and English explaining the different possible placement outcomes and what they mean. (In development and we hope to be able to post them before the end of the academic year.) • Collecting student feedback about placement. (In development and we hope to implement before the end of the academic year.)
How does the program need to be changed or modified to improve results? If so, what will be or was changed?	Chantal will meet with Lyn to discuss placement's past work to move forward to implement strategic plan goal. Chantal will prioritize to add to the current 22-23 GP workplan.
What will happen with the program at this point? E.g., mid-year program adjustments; adopt practices; drop or redesign the program. How will budgets be impacted?	N/A
What else should the BOT and the College community know about this initiative?	Nothing at this time.

Strategic Initiative #12: Hire an AIIS Faculty Program Coordinator and launch program

What activities or aspects of the program were implemented within summer and fall quarters? What outputs were produced (e.g., number of students joined, faculty trained, materials produced,)?	Search was successful. Used culturally appropriate and inclusive process with EA.
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What results were achieved? What changed? How were instructors, staff, students, or conditions impacted?	Successful Hire. Students in offered courses up over 100%. Positive feedback on CIEs.
What information is needed but lacking?	Direct impact of program on American Indian and Indigenous students; need longitudinal information after identification of target students
What parts of the program were not feasible?	N/A
What factors contributed most to realize program goals?	Commitment of resources, consistent/deliberate focus, and applicant pool quality.
What improvements were seen?	Increased interest in and registration for AIIS classes
How does the program need to be changed or modified to improve results? If so, what will be or was changed?	Focus will shift to liaison work once three course sequence established; final class for spring launch nearing completion.
What will happen with the program at this point? E.g., mid-year program adjustments; adopt practices; drop or redesign the program. How will budgets be impacted?	Focus will shift to liaison work once three course sequence established: final class for spring launch nearing completion. Budget impact through faculty fellowship buyout to augment summer work.
What else should the BOT and the College community know about this initiative?	Dr. Begay applied for and received a Fellowship that will underwrite additional duties. Focus of the fellowship is on BIPOC pedagogies.

Strategic Initiative #13: Community Voices: Annual climate and experience feedback	
What activities or aspects of the program were implemented within summer and fall quarters? What outputs were produced (e.g., number of students joined, faculty trained, materials produced,)?	Fall quarter: bi-weekly meetings with Chari and Michael to discuss and brainstorm plan. Outcome: 1) Developed GP fellow job description to help coordinate student engagement sessions in spring 2023. Working with possible partners to recruit GP fellow (UWB Internship program, Work study student, student life, GP budget request). 2) Brainstormed and developed questions for student engagement sessions. 3) Working on confirming student engagement sessions dates. 4) Collaborate with student life and EDI to promote and recruit students' participation.
What results were achieved? What changed? How were instructors, staff, students, or conditions impacted?	Developed questions for student engagement sessions and collaborate with student life and EDI office for student participation.
What information is needed but lacking?	If no GP fellow is recruited by late winter (February/March), Chantal will facilitate student engagement sessions.
What parts of the program were not feasible?	N/A
What factors contributed most to realize program goals?	Student participation. I introduced Community Voices to Student Life to brainstorm on student participation.
What improvements were seen?	NA

How does the program need to be changed or modified to improve results? If so, what will be or was changed?	According to the State Board Community Voices Guidelines, it is recommended that student engagement sessions are facilitated by student leaders for students to feel more authentic (other than staff).
What will happen with the program at this point? E.g., mid-year program adjustments; adopt practices; drop or redesign the program. How will budgets be impacted?	Student Engagement sessions (total of 2) will be launched in Spring 2023 (preferably February and April)
What else should the BOT and the College community know about this initiative?	It is important to include student voices (qualitative data) during large scale changes, such as, Guided Pathways. The community voices project will help support and inform decision making for Guided Pathways, such as, onboarding (Pillar 1-2) and student supports (Pillar 3). Listening to student voices from many backgrounds can help Cascadia reduce barriers for students.

SUPERIOR EDUCATION EXPERIENCES INITIATIVES

Strategic Initiative #14: Implement pathway/program improvement

What activities or aspects of the program were implemented within summer and fall quarters? What outputs were produced (e.g., number of students joined, faculty trained, materials produced,)?	Over the summer, four pilot "program reviews" conducted--Business, ETSP, Engineering, and BASSP. These included the 2017 Fall-2022 Spring data sets from the Data Dashboards. This piloted the Academic Unit Review form developed in spring and summer. In Fall, all faculty attended Opening weeks session on our four learning outcomes rubrics and to choose courses for sampling. At DIA, faculty helped to choose which course assignments would fit the rubrics. The Assessment committee has made a particular effort to include all associate faculty as well. Materials for norming were developed and the SL Admin Asst. was trained in anonymizing data. Assignment collection and submission was completed by the end of Fall with very few late submissions. Planning for the January all faculty norming and assessment of student artifacts within the four learning outcomes readied. Academic Unit Review form uploaded to common Canvas site.
What results were achieved? What changed? How were instructors, staff, students, or conditions impacted?	Implemented first full cycle of assessment of learning and achievement, all faculty included at every DIA and opening week.
What information is needed but lacking?	Nothing currently as it is too soon to tell as we need to complete the cycle.

