



# CASCADIA COLLEGE BOARD OF TRUSTEES

Wednesday, February 15, 2023



February 8, 2023

Dear Trustees and Community Members:

The hard work of Winter Quarter begins in February. It is not just Cascadia College that must embark on this journey, but all the community colleges. On the eve before writing this cover letter, I had multiple phone calls with college presidents from other schools in the state. We all agree: the next few years will be tough for our system.

It will be tough because ctcLink is a statewide albatross. Few colleges, if any, have a handle on their financial situation. This is due to the complexity of ctcLink and the scarcity of people in the state who fully understand how to use it. We work diligently every day to overcome the obstacles.

It will be tough because many colleges will run at a deficit next year. Rising employee and administrative costs coupled with the slow return of enrollment means that each college's reserves will be tapped. While Cascadia is better off than most colleges our size, we do not have an infinite source of dollars.

It will be tough because we need every staff and faculty member to support our students and programs. Any employee reductions that could come would mean that something goes "undone" or that someone else must pick up the slack. All of the colleges run with minimal staff or are under-staffed. We are no different.

It will be tough because the legislature continues to burden us with expenses. As of today, they are suggesting that they will only cover 85% of the COLA that will be required to pay employees in July. The remainder must fall on the backs of the colleges. We are currently "lobbying" the legislature to cover 100% of the COLA.

The road ahead is tough. It is imperative that we (faculty, staff, administration, Trustees) continue to work as a team to problem-solve. Our students must be our first priority. Each decision we make should lead with that caveat.

I am grateful for Trustees who understand this and for the shared governance we have at Cascadia that allows us to work through this together. The road ahead is rocky. From February through June we will navigate these challenges. By summer, I believe we will have found a smoother way forward.

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

Campus

- Coffee for Three (with new employees) (x3)
- Foundation-related meetings (x7)
- Budget Council (x2)
- Foundations of E&I Course Facilitation (x2)
- Navigators (x1)
- Classified Assembly (x1)
- Exempt Assembly (x1)
- BOT Finance Sub-Committee (x1)

Community / State

- City of Bothell (x1)
- OneRedmond (x1)
- Olympia for WACTC and Leg Meetings (4 days)
- WACTC Equity Committee, State Allocation Model Review (x1)
- Bothell-Kenmore Chamber of Commerce (x3)
- Northshore School District State of Schools Breakfast
- Dr. Richard Lewis, new Dean of UW Bothell Library
- Dr. Susan Leach, Riverview School District Superintendent
- Dr. Michael Tolley (and Trustees), Annual Meeting
- Dr. Jack Kahn, President of Shoreline College

UWB

- UWB Meetings (x2)

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

## **HUMAN RESOURCES/ PAYROLL**

- In partnership with SBCTC, this year our Payroll team processed 368 W-2's for 2022. Additionally, in January 73 employees were notified of their eligibility for the Annual Sick Leave Buyout, which will be paid out on February 10<sup>th</sup> to those who consented to participate. This is the first year we have processed this using ctLink functionality.
- In January the HR team assessed Winter Quarter benefits eligibility for 68 Adjunct Faculty. Of those 68, four gained eligibility, five lost eligibility and one transferred their benefits to another college due to taking a full-time position there. This is more activity as compared to most Winter quarters in recent years.
- Recruiting has slowed for the time being as a combination of a slightly lower rate of attrition than in 2021-2022 and increased evaluation of when to fill vacancies due to the current budget review process. Our three current open positions include Institutional Effectiveness Analyst, Program Specialist 3 – Workforce Education, and Program Specialist 2 – Kodiak Cave.

## **FINANCE**

- 1099s were much smoother this year than last year, and more importantly they were completed on time! Our Controller & Accounts Payable fiscal specialist spent 26 hours on this compared to 35 hours last year. Slowly but surely, we are overcoming the extended learning curve and troubleshooting time we spend on ctLink nuances to complete what are otherwise very basic accounting functions.
- We learned about the voluntary departure of the senior most analyst on the team on February 10th. The team is working with E-Team, other CTC and vendors to find a replacement solution that is long lasting. Our AP intern transitioned out in December to focus on school. We will backfill that position to reduce the processing delays of our payable and purchasing activities.
- Our assistant accounting manager was successful in extracting the first ever division-based and college-wide YTD actual expenses from ctLink. In partnership with our new finance PM, they are enabling reviews of this data to facilitate budget planning for the second half of this year.

## **INFORMATION SERVICES**

- Access to wireless on campus has been a hot topic for students (and employees) and the Information Services team is working to improve the experience for all. This month, we have determined locations that needed additional access points, scheduled work to get the necessary cabling in place to get access in those locations, and ordered all new access points for the entire campus. We hope to have a brand new, much improved wireless network in place before the start of the spring quarter.
- As we approach the opening of both Innovation Hall and the Redmond Together Center classroom, Information Services is working with various teams on campus to ensure that classrooms, students, and employees have all the technology they need to be successful in both new locations. This includes working with UW-IT to ensure that Cascadia's needs are well met, designing a new network infrastructure, negotiating internet connectivity, and designing a classroom audio visual solution for the Redmond Together Center.
- In addition to these large-scale projects, Information Services staff were able to respond to and resolve 716 individual support requests in January.

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

### **OFFICE OF EQUITY AND INCLUSION**

The Office of Equity and Inclusion will coordinate an upcoming climate assessment survey to be distributed to students, faculty, and staff. In May of 2021, the Washington State Legislature enacted Senate Bill 5227 relating to diversity, equity, inclusion, and antiracism at institutions of higher education. Included in that Bill (section 3) is the requirement for all colleges to conduct campus climate assessments (CCAs) and campus listening and feedback sessions. (SBCTC CCA Guidance). Listening and feedback sessions began last summer and we are now ready for the next step, which is the all employee survey. Chari Davenport, Dr. Kerry Levett, Chantal Carrancho, and Dr. Michael Horn have been working on the launch of the survey and selecting the tool to be used. The survey will launch in the coming weeks.

### **CASCADIA SCHOLARS**

This spring 2023, we will welcome 18 new students to the Cascadia Scholars -Program, bringing the number of **2022-23 Scholars to 53**. To offer perspective, we began our program last year with 16 students and one application round in the fall. We added a second application cycle (spring) this year and we have seen over a three-fold increase in adding new students to this valuable program. We continue our efforts to support our students and have added textbooks, art, lab, school supplies, and graduation regalia to our list of resources. We continue to add mentors as well – new students have increased our need for mentors. We are very excited to extend the connection of E&I at Cascadia to all areas of our community – students, faculty, and staff.

### **DIVERSITY AND EQUITY CENTER**

The Diversity and Equity Center now includes student artwork, based on gender identity. Thank you to Chris Gildow and Kathy Brown for helping to get this work into the Center. In addition, three student art pieces previously located in the President's hallway, will be installed. We invite everyone in the Cascadia community to stop in to see these lovely pieces. We have also begun to work with several faculty from STEM to Humanities coordinating their curriculum with events, discussions, and activities in the Diversity and Equity Center. We continue to get closer to our goal to reach the entire campus community – students, faculty, and staff every day!

## **STUDENT LEARNING**

### **2023 BIPOC Educator Research Fellowship**

The National Center for Research on Educator Diversity (NCRD) has awarded Dr. Victor Begay, American Indian and Indigenous Studies professor at Cascadia College, with the inaugural BIPOC Educator Research Fellowship. This fellowship provides Dr. Begay with funding this Spring and Summer terms to “strategically advance the dissemination of the knowledge base by supporting the: (a) curation of a sustainable research network of scholars committed to advancing educator diversity research; and (b) development of research, policy and practice projects to reach a broader cross-section of education stakeholders” (award letter).