What parts of the program were not feasible?	Challenges foreseen with the unfilled Data Analyst position.
What factors contributed most to realize program goals?	Documentation, clear focus, persistence in communication.
What improvements were seen?	More awareness of assessment as a workload expectation, more assessment literacy among faculty through greater ownership.
How does the program need to be changed or modified to improve results? If so, what will be or was changed?	Time, anticipate move to tagged and instructor assessed work, subplans needed for tracking pathway progress.
What will happen with the program at this point? E.g., mid-year program adjustments; adopt practices; drop or redesign the program. How will budgets be impacted?	There should not be an end point, budget minimal as DIAs leveraged and inclusion in workloads.
What else should the BOT and the College community know about this initiative?	Nothing currently.

Strategic Initiative #15: Develop a new SAP policy providing support for students on academic program

What activities or aspects of the program were implemented within summer and fall quarters? What outputs were produced (e.g., number of students joined, faculty trained, materials produced,)?	During Winter quarter a draft policy was developed focusing on cumulative GPA based on policies from Bellevue and Highline Colleges.
What results were achieved? What changed? How were instructors, staff, students, or conditions impacted?	N/A
What information is needed but lacking?	Quantitative assessment of how the draft policy would impact results. Does the policy capture the students who need intervention in an equitable and timely way.
What parts of the program were not feasible?	TBD
What factors contributed most to realize program goals?	TBD
What improvements were seen?	TBD
How does the program need to be changed or modified to improve results? If so, what will be or was changed?	TBD
What will happen with the program at this point? E.g., mid-year program adjustments; adopt practices; drop or redesign the program. How will budgets be impacted?	The draft policy will be brought to a larger group for discussion during Winter including Enrollment Services, Institutional Effectiveness, Guided Pathways, and Student Learning before being presented to the VPSLS at the end of Winter Quarter for approval.
What else should the BOT and the College community know about this initiative?	Ericka Morales, the Retention and Completion Advisor has collaborated with peers at other CTCs to

	develop a draft policy that should meet the needs to better identify students in need on intervention in an equitable manner.
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Strategic Initiative #16: Plan a series of advisor-faculty summits

What activities or aspects of the program were implemented within summer and fall quarters? What outputs were produced (e.g., number of students joined, faculty trained, materials produced,)?	Faculty-Advisor Summit did not occur over Summer. The Fall Faculty-Advising Summit occurred on November 9th. The topic was on Early Academic Alerts and Progress Monitoring.
What results were achieved? What changed? How were instructors, staff, students, or conditions impacted?	Five faculty members and one dean from Student Learning attended the summit. The topic led to the Director of Student Advising and Support Services being invited to speak to the Division Chairs (12/1/22) and the Math Department (12/2/22) about the topic.
What information is needed but lacking?	N/A
What parts of the program were not feasible?	N/A
What factors contributed most to realize program goals?	Building good will between advising and faculty. Continued engagement in the advising process.
What improvements were seen?	N/A
How does the program need to be changed or modified to improve results? If so, what will be or was changed?	N/A
What will happen with the program at this point? E.g., mid-year program adjustments; adopt practices; drop or redesign the program. How will budgets be impacted?	Two additional summits are planned for the Winter and Spring Quarters respectively. The Winter Quarter topic will focus on how advisors work with students to build education plans that support a student's educational and career goals. The tentative topic for Spring Quarter is to share the new caseload advising model that is scheduled to be launched for the 2023-24 academic year.
What else should the BOT and the College community know about this initiative?	That Academic Advising is an essential part of student success and that there is a role for everyone on campus to support this process.

Strategic Initiative #17: Remove barriers to completion and transfer for Engineering students

What activities or aspects of the program were implemented within summer and fall quarters? What outputs were produced (e.g., number of students joined, faculty trained, materials produced,)?	A) STEM Transfer partnership with UWB for Engineering--drafted 1+3 articulation, program maps with equivalencies for Mechanical, Computer, and Electrical Engineering, attended convening for the statewide grant. B) Education collaborations for transfer are underway with initial meetings completed during the fall quarter.
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	C) Chemistry program alignment discussions and collaboration are underway through initial meetings with leadership and faculty. Ongoing.
What results were achieved? What changed? How were instructors, staff, students, or conditions impacted?	A) Identified sticking points for joint programming and possible solutions, developed timeline for implementation of solutions to removing transfer barriers. B) Deans Young and Tingelstad met with UWB Education Dean Au and later established continued contact with program lead and advising for education. C) Chemistry connections made; Gen Chem series COGs are being revised in light of the conversations. Equity and more open access sought.
What information is needed but lacking?	A) Consistent and accurate listing of students intending to transfer in these areas (needs subplans). B) Subplans and students interested in education. C) not a concern currently.
What parts of the program were not feasible?	A) Data sharing networks . B) We cannot definitively map the courses to transfer as their programs in education are under redevelopment. However, we are mutually informing each other's work. C) similar to B)
What factors contributed most to realize program goals?	A) ready infrastructure for the grant itself. B)/C) Timing has been critical both CC and UWB departments are entering curricular revision or development and are now able to make stakeholder connections.
What improvements were seen?	A) quicker replies, more concrete plans, and responses. B)/C) lines of communication and identification of common goals.
How does the program need to be changed or modified to improve results? If so, what will be or was changed?	A) Full and consistent attendance; consistent communication and data sharing; clarity of expectations for UWB admissions and for reverse transfer. B)/C) taking Chemistry Gen series through SLC; tracking student success with new pre-requisites.
What will happen with the program at this point? E.g., mid-year program adjustments; adopt practices; drop or redesign the program. How will budgets be impacted?	A) This is a 2.5-year project externally funded. More work in implementation, particularly with student-to-student collaborations will be underwritten in the short term.