## **STUDENT SUCCESS SERVICES HIGHLIGHTS**

Student Success is doing lots of outreach to students who are currently enrolled or were enrolled in the fall quarter and have not yet registered for Spring quarter. Emails and text messages are being sent out to students with instructions on registration and how to connect with resources. Enrollment Services launched a calling campaign on 1/30 to remind currently registered students to register for spring quarter. They are in the process of calling approximately 700 students to provide them with a friendly reminder to register and help them schedule an appointment with an advisor if necessary. They are also following up our calls or voicemails with an email with advising and financial aid information.

To help students prepare for the Autumn Transfer window, Student Advising & Support Services held a personal statement workshop (1/18) and a Transfer 101 workshop. Here is a link to the video: <https://cascadia.hosted.panopto.com/Panopto/Pages/Viewer.aspx?id=9c0b9e80-91e2-4181-ae4c-ada301154fed>.

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

### **COMMUNICATIONS/OUTREACH/MARKETING**

#### **Communication**

The team published the [Transforming Lives](#) media release about the first student in Cascadia's history to receive the Transforming Lives Award. The honor given by the Washington State Association of College Trustees (ACT) recognizes students whose lives have been transformed through their pursuit of higher education at a community or technical college.

#### **Outreach**

Through numerous representative visits, on-campus high school visits, campus tours, emails, and Zoom appointments the Outreach team connected with 219 potential student leads. Outreach also welcomed a new PTH Program Coordinator, Kevin Ta. Kevin is a former Cascadia student working in the healthcare industry and in the process of earning his doctorate. He returns to Cascadia where he feels a sense of belonging and hopes to help future students.

#### **Marketing/Web**

The Cascadia College Foundation Scholarship campaign is in full swing with visually appealing materials for social media, email, website, and more. Several individual flyers for programs such as BAS and Running Start are also in development.

### **FACILITIES & CAPITAL PROJECTS/COVID-19**

#### **Facilities**

The public webpages as well as go.Cascadia pages for Facilities, Events and Emergency Preparedness have been updated and continue to be refreshed with current practices and new content. Facilities leadership from UWB and Cascadia are working on a 10-year maintenance schedule for future planning/budgeting.

#### **Capital Projects**

Furniture orders for Innovation Hall are being prepared and the progress is on pace for Fall occupancy. The CC5 design concept continues to evolve based on stakeholder feedback. Following construction and repairs, the skybridge is set to open the first week of February,

#### **Events**

A summer camp contract was secured with [DigiPen](#). The camp will utilize seven Cascadia classrooms for ten weeks and include students ranging from kindergarten to middle school.

### **INTERNATIONAL PROGRAMS**

The International Programs team welcomed a new International Student Advisor, Kareen Kanjo. International Programs and The Diversity and Equity Center co-hosted the Lunar New Year cookie decoration contest on January 25, and over 35 people participated in the celebration. Assistant Director of International Marketing, Raldy Mariano, will soon travel to Nepal and Pakistan for student recruitment.



**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, February 15, 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, February 15, 2023  
4:00 p.m.**

**AGENDA**

**1. CALL TO ORDER**

**2. CONSENT AGENDA**

- Meeting Agenda
- Minutes from last meeting – January 18, 2023

**3. PUBLIC COMMENTS**

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

**4. NEW EMPLOYEES/PROMOTIONS**

Introduction of New Employees/Promotions

**5. INFORMATION ITEMS**

1. Community-Based Organizations and Financial Aid (KL/EB)
2. Sabbatical Updates (KL)

**6. DISCUSSION & PRESENTATION ITEMS**

1. Foundation Update (BC)
2. Monthly Finance Focus (JB)
3. Monthly Strategic Plan Focus (KL)

**7. RECOMMENDED ACTION ITEMS**

1. Bock Center / English Course Fee (1<sup>st</sup> Read) (KL)

## **8. 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

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

## **10. NEXT MEETING**

Next regularly scheduled Board meeting is Wednesday, March 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  
January 18, 2023**

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

**BOARD OF TRUSTEES**

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

**EXECUTIVE STAFF**

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

Donna Sullivan (recorder) present via Zoom.  
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 – WPEA Representative was not present.

**AUDIENCE**

Brian Bansenauer, Lyn Eisenhour, Ketra Embleton, Elizabeth Englund, Sara Gómez-Taylor, Shyla Hansen, Kareen Kanjo, Becky Riopel, Erik Tingelstad, David Shapiro, Tonio Shimono, Kristina Young, Yukari Zednick, present in person. Erin Blakeney, Laura Heddal, Michael Horn, Steven Kroeger, present via Zoom.

**CALL TO ORDER**

Chair Colleen Ponto called the meeting to order at 4:33 PM

**1. CONSENT AGENDA**

Board Chair Ponto asked for approval of the consent agenda. Trustee Kelly moved to approve. Vice Chair Quint seconded the motion. All in favor, no abstentions. Motion approved.

**2. PUBLIC COMMENTS**

There were no public comments.

**3. INTRODUCTIONS OF NEW EMPLOYEES/PROMOTIONS**

**New Employees**

- Steven Kroeger, Administrative Services Project Manager, Finance
- Kareen Kanjo, International Student Advisor, International Programs

**Promotions**

- Dr. Sarah Tsai, Interim Asst. Director of the Bock Learning Center to Director of the Bock Learning Center
- Tonio Shimono, IT Support Analyst to Technology Services Manager

- Andrea Angel-Hilgendorf, Fiscal Specialist 2 to Assistant Accounting Manager, Exempt Temporary

#### 4. INFORMATION ITEMS

##### Tenure Process

President Murray presented an over view of the tenure process for this year. Key points included:

- March meeting in Executive Session - conversation with candidate and Tenure Review Committee chair, Dr. Natasa Kesler.
- April – Board review’s candidate’s portfolio via secure link. Guidance for reviewing the portfolio will be provided by President Murray.
- April meeting in Executive Session – discussion with President Murray and TRC chair if needed.
- May – vote on tenure.

#### 5. DISCUSSION/PRESENTATION ITEMS

##### Student Focus

Guest, Lawrence Clay, was unable to attend meeting.

##### Faculty Focus

Brian Bansenauer presented information about Cascadia’s Bachelors of Applied Science in Application Development – Mobile Platforms (MoBAS) degree, highlighting equity efforts in Computer Science and Technology that may be particularly helpful to students during and after their educational programs, addressing long-standing underrepresentation for women and people of color in the industry. Key points included:

- Project-based learning helps develop a sense of relevance and purpose. It helps retain students from first year and helps them move through the program at pace. It is especially effective for black, indigenous, and all people of color (BIPOC) and/or non-traditional students.
- Projects focused on sustainability, such as TextTrader for reusing text books and Pollinator Pathways app for bee-friendly gardens. A campus guidebook app is in the works as a student project as well.
- AppConnect Northwest – Consortium funded by a National Science Foundation (NSF) grant sub-titled Bridging the Gap: HS Grads to Tech Industry. Community and technical college students leave their programs with the same strong portfolios of work and high-level skillsets as university graduates, but don’t seem to get the same opportunities because of inherent barriers. This consortium unites the community and technical colleges of this region around this issue, creating a scale and credibility to which industry leaders respond.
  - Closing Opportunity Gaps for community and technical college students, especially BIPOC and Women:
  - Enrollment to Completion – relevance and belonging gap
  - Access to Internships/Mentorships – partnership gap
  - Entry-level Hiring/Retention – engagement gap
  - A White Page letter will soon be published on the WTEA website challenging industry leaders to identify and close the gap in their Information Technology department hiring and community and technical college students.
  - The Fall 2023 conference will bring industry and education together.