	<p>B) this will be a multiyear conversation as we develop and implement the pathways, then track data for success.</p> <p>C) early stages of realignment, focus on more CUREs work (classroom-based undergraduate research experiences). Budgets will be impacted if Additional Duties pay is needed. Too soon to tell.</p>
<p>What else should the BOT and the College community know about this initiative?</p>	<p>A) While there has been some team reshuffling, Cascadia's team members are now set. Our UWB teammates are stabilizing their membership.</p>

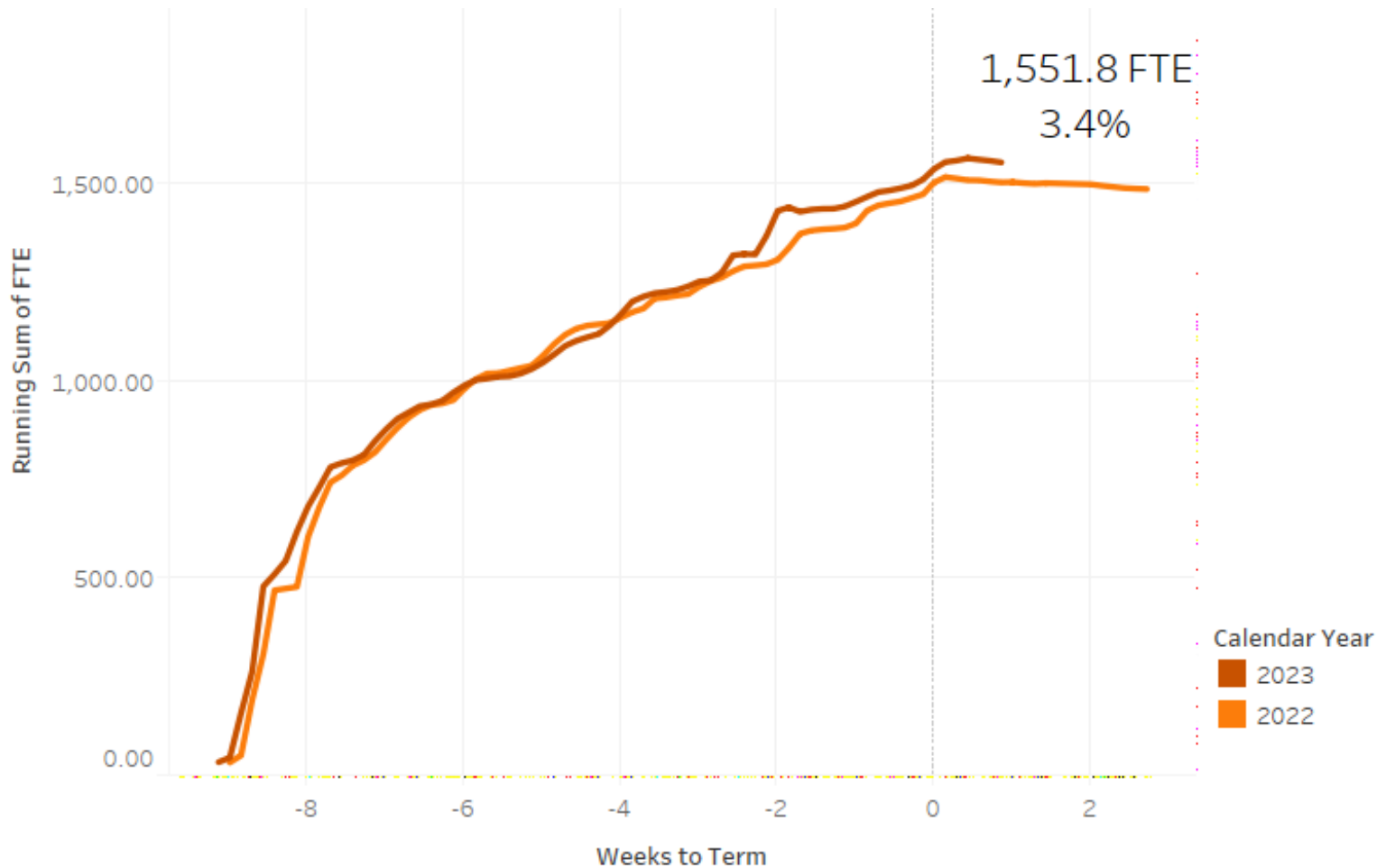
CASCADIA COLLEGE

BOTHELL • OUR COMMUNITY'S COLLEGE

Enrollment Update

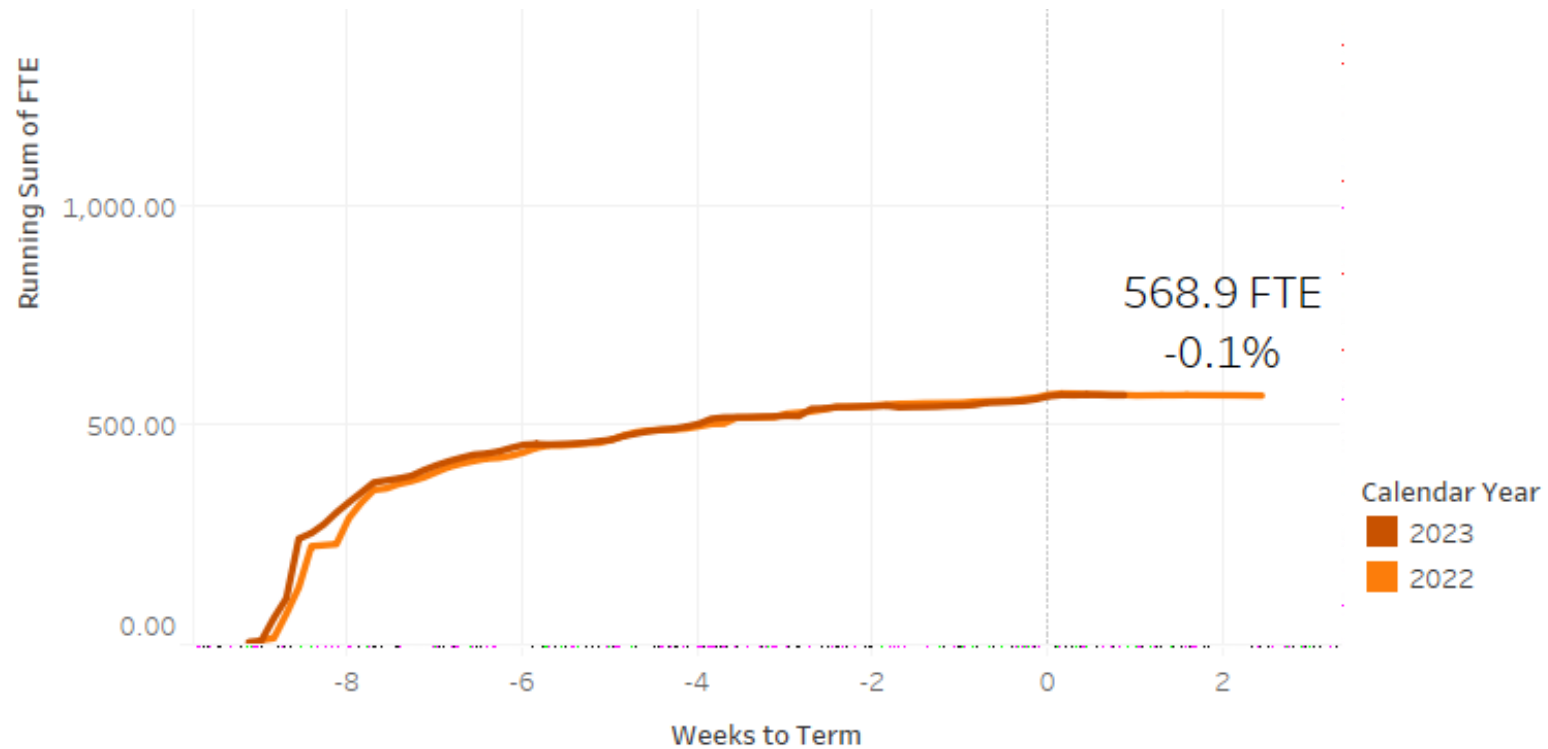
January 2023

Total Enrollment by week, Winter 2022, Winter 2023



Overall enrollment (FTE) is up 3.4% from last Winter.