### Comments/Questions:

- Trustee Hinojos commended the work and described it as exciting and important.
- President Murray asked about the potential impact to Cascadia students in the environment of massive tech industry layoffs. Brian reported that he hasn't seen an impact yet for Cascadia students, nor has he seen decreased interest in the industry to collaborate or improve representation in these jobs, but he will watch and report back as information becomes available.

### **Finance Focus**

Vice President for Administrative Services, 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:

- Budget Council Engagement is underway and will soon bring input on savings opportunities. Strategic and fiscally sound budget proposals will be presented to the board April-May.
- The College has drawn down the entire HEERF & Reserve, previously known as CARES Act funds.
- Facilities and IS needs for the next two-three years will be presented at a future meeting.
- A schedule of upcoming finance-related topics through the end of the fiscal year was provided.
- President Murray informed the board that there will be a philosophical discussion and practical exercise at the next meeting to help assess tolerance for reserve spending.

### Comments/Questions:

Trustee Kelly commented that this is very important work.

### **Strategic Plan**

Vice President for Student Learning and Success, Dr. Kerry Levett, and Director of Institutional Effectiveness, Michael Horn, discussed the Winter Enrollment Snapshot and presented the Strategic Plan Mid-Year Report. In addition to the information provided in the Board packet, key points and discussion included the following:

- The snapshot provides an overview of winter enrollment over five years
- The mid-year report gives an update on progress of strategic initiatives
- Trustee Quint inquired as to what Dr. Levett is most excited about. Dr. Levett responded that community is the most important aspect. The work is focused on inclusive accessible education with excellent wrap around services. Dr. Levett reminded the Trustees that strategic planning is difficult and doesn't always yield results. Cascadia has tried to adopt a more meaningful approach to strategic planning that values innovation and includes a process cycle of assessment and modification.
- Trustee Ponto asked Dr. Levett to identify strengths versus areas needing attention. Dr. Levett responded that the team is still trying to understand the power of each initiative, determine whether it is the right initiative (whether truly strategic or falls in a category of operational), and how to capture it so it makes sense to the Board of Trustees and all stakeholders. She added that it is about continuous improvement as the College begins to formulate initiatives for next year.

Michael Horn presented the Winter Enrollment Report. In addition to the information provided in the Board Packet, key points included:

- Compared to last Winter Quarter:
  - The college experienced a 3.6% increase (as of today) in overall enrollment.
  - Running Start enrollment is virtually unchanged.
  - Non-Running Start enrollment increased by 5%.
- The five-year trend shows:
  - Significant declines in enrollment relative to other colleges.
  - Less decline in new Running Start students of color over other colleges.
  - Michael will go deeper into Running Start data because it is an important connection
- President Murray reported that he took an informal poll of CTC Presidents which placed Cascadia approximately in the middle relative to those colleges for enrollment trends. It is unclear why some regions experienced increased enrollment and others showed declines.

## 6. RECOMMENDED ACTION ITEMS

### **All Policy Review**

*The College* recommends that the Board move to approve Policy BP01:02.010 with the corrections and updates provided by the Trustees and AAG as shared in the Board Packet. Vice Chair Megan Quint moved to adopt the policy. Trustee Angie Hinojos seconded the motion. All in favor; no abstentions. Motion approved.

### **President's Contract**

*The Board* moves to approve the 2023 Addendum to the President's Contract as presented in the Board materials. Noting that the Board finds the President in good standing based on reviews from December 7, 2022 and January 4, 2023, Trustee Mike Kelly moved to approve. Trustee Norm Seabrooks seconded the motion. All in favor; no abstentions. Motion approved.

## 7. REPORTS

### **Cascadia Events & Advocacy Board (EAB)**

London Paris Advocacy Board Chair, submitted a written report and was present to share information. The Winter Involvement Fair was a great success, with large attendance that increased with the decision to move the event from inside Mobius Hall to outside.

### **Cascadia Community College Federation of Teachers (CCCFT)**

Tenured Founding Faculty, David Shapiro submitted a written report indicating that faculty are pleased with the continuing upward trend of enrollment and hoping it bodes well for the future financial health of the college. David was not present and there was no further discussion.

### **Cascadia College Classified Union Washington Public Employees Association (WPEA)**

There was no written report submitted and no WPEA member officially represented.

### **Chair and Individual Board Members Reports:**

Chair Colleen Ponto attended a recent Northshore school district board meeting. It was noted that Northshore will soon hire a new district Superintendent.

**President's Report:**

- President Murray reported that he has scheduled a meeting for himself and Board Chair Ponto with the Northshore School District superintendent and board members. He will attend the Riverview School District Board meeting with Trustee Hinojos.
- June will be the last meeting for Trustee Mike Kelly. President Murray extended an invitation to dinner on June 14, 2023 to celebrate Trustee Kelly's service to Cascadia's Board of Trustees.
- Along with new Executive Director for Cascadia College Foundation, Brittany Caldwell, President Murray attended a Redmond City Council meeting. Councilmembers are pleased that Angie has joined the Board of Trustees and excited about the Redmond Together Center. They are eager to learn funding needs as they might find ways to help.
- Cascadia College Foundation is ready to launch their first fund raising efforts in many years. Proceeds will be used in support of events and initiatives such as the Students of Color Conference and Redmond Together Center.
- On Monday, January 23, Trustees Seabrooks and Hinojos will accompany President Murray to the Association of College Trustees (ACT) conference in Olympia. They will be joined for the Transforming Lives Awards dinner in support of Cascadia student Rita Nichols-Kaskes, the first student in Cascadia's history to win the award. Ms. Nichols-Kaskes will be accompanied to the event by Cascadia staff. An announcement about this will be released to the media.
- There will be an End of Year staff celebration in June to include recognition of retirements, tenure, and Foundation service. Convocation will celebrate employee years of service. When the dates are finalized, calendar reminders will be sent to the Trustees.
- Student of Color conference dates are set for Northshore School District in March, Riverview School District in April, and Lake Washington School District in May.

**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, February 15, 2023.**

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Dr. Colleen Ponto, Board Chair

Attest:

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Dr. Eric Murray, President

Bdminutes01192023

**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:

Bryan Martinez Escobar, Director of Enrollment Services

Bryan comes to Cascadia from Skagit Valley College as the Director of Entry Services, where he oversaw the enrollment and testing center teams for the district. Prior to that, he worked at Pasadena City College, CSU Los Angeles and UC San Diego. He has a bachelor's degree in Political Science from UC San Diego and a Master of Education in Enrollment Management and Policy from the University of Southern California. He is a strong advocate for equity and inclusion, is bilingual - speaking both English and Spanish, and is dedicated to working for a community college to provide access and work to remove barriers for students. Outside of work, he enjoys trying new foods, traveling, and living in the northwest where he can enjoy hiking and the outdoors.

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

No new promotions have occurred since the last Board meeting.



## **Cascadia College Board of Trustees**

### **Information Items**

**Subject:** Community Based Organizations and Financial Aid

**Justification:**

This item is relevant to the Trustees as Cascadia will potentially engage in a relationship with an organization led by one of the Trustees.

**Background:**

The 2022 state legislature allocated \$2.72M (\$80,000 each to 34 colleges) to contract with community-based organizations (CBOs) to assist with financial aid access and support throughout Washington state, with a focus on each college district's service area. It is anticipated that this funding will be ongoing.

Please see the attached proviso guidance that outlines the overall goals of the funding, how colleges are to identify and select CBOs, potential uses of the funding, and reporting requirements.

The determination to award this grant to a community-based organization comes at the sole discretion of the Dean for Student Success Services.

Cascadia has determined that Centro Cultural Mexicano (CCM) is the ideal recipient of these funds for a variety of reasons. Their mission is to inspire inclusive participation by the community in all aspects of education, culture and society by providing opportunities to create a positive future. They provide resources and host events for the community, including events such as financial aid information nights. They also offer scholarships to students to encourage Latino descent students from our service area to pursue higher education.

To proceed, the Executive Director of CCM (Angie Hinojos, also a Cascadia Trustee) will (1) have no involvement in developing the contract between Cascadia and Centro Cultural Mexicano, (2) have no involvement in the contract's subsequent administration, and (3) Trustee Hinojos's relationship with CCM as its Executive Director will be reiterated/disclosed to the Board of Trustees at this public meeting.



## **Use of Provisos for Contracts with Community Based Organizations (CBOs) to Increase Financial Aid Applications: A Guide for Community and Technical Colleges**

### **Background**

The 2022 Washington State Legislature allocated \$2.72M (\$80,000 each to 34 colleges) for colleges to contract with community-based organizations to assist with financial aid access and support in communities. The funds will be allocated to colleges for use beginning July 1, 2022 and must be expended by June 30, 2023. It is anticipated that the funding will be annual. This guidance is intended to assist colleges in deploying these funds and connecting their use with broader financial aid outreach efforts in our sector and across sectors.

### **Definition of a CBO**

From federal law (20 USC § 7801): The term “community-based organization” means a public or private nonprofit organization of demonstrated effectiveness that— (A) is representative of a community or significant segments of a community; and (B) provides educational or related services to individuals in the community.

### **Aim Higher Washington Training Project**

The Aim Higher Washington (AHW) training collaboration is a component of the statewide, multi-pronged approach to increase financial aid application completion across Washington. The AHW training project is a cross-sector effort to train professionals and stakeholders in financial aid basics, navigation, and other skills so that training recipients can in turn provide financial aid training and assistance in their schools, colleges, and communities. To date, more than 800 Washingtonians have received this training. Aim Higher Washington can provide training and resources for colleges and the CBOs they engage with. The AHW steering group has representation from community colleges, higher education associations, 4-year institutions (both public and independent), CBOs, and the Washington Student Achievement Council (WSAC). More information can be found at the [WSAC Aim Higher Washington](#) website.

### **Identifying and Selecting CBOs**

The purpose of the proviso funding is to increase financial aid knowledge and support in the communities that our colleges serve. To the extent that colleges already engage with CBOs that share this purpose, it is advisable to contract with them in order to build on existing collaborations. In cases where relationships with CBOs are not in place, the following considerations may be helpful in identifying CBOs to contract with:

- The proviso seeks to support college efforts to cultivate relationships with trusted messengers who play key roles in their communities
- Increasing financial aid knowledge and navigation is critical in low-income communities and communities of color, where the largest equity gaps in college-going and completion exist
- AHW partners include statewide and regional CBOs that share the goal of advancing college-going culture and increasing access to financial aid; we can connect colleges with those CBOs

## Potential Uses of Contracted Funds

The proviso requires that colleges “spend” their allocations by contracting with CBOs. Although SBCTC requested funding for college staffing and other administrative costs, that funding was ultimately not provided in the proviso. CBOs have flexibility in how they use the funds, however there are two limitations. First, since these are state funds, CBOs must follow rules for allowable expenditure of state funds. Second, colleges and CBOs will need to develop a scope of work and identify contract outcomes, a process that will further focus the work of the CBOs.

Some examples of allowable expenditures of the state funds provided in this proviso are:

- Staffing costs at CBOs
- Training costs for CBO staff
- Computers, smart devices, internet access
- Promotion of activities and publication of materials
- Translation services

These examples are not intended to be a complete list. College business offices are a resource for determining allowable expenditures in the contracts.

## Reporting

There is no Legislative reporting requirement attached to the proviso funds, however SBCTC anticipates we will be asked to provide an update to the Legislature. SBCTC will ask colleges to summarize their activity on an annual basis. Ultimately, the outcomes desired are increased financial aid applications, increased enrollment, and more students receiving financial aid. The [WSAC FAFSA data Tableau](#) is a resource for colleges in this reporting effort.

## House Bill 1835 Pilot Project

Four community colleges will be collaborating with SBCTC, school districts, libraries, and CBOs in a pilot program to increase financial aid applications in low FAFSA/WASFA completion Education Service Districts. Although it is not a requirement, it is recommended that those four colleges align their pilot program efforts and use of these proviso funds.

## Contact Us

Please do not hesitate to contact SBCTC or Aim Higher Washington at WSAC for consultation and assistance in this effort.

Joe Holliday	SBCTC Director of Student Services	<a href="mailto:jholliday@sbctc.edu">jholliday@sbctc.edu</a>
Yokiko Hayashi-Saguil	SBCTC Student Services Policy Associate	<a href="mailto:yhayashi-saguil@sbctc.edu">yhayashi-saguil@sbctc.edu</a>
Sarah Weiss	Aim Higher Washington/WSAC	<a href="mailto:sarahwe@wsac.wa.gov">sarahwe@wsac.wa.gov</a>
Christina Winstead	Aim Higher Washington/WSAC	<a href="mailto:christinaw@wsac.wa.gov">christinaw@wsac.wa.gov</a>

## Cascadia College Board of Trustees

### Information Items

**Subject: Asynchronous Faculty Sabbatical Reports**

**Justification:** Cascadia's practice is to have faculty highlighting their sabbatical experiences with the Trustees each year. Two years ago, the Teaching and Learning Academy, currently led by faculty in residence, Robyn Ferret (Tenured, Senior 2 - English & Humanities) began creating podcasts featuring faculty sharing out their sabbatical experience. During the peak of the pandemic, the podcasts became the sabbatical modality for Trustees. This year, the podcast will continue to serve as the primary delivery modality.

**Background:**

[This month, we feature a sabbatical chat between Robyn and Tori Saneda \(Tenured, Senior 2 – Anthropology\)](#)

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

**Subject:** Foundation Update

**Justification:**

The Trustees are regularly kept apprised of the Cascadia College Foundation's work.

**Background:**

Last November, the Cascadia College Foundation, with the help of the college, reorganized its staff and brought in an additional employee to help launch and manage its fundraising campaigns. Brittany Caldwell was hired as the Executive Director while Mark Collins continues as the Director of Operations.

Brittany's goals over the last 2+ months have been to 1) learn more about Cascadia, 2) understand the college's needs and develop strategies for fundraising, 3) develop a dynamic Board of Directors to assist with this effort, and 4) launch the fundraising efforts.

**Discussion:**

Brittany will discuss the progress of the Foundation over the last 3 months and what is to come in the next year.

CASCADIA  
COLLEGE

FOUNDATION

# Board of Trustees Update

February 15, 2023



# Cascadia College Foundation Team



**Brittany Caldwell**  
Executive Director



**Mark Collins**  
Director of Operations

# Cascadia College Foundation

CASCADIA  
COLLEGE  
FOUNDATION

The Foundation supports the college's efforts to enhance student success and strengthen our communities.

We provide essential financial assistance to students in need through scholarships & grants, and also support important college programs.





CASCADIA  
COLLEGE

FOUNDATION

In 2021-2022

**256**

students took a step closer to achieving  
their dreams.