Running Start Enrollment by Week, Winter 2022, 2023

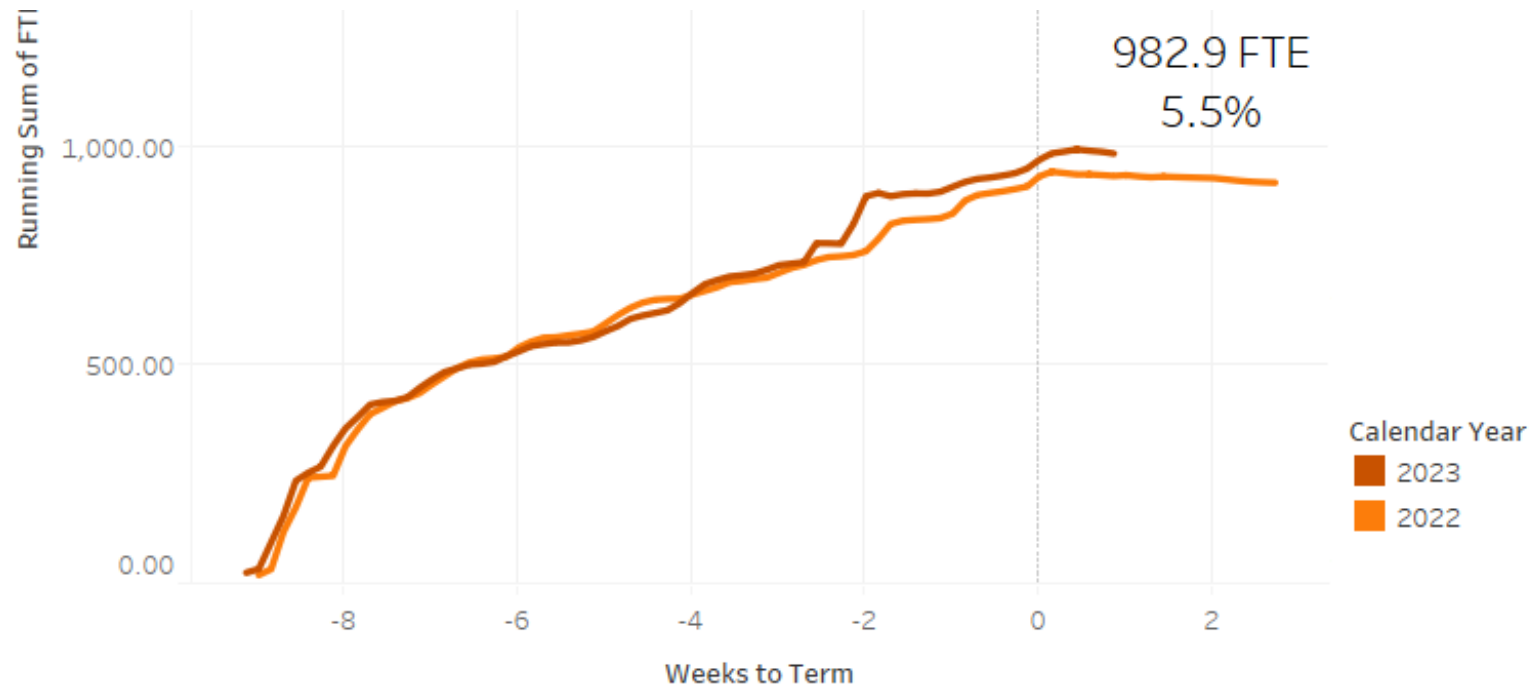


Overall *Running Start* enrollment is essentially unchanged from last Winter.

Continuing RS student enrollment increased 1.1 FTE,

New RS student enrollment was down 1.2 FTE

Non-Running Start Enrollment by Week, Winter 2022, 2023

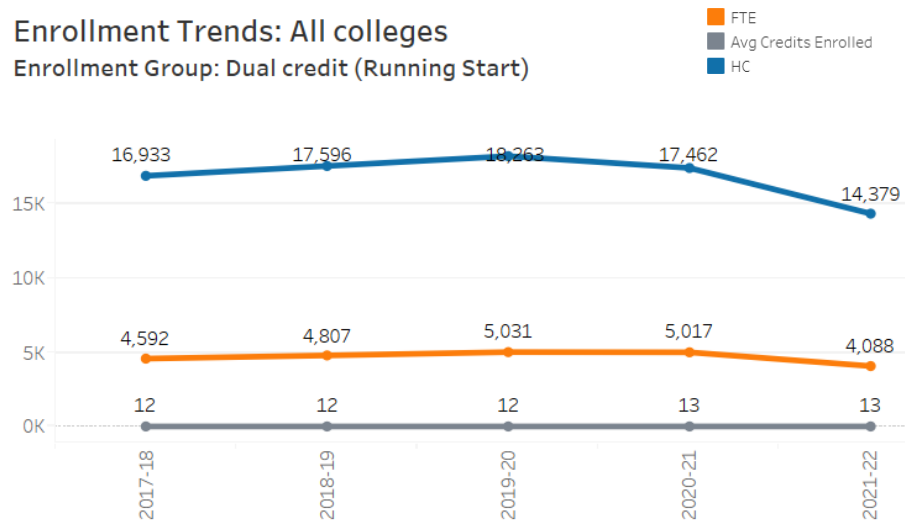


Enrollment that was **not**
Running Start is up by 5.5%
from last Winter.

New Running Start, Cascadia and All Colleges 5 year Annual Trend

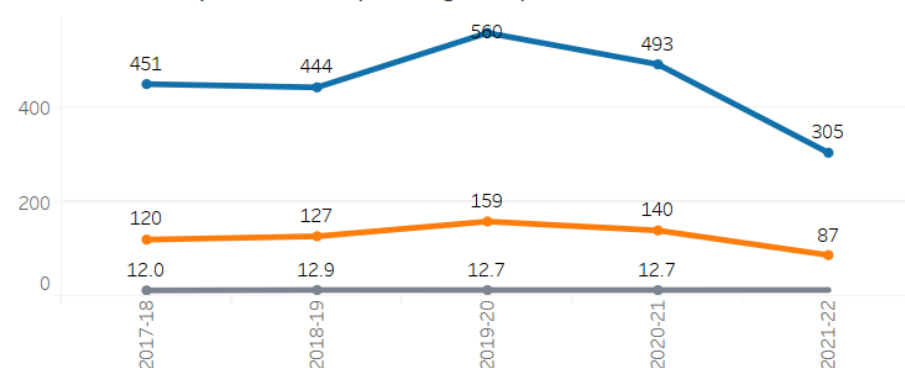
Enrollment Trends: All colleges

Enrollment Group: Dual credit (Running Start)



Enrollment Trends: Cascadia

Enrollment Group: Dual credit (Running Start)



Running Start students (RS), last year (2021-2022) compared to prior year (2020-2021)

Continuing and new RS enrollment

- Continuing: all colleges -14%, Cascadia -24%
- New: all colleges -19%, Cascadia -38%

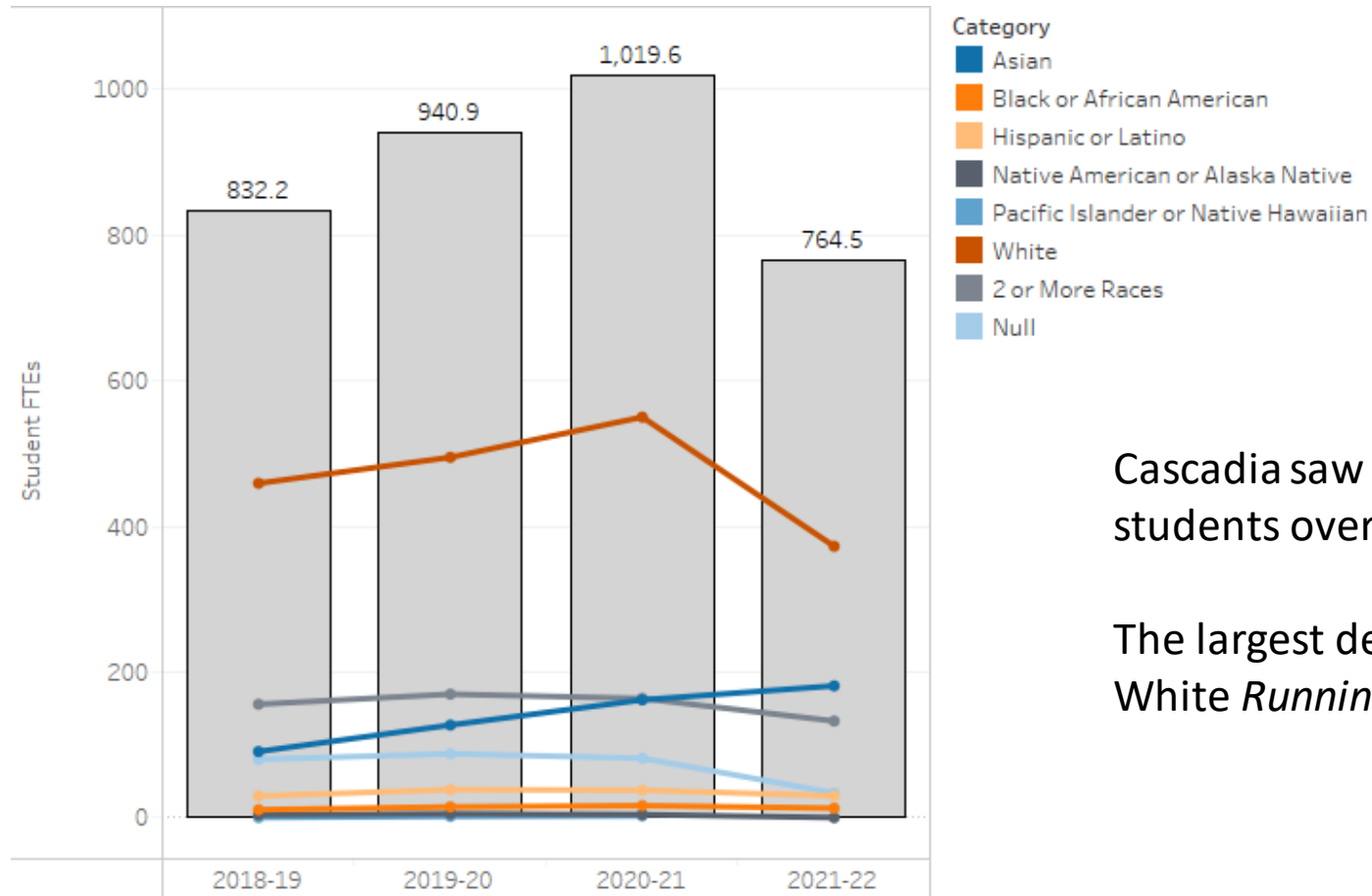
New RS enrollment

- Students of color: all colleges -11%, Cascadia -10%
- Non-SOC: all colleges -24%, Cascadia -49%

❖ Of new RS *students of color*, Cascadia saw a smaller decline (-10%) than all colleges (-11%)

❖ Of new RS *not* students of color, Cascadia's decline (-49%) was more than twice the decline of all colleges (-24%)