**\$140,653**

Total Value of  
Scholarships

**\$89,466**

Total Value of Grants

**\$130,108**

Other Support

**94**

Total Scholarships

**162**

Total Grants

CASCADIA  
COLLEGE

FOUNDATION

Cascadia College Foundation  
**Strategic Plan: Stage II**



# Executive Director: Top 3 Goals

1. Board Development
2. Fundraising
3. Community Outreach/Communications

## Goal #1

# Board Development

1. Increased meeting frequency
2. Established a new Board Agreement/Expectations
3. On-Boarding new officers & welcoming new Board members

# Foundation Board Members

## **Kelly Snyder, Chair**

Snohomish County, Public Works Director



## **Alex deGolia, Vice Chair**

Al Ki Consultants, President & CEO

## **Grete Schultz, Secretary**

Solid Ground, Managing Attorney

## **Jackie Hizzey, Treasurer**

MainStreet Property Group,  
Sr. Vice President and CFO

# Foundation Board Members

## **Roy Captain**

Marketplace Sotheby's International Realty, Real Estate Broker

## **Justin Gillebo**

Renewable Energy Development, Director, Supply Chain Operations

## **Rob Karlinsey**

City of Kenmore, City Manager

## **Stephanie Lizza**

EvergreenHealth, Director - Community Engagement & Legislative Affairs

# Foundation Board Members

## **Gary Oertli**

South Seattle College, President Emeritus

## **Ross Thomas**

Mortgage Origination Manager

## **Dr. Eric Murray, Ex Officio**

Cascadia College, President

## **Alex Lee, Director Emeritus**

Auxano Advisors, Client Advisor / Partner

## **Tom McAndrew, Director Emeritus**

Coalfire, CEO

## Goal #2

# Fundraising

## TOP 3 FUNDRAISING PRIORITIES

- Innovation Hall (STEM4)
- Cascadia College Redmond in the Together Center
- Students of Color Conferences



# Additional Fundraising:



**SCHOLARSHIPS**

**CASCADIA SCHOLARS**

**GENERAL FUND**

# Fundraising: INNOVATION HALL (STEM4)

Financial Goal: \$300,000+



# Fundraising: CASCADIA COLLEGE REDMOND IN THE TOGETHER CENTER

Financial Goal: \$130,000



# Fundraising: STUDENTS OF COLOR CONFERENCES

Financial Goal: \$5,000 x 3



# Fundraising Target Markets:

Foundations/Grants

Business/Corporate

Individuals

Alumni

## Goal #3

# Community Outreach / Communications

1. Update the Foundation web pages
2. Launch our online giving/payment processing platform
3. Launch the Foundation LinkedIn page
4. Build an alumni database
5. Create an email communication strategy
6. Initiate community presentations/participation (Rotary, Chambers, Kiwanis, City Councils, etc.)

# Spring Scholarships

Scholarships are for tuition.  
Scholarships are for books.  
Scholarships are for bus passes.  
Scholarships are for opportunities.  
Scholarships are for access.  
Scholarships are for study time.  
Scholarships are for family time.  
Scholarships are for building your future.

**SCHOLARSHIPS ARE MORE  
THAN JUST MONEY...**

SCHOLARSHIPS ARE FOR YOU.



**APPLY BY FRIDAY,  
MARCH 3, 2023**  
[WWW.CASCADIA.EDU/SCHOLARSHIPS](http://WWW.CASCADIA.EDU/SCHOLARSHIPS)



# Board of Trustees Engagement

- Mission Matchmaking:  
Help connect the Foundation with community stakeholders
- Invite community members to hard hat tours of Innovation Hall







# Board of Trustees Update

# Thank You!



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

**Subject:** Monthly Finance Report: FY22-23 February 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. Iterative updates of the college's reserve utilization, revenue and expense (especially new/incremental costs), to inform the Board's decisions regarding next year's budget.
2. Status of Board approved expenses for this year, including the items that will/not be proposed for renewal in next year's budget.
3. Specific areas for input for all stakeholders of our college to help us overcome the budget shortfall, low enrollment, and ctCLik challenges we face for the next 1-3 years.

# CASCADIA COLLEGE

ADMINISTRATIVE SERVICES

## Finance Update

As of Feb 6, 2023

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[www.cascadia.edu](http://www.cascadia.edu)



Reserve Updates



Reserve FY23-24 Forecast (1 of 5 iterations)



Revenue Updates & Forecasts



Expense Updates & Forecast



BOT & College Community Input

# Update Topics






# Reserve Updates

1. FY22 costs going away
2. Ongoing cost estimates

# CURRENT STATUS: RESERVE DRAWDOWN

Spend Category	Type of Expense	Ending/Recurring	Spent to-date	Projected Spend (to-go)	Approved Budget	Savings going back to Reserve
Employee Parking	Fees	Ends Spring 2023	\$71,066	~\$26,003	\$119,000	\$21,931
One Year Funding for Counselor	Student Services	Ends Spring 2023	\$0	\$0	\$93,000	\$93,000
Facilities Repair & Replacement	Furniture	Recurring	\$137,653	\$75,000	\$516,000	\$303,347
Facilities Repair	Capital Project	Ended	\$0	\$0	\$35,000	\$35,000
Labs Repair & Replacement	Lab Equipment	TBD 1+ year	\$114,403	\$22,351	\$136,754	0
IS Repair & Replacement	IS Upgrades	Recurring	\$161,273	TBD	\$393,000	TBD re \$231,727
<i>Redmond Center</i>	<i>Setup costs</i>	Recurring for 3 years	\$23K	~\$110-140K	TBD	TBD based on grants





# Reserve Forecast Estimates

Iteration # 1 of 5 (Feb-June)

Pending refined estimates for:

1. Revenue & Expenses
2. COLA burden
3. Labs, Facilities & IS R&R
4. Redmond Center
5. Innovation hall
6. Additional state/federal operating costs

# Known FY23-24 (next year) Incremental Expenses Forecast ~\$3.5M+

- Shifting Deficit - offset revenue loss due to lower enrollment (~\$2M-\$3M); evolving clarity on expenses
- Ongoing Repair & replacement investments ~\$1.2M+
- Insufficient funding from the state to cover COLA increases ~15%
- Regulation driven salary adjustments & benefits ~2-5%
- Inflation/contractual increase in MSA Costs (~10% increase in Library Services & ~3% UW Facilities)
- ARC Building & Parking Garage building lease payments (balance owed due to low enrollment) ~\$100K+
- Startup Costs - Innovation Hall - Furniture, Science & IS investments ~\$300K+
- ctcLink & Reporting burden - Additional fees, Finance Backlog & Audit support ~\$200K+
- Ramp up costs for Redmond Center ~\$140K this year & ~\$41K next year (beyond initial \$110K grant)





RESERVE DRAWDOWN FY22-24 as of February 3, 2023				
	22-23		23-24	
Available Cash	5,800,000		5,419,437	
State Long Term Investments	2,168,407		2,168,407	
Local Bond Investments	6,360,000		6,360,000	
Stimulus	3,307,418		0	
FEMA Grant	534,123			
<b>Total</b>	<b>18,169,948</b>		<b>13,947,844</b>	
<b>Additional Costs</b>				
Labs R&R	136,754			
Sky Bridge	25,000			
UW Bookstore Buyout	750,000			
Budget Council	100,000			
Facilities R&R	212,653		\$295,000	
IS R&R	161,273		\$939,374	
Redmond Center				
Innovation Hall				
Compensation increased cost	54,000			
ARC Fee College Payments	100,000		100,000	
Y/Y Mandatory Incremental Costs			165,626	
<b>Estimated Additional Costs</b>	<b>1,539,680</b>		<b>1,500,000</b>	
<b>Additional Cost to Balance Deficit</b>	<b>2,682,424</b>		<b>2,000,000</b>	
<b>TOTAL DRAWDOWN</b>	<b>4,222,104</b>		<b>3,500,000</b>	
<b>TOTAL REMAINING RESERVES:</b>	<b>13,947,844</b>		<b>10,447,844</b>	
<b>% of Operating Budget Y/Y \$25M</b>	<b>56%</b>		<b>42%</b>	

# Reserve Drawdown Estimates

## Pending Clarity Re:

- Revenue Forecast for FY23-24
- Expense clarity for FY22-24
- Liquidity of our bonds
- Trajectory and amount of incremental expenses
- Other unknown changes



# Key Assumptions & Risks

---

Revenue constant Y/Y @ ~\$22M until we have the Fall 2023 enrollment numbers

Operational Deficit Y/Y \$1-2.5M until we have more clarity re booked expenses & eligible credits