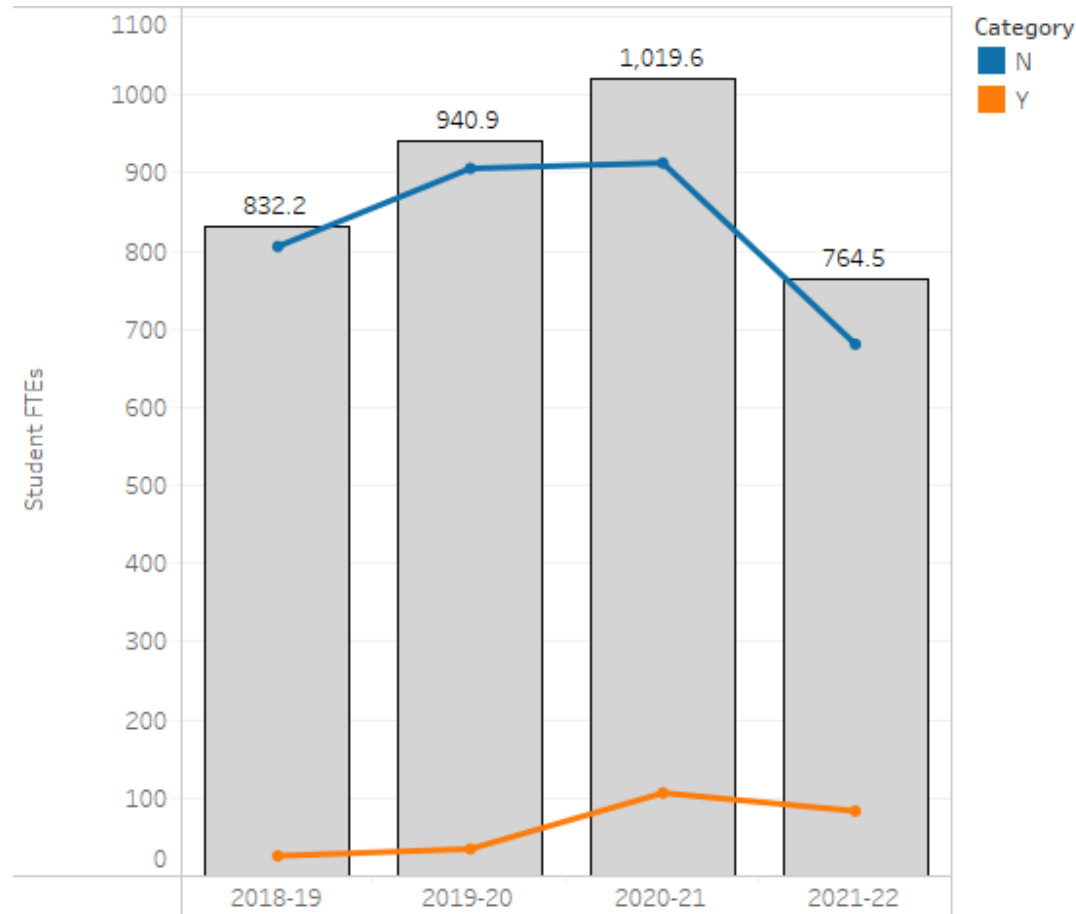
Race/Ethnicity, Running Start Trends



Cascadia saw a steady increase in *Asian Running Start* students over the past 5 academic years.

The largest decline, in number and change, was for *White Running Start* students.

Economically Disadvantaged, Running Start



For Cascadia, there is a small number of *Running Start* students who qualify as economically disadvantaged or low income.

Their enrollment trend is relatively stable.

Cascadia College Board of Trustees
Action Items

Subject: Board Policies

Justification:

NWCCU requires that the Trustees periodically review all Board policies.

Background:

The policy review process is broken up into three equal parts whereby the Board reviews and approves the viability of 1/3 of the Board Policies each year. The assignment is given every September with a due date of the November Board Meeting. This year, the Board is asked to review Article 1. Instructions and a worksheet were sent to the Trustees.

Discussion:

Several corrections were suggested by the Trustees. Those suggestions led to either 1) adoption and/or corrections, 2) referral to the AAG for updating, or 3) clarifying discussions at the November meeting.

The questions were resolved and a new policy was suggested for review (attached).

Recommendation:

The college recommends the Board move to approve the policies with the corrections and updates as provided by the Trustees & AAG.

Action:

Trustee makes motion: _____

Trustee seconds motion: _____

Vote:

	Yes	No	Abstain
Hinojos			
Kelly			
Ponto			
Quint			
Seabrooks			



Board Policy: Board Authority and Responsibilities	Policy Number: BP01: 02.010
Article: 1.) Institutional Integrity/ Board of Trustees Section: 2.) Board Authority and Responsibilities	Adopted by the BOT: 10/11/1999 Reviewed: 11/16/22
Applicable WAC/RCW: <u>RCW 28B.50.140</u>	Page 1 of 1

Organization of the College

Cascadia College, Community College District 30, is established under RCW 28B.50.140(30) as a public institution of higher education. The College is governed by a Board of Trustees appointed by the Governor. The Board employs a President, who acts as the College’s chief executive officer and is the appointing authority for the College’s administrative officers.

Board Authority and Responsibilities

The Board of Trustees is authorized by statute to exercise the powers and perform the duties set forth in RCW 28B.50.140, as now or hereafter enacted.

In general, the Board’s powers and duties are exercised or performed when the trustees as a group are acting formally at regular or special meetings of the Board conducted in accordance with the Open Public Meetings Act, RCW 42.30.

The Board is responsible for the overall governance of the institution and for the adoption of broad policies of general application (Board Policies). The President and administrative officers are responsible for the management and operation of the College and for the adoption of College Policies implementing the Board’s policies.

Delegation of Authority

Pursuant to RCW 28B.50.140(14), the Board of Trustees hereby delegates all powers and duties under RCW 28B.50.140 to the President and administrative officers of the College, with the following exceptions:

- (1) The authority to appoint the President of the College and to establish the President’s duties and compensation;
- (2) The authority to make final decisions regarding the awarding of faculty tenure.

Delegated powers and duties may be exercised by the President in the name of the Board of Trustees. These delegated powers and duties shall specifically include the power to enter into Interagency Agreements under the Interlocal Cooperation Act, RCW 34.34. The powers and duties delegated to the President may in turn be delegated by the President to other administrative officers of the College.

Committees of the Board

It is the general policy and practice of the Board is to perform its work as a committee of the whole.

The Board may from time to time establish such standing or ad hoc subcommittees of the Board for such purposes, and with such duties, as the Board shall determine by resolution adopted in open public session.

The Chair of the Board, with consent of the Board, may at any time designate one or more informal subcommittees of no more than two trustees to consult with and serve as Board liaisons to the President and administrative officers on matters such as finance, strategic planning, and enrollment management.

DRAFT 11.10.22

Cascadia College Board of Trustees
Action Items

Subject: President's Contract Extension

Justification:

The Board is responsible for annually reviewing the performance of the President, making salary adjustments, and approving the on-going contract.

Background:

The Board conducted a review of the President's performance on December 7 and January 4. That review was delivered in executive session on January 18 and the Board finds the President to be in good standing.

Recommendation:

The Board recommends the following:

"Finding the President in good standing based on our review from December 7 and January 4, the Board moves to approve the 2023 Addendum to the President's Contract as presented in the Board Materials."

The contract addendum is attached.

Action:

Trustee makes motion: _____

Trustee seconds motion: _____

Vote:

	Yes	No	Abstain
Hinojos			
Kelly			
Ponto			
Quint			
Seabrooks			



**2022 Addendum to Presidential Contract
Between
Cascadia College District 30
and Dr. Eric W. Murray
January 18, 2023**

On motion duly adopted by the Board of Trustees at an open public meeting on January 18, 2023, the Presidential Contract between Cascadia College District 30 and Dr. Eric W. Murray, dated June 1, 2010 ("Contract"), is hereby amended as set forth in this 2023 Contract Addendum.

II. Appointment

The second sentence of Article II of the Contract ("Appointment") is modified to read as follows: "This appointment shall run through and including January 31, 2029, subject to further extension as provided herein."

V. Salary

Article V of the Contract ("Salary") is modified to read: "The annual salary of the President shall be \$284,939.00, subject to whatever periodic increases may be provided by the Board during the term of this contract for exempt administrative staff."

The TERMS AND CONDITIONS of this appointment are hereby accepted by:

Dr. Colleen Ponto, Chair
Cascadia College Board of
Trustees

Date

Dr. Eric W. Murray,
President Cascadia College

Date

**Approved as to Form:
AAG Alana Smith**

*Report to the Trustees
January Meeting 2023
Events & Advocacy Board
Cascadia College*

Events:

- De-Stress Fest: Led by Aqdas Tanweer, was a success. We had over 350 Cascadia and UWB students attend, in total, over the course of four hours, from 11:30am to 3:30pm on November 16th. The goal of this event was to provide a space for decompression after the demand of midterms, and the main attraction was a petting zoo that allowed students to interact with both mammals and reptiles.
- Neon Party-On: Led by Pedro Alonso-Medina, was aesthetically pleasing, and visually stimulating. Laser tag coupled with ultraviolet lighting, neon colors, and Hollywood cinema provided the student body with an exhilarating experience. We had over 60 Cascadia students in attendance from 3:30pm to 7pm on December 7th.
- Warm Up Wednesday: To conclude Fall quarter 2022, on December 13th, Cascadia's Events and Advocacy Board handed out over 100 hot beverages, coffee, pastries while tabling in the lower lobby of CC1.

Advocacy:

After three months of facilitation, the Personal Investment Basics workshop is finally here. We have secured a date, time, location, and speaker. January 24th, 2-3pm, in room CC1-011 with special guest Professor Marc Hyman presenting. I am excited to provide financial knowledge that Cascadia students will be able to use in perpetuity.

Future events:

- The Winter Involvement Fair: January 11th – 12th from 11:30am – 1:30pm in Mobius. A place for students to engage with clubs and resources on campus.
- Casino Night: February 2nd from 4:30pm – 6:30pm in the ARC Overlook. Play a few rounds of Casino games and win prizes.

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



***Report to the Board of Trustees
Cascadia Community College
Meeting Date: January 2023***

❖ **Winter quarter**

Faculty are busy with getting winter quarter underway. It's great to be with students, in the classroom and online. We are pleased that enrollment is looking up and hope this bodes well for the future financial health of the college.



Washington Public Employees Association

UFCW Local 365

Report to the Board of Trustees

Cascadia College

Meeting Date: January 2023

No written report submitted.