Scope of Incremental Expenses ~\$1.5M-\$3.5M (COLA burden, innovation HALL, Library Service FEE increase)


Availability of liquid funds (Bond Maturity & Investment Returns)

Delays & Swings in Spending Estimates, Delivery Timelines





# Revenue Updates & Forecast



Despite Y/Y  
gains in Winter  
Quarter actuals  
leading to  
Forecast @ \$22M

# Estimated FY22-23 Tuition Revenue Forecast

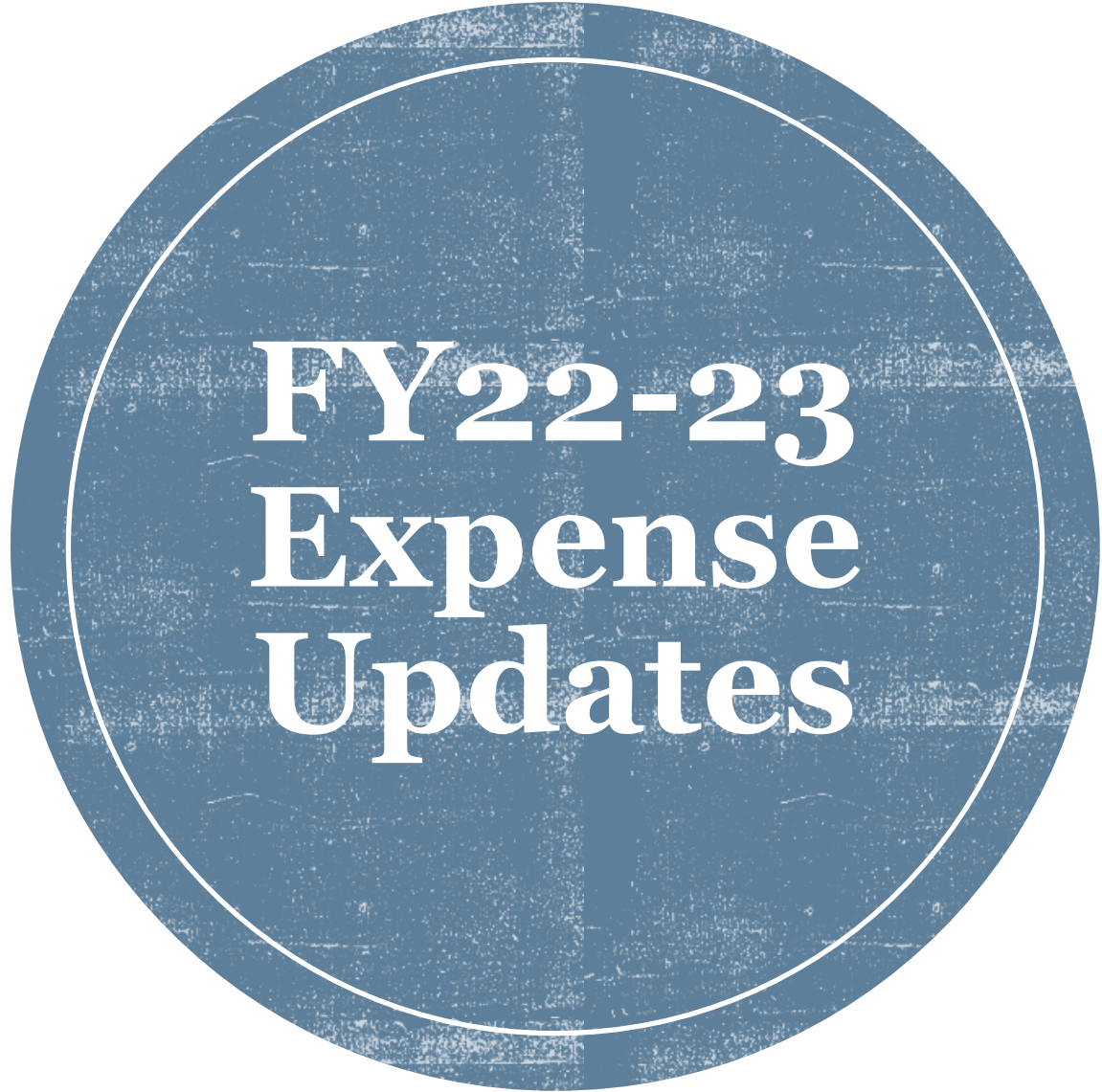
## As of February 3 10th Day Fall Enrollment Tuition Actuals & Forecast

		Feb 2022	Feb-23	Y/Y %
REVENUE- Operating Budget		21-22 Actual	22-23 Revised	21 vs. 22
	SBCTC Allocation	\$13,481,683	\$14,483,127	
	Tuition Revenue	\$8,128,990	\$7,910,995	
		<b>\$21,610,673</b>	<b>\$22,394,122</b>	3.63%

Revenue aligned to enrollment FTE data from Student Learning and moving up!

Further iterations will improve our Revenue Forecast after we resolve the booked revenue delta between Finance Pillar & Campus Solutions





# FY22-23 Expense Updates



Actual YTD  
Expenses

Salary/Benefits  
Costs

Known  
Incremental  
Expenses

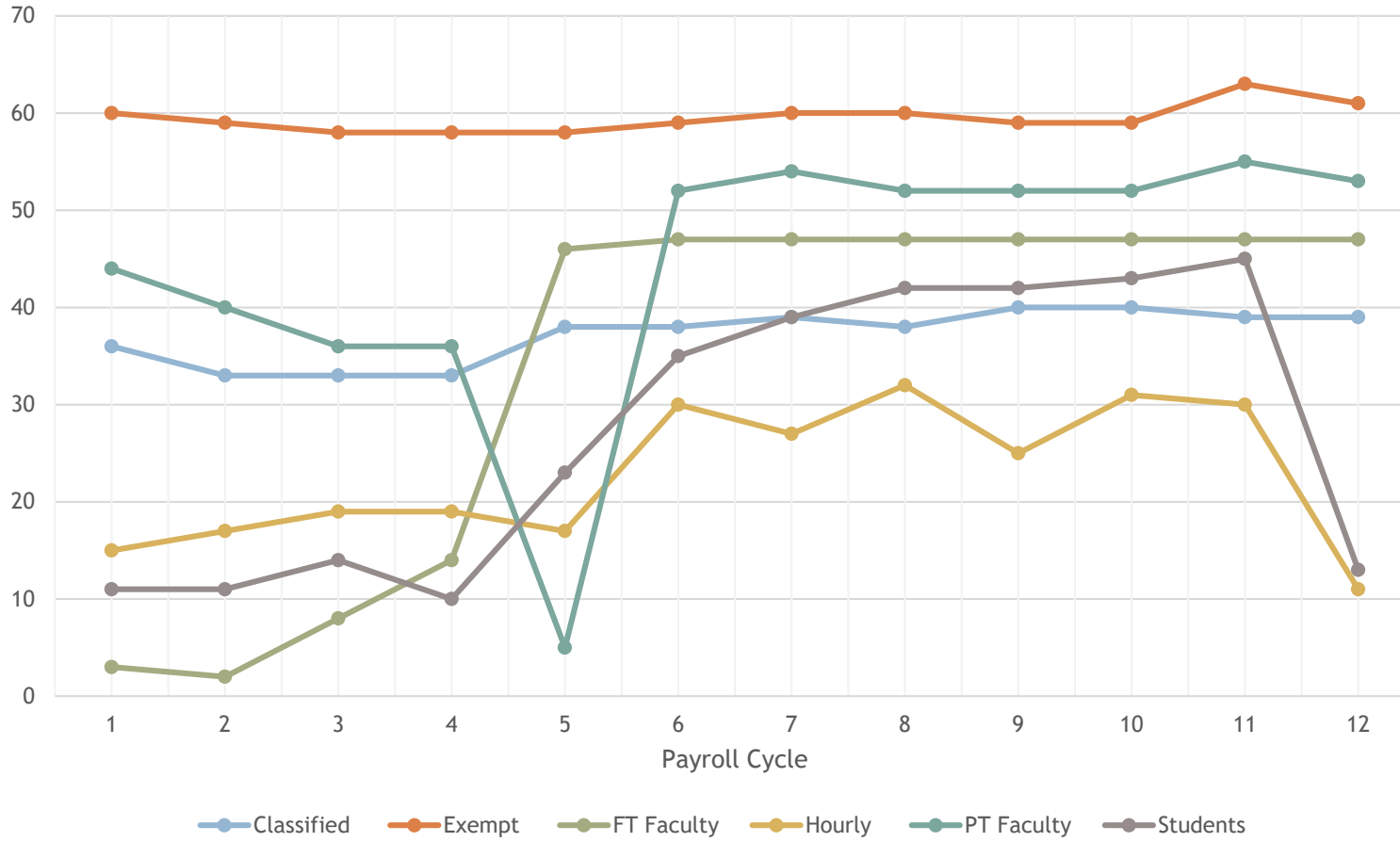
# Published Report of YTD Actuals

Expense Types	Jul - Jan 11 actuals	% Spent	Pending validation to Redirect/Offset
Salary & Benefits	\$8,898,327		Billing eligible expenses to relevant grants
Capital*	\$1,855,350		Filtering out last year's bills & isolating costs that are funded via SBCTC allocation
Goods & Services	\$3,603,111		Billing & filtering out eligible expenses for state & other grant related expense
SBCTC fees (Suspense)	\$722,682		Re-align against state allocation
Travel	\$36,282		Alignment with travel purpose/offsets against any grants
<b>Total</b>	<b>\$15,115,752</b>	<b>60% of \$24.8M</b>	

**FY22-23 First Ever Actual Booked Data Summary of Our Expenses – YTD i.e 7 months**



Headcount (Jul - Dec 2022)



# Payroll Trends Jul 1 - Dec 31

- Reflects costs incurred from Jul-December - aligns with our forecast of ~17.6M + PTH student & Associate faculty variable costs.
- Payroll lower when faculty are on break.
- Student Hourly dropped due to winter work breaks



Employee Type	Total Compensation YTD	% Spent vs. Projected Salary & Benefits
Classified	\$1,208,624.17	
Exempt	\$2,575,762.75	
FT Faculty	\$1,675,624.20	
PT Faculty	\$963,234.18	
Hourly	\$119,757.87	
Students	\$91,204.48	
Benefits	\$2,232,693.59	
<b>Total</b>	<b>\$8,866,901.24</b>	<b>50.52%</b>

## Total Compensation (Jul-Dec)

- Reflects costs incurred from Jul-December
- Excludes lump sum payment ~25 Faculty take in May
- Classified actuals include the COLA increase & college bonus
- Model excluded PTH Student Costs






# Additional **FY22-23 (current)** Expenses & Potential Savings

- Regulation driven salary adjustments & benefits
- ARC Building fees (balance burden due to low enrollment) ~\$134K+
- CtcLink support, SBCTC additional fees, Finance Backlog & Audit support (\$200K+)
- PTH Student Payroll costs ~\$200K
- Other one-time compliance costs (e.g., NWCCU mid-year accreditation; late fees, dues)
- Burden of last year's bills paid out in this year (pending accounting adjustment)
- **TBD - any unknown savings from Department & Finance reviews**





# Expense Forecast vs. \$24M baseline

## Refining Estimates re:

1. One-time new costs
2. Ongoing costs
3. Incremental costs

# Savings Levers

- All departments, avoid accepting invoices without open PO (i.e complete budget checks)
- Identify and confirm with finance that all expenses are aligned to the appropriate fund
- Partner with department managers to ensure we are not paying for work that is no longer necessary (review contracts/subscriptions/renewable services)
- Ensure we claim 100% of our state allocation \$\$ (\$14M) to minimize drain on local funds
- Help finance identify & post \$\$ from all aging accounts receivables (e.g. from SBCTC/other CTC/Grantors)
- Review & align all capital expenses (Project timelines)
- Review & align all MSA expenses (MSA Service Usage Review)
- Optimize our Goods & Services expenses (Optimize/centralize)
- Minimize/delay optional expenses (support detail justification)





**BOT & eteam** - Guidance re reserve drawdown & incremental cost proposals.

**Eteam** - balance short-term & long-term impacts of our budget deficit.

**Department Leaders** - Identify past year(s), one-time, upcoming costs & revenue growth opportunities to sharpen our forecast for FY23-24.

**College Employees** - Focus on work that supports student enrollment & retention. Help your department leaders to optimize work & expenses.

**Students** - Support Cascadia by finishing your programs here and referring us to new students.

**All** - channel suggestions to sustain our college via budget council, E&I council representative, department leader, your eteam member.



# Engage via Budget Council Members

- Review financial updates information in recent BOT packets, [Friday Letters](#) & Council Q&A documents to ensure we can interpret & socialize relevant financial facts & impacts.
- Between now & February 10th, engage your representatives to **post questions & comments** for the budget council & FY23-24 fiscal plan review
- Actively help us ensure we are transparent & inclusive to support our community & sustain the college.





# Timeline for Evolving Budget Clarity



# THANK YOU

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QUESTIONS



SUGGESTIONS



**Cascadia College Board of Trustees  
Discussion & Presentation Item 3**

**Subject: NWCCU accreditation process Mid-Cycle Review and Mission Metric – Student Retention**

**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.*

As an accrediting body, the NWCCU has established a 7-year cycle of self-study centered on contiguous improvement of mission fulfillment. The NWCCU utilizes a peer-review self-study process that includes multiple reporting points:

- **Annual reports** submitted each August (Washington, through the SBCTC, also require an annual report in October of each) highlighting actions and progress toward mission fulfillment.
- **Year 3 Mid-Cycle review** (on-site with peer reviewers)
- **Year 6 Policies, Regulations and Financial Review** (PRFR, off-site peer-review)
- **Year 7 Self-Evaluation of Institutional Effectiveness** (EIE, on-site peer review)
  - The NWCCU meets twice a year to review reports and approve recommendations for institutions under review that year.
  - As a college scheduled for spring reviews, we receive final recommendations after the June Commission meeting for Mid-Cycle and the combined self-study (Years 6 & 7).

**Background:** The NWCCU has established the **Mid-Cycle Review** to focus on preparing institutions for their self-study of the two standards, as well as respond to recommendations from the Commission in the college's previous self-study peer review.

Two documents are included in this cover:

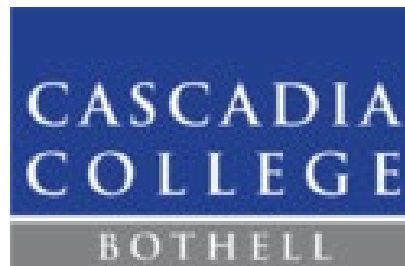
- **Mid-Cycle Overview:** Cascadia College's Mid-Cycle review is scheduled for April 27-28, 2023. This presentation will provide an overview three topics:
  - Accreditation Cycle Review
  - Findings from 2020 (Standard 1 & 2 combined)
  - Preparing for Year 3 Mid-Cycle – Trustee involvement
- **Mission Metric – Student Retention:** The purpose of data review is to explore and understand how multiple strategic initiatives influence the mission metric of student retention.

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



# NWCCU Mid-Cycle Overview

Cascadia College  
Board of Trustees  
February 15, 2023



**NWCCU**  
NORTHWEST COMMISSION ON  
COLLEGES AND UNIVERSITIES

# Topics



Overview the NWCCU accreditation cycle

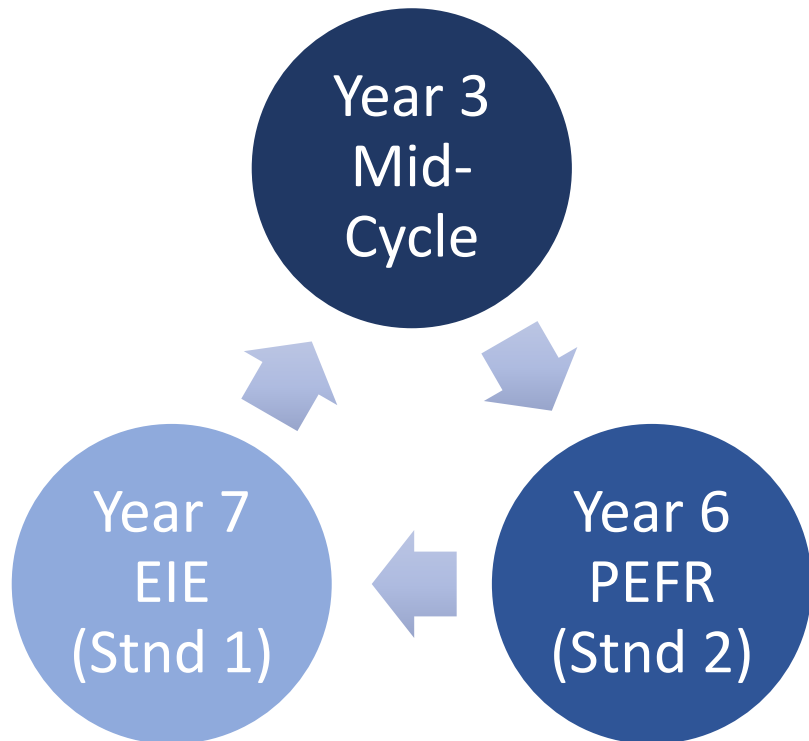


Review the findings from the April 2020 EIE & PRFR review



Preview the April 2023 Mid-cycle visit

# NWCCU Accreditation Cycle



## Terminology

- EIE – Evaluation of Institutional Effectiveness (Standard 1)
  - PERR – Policy, Regulations & Finance Review (Standard 2)
- NOTE: Cascadia elected to adopt the new 2020 standards for our Year 7 review. Since we were one of the first colleges to use the new standards and evaluation cycle, our 2020 review included both the PRFR (Standard 2) and the EIE (Standard 1).

## Recommendations from 2020 Evaluation

1. Use an ongoing and systematic evaluation and planning process to inform decision making and resource allocation, toward improving institutional effectiveness and achieving mission fulfillment (2020 Standard 1.B.1; 1.B.2).
  2. Engage in an effective system of assessment to evaluate the quality of learning in its programs. These assessment efforts should be used to inform academic and learning support-planning and practices to continuously improve student learning outcomes (2020 Standard 1.C.5; 1.C.7).
  3. Establish and share widely a set of indicators for student achievement that are disaggregated and compared to regional and national peer institutions in a manner that identifies and removes barriers to academic excellence and success (equity gaps) and promotes student achievement (2020 Standard 1.D.2; 1.D.3).
- ⇒ Financial update (deferred from 2020, 2021, 2022 during ctcLink implementation)

# Mid-Cycle Preview

## The Mid-Cycle Evaluation includes:

- A thorough self-evaluation report.
- A review team visit to the institution.
- An evaluation report submitted to the institution from the peer evaluation team.
- If an institution has outstanding recommendations from their last Evaluation of Intuitional Effectiveness, the peer evaluation team will also evaluate progress on those recommendations and submit a confidential report to the Northwest Commission.

## The Campus Visit

- 2 days, on-site
- Sessions with President, VPSLS, DIE, Deans, Faculty, Staff.
  - Specific requests will be identified after the self-evaluation is submitted to the peer-review time.
  - Trustees could be including, especially focused on Sub-Committee engagement.

# Post Visit



## Steps following the evaluation visit

You will receive a draft of the evaluation team's report within 7 calendar days of the evaluation visit.

You will have 7 calendar days to reply to the report for errors of fact only

The evaluation team chair will finalize the report within 7 calendar days of receiving the institution's reply. The report is sent the NWCCU.

NWCCU sends a copy of the official report to the institution.



## Outstanding recommendations

The evaluation team will submit a confidential recommendation form to NWCCU. This form will not be shared with the institution, it is submitted to the NWCCU.

Recommendations are addressed at the NWCCU commission meeting following the visit (June).

The institution will receive an action letter from the NWCCU office with the decision of the Commission on the status of their recommendations.



# Trustee Involvement

---

- Review and approve the Mid-Cycle Report
- If asked to meet with peer-reviewers
  - Most likely regarding mission fulfillment (Recommendation 1 & 3 on Standard 1.B.1 and 1.B.2; 1.D.2, 1.D.3)
  - Involvement in developing the mission statement
  - Involvement in developing, or adopting the strategic plan
  - Supporting mission fulfillment with resource allocation
  - Involvement with sub-committee: strate

# Summary of Action Steps

**2.15.23 BOT – Review the Mid-cycle Process**

**2.28.23 BOT Sub-Committee Meeting (review 1st Draft of the report)**

**4.19.23 BOT Review final schedule**

**4.27-28.23 Site Visit**

February

March

April

June

**3.15.23 BOT – Draft report available (it's a draft until after the visit, allow for clarifying)**

**3.18.23 Transmit report to NWCCU**

**June 2023 Commissioners vote on actions and send the outcome letter to Cascadia**



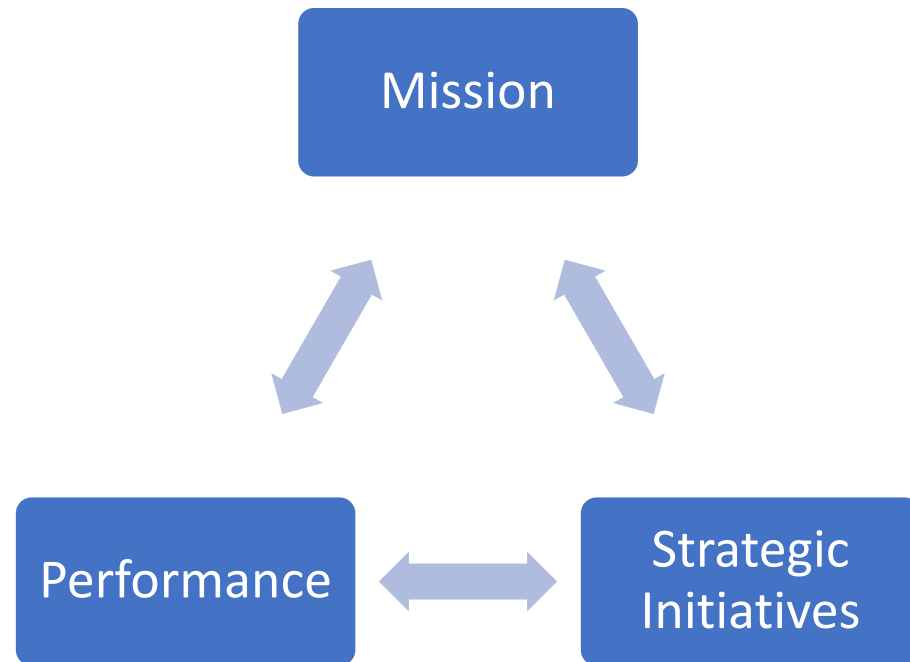
CASCADIA COLLEGE

BOTHELL • OUR COMMUNITY'S COLLEGE

# Mission Metric: Retention

February 2023

# Fulfillment Framework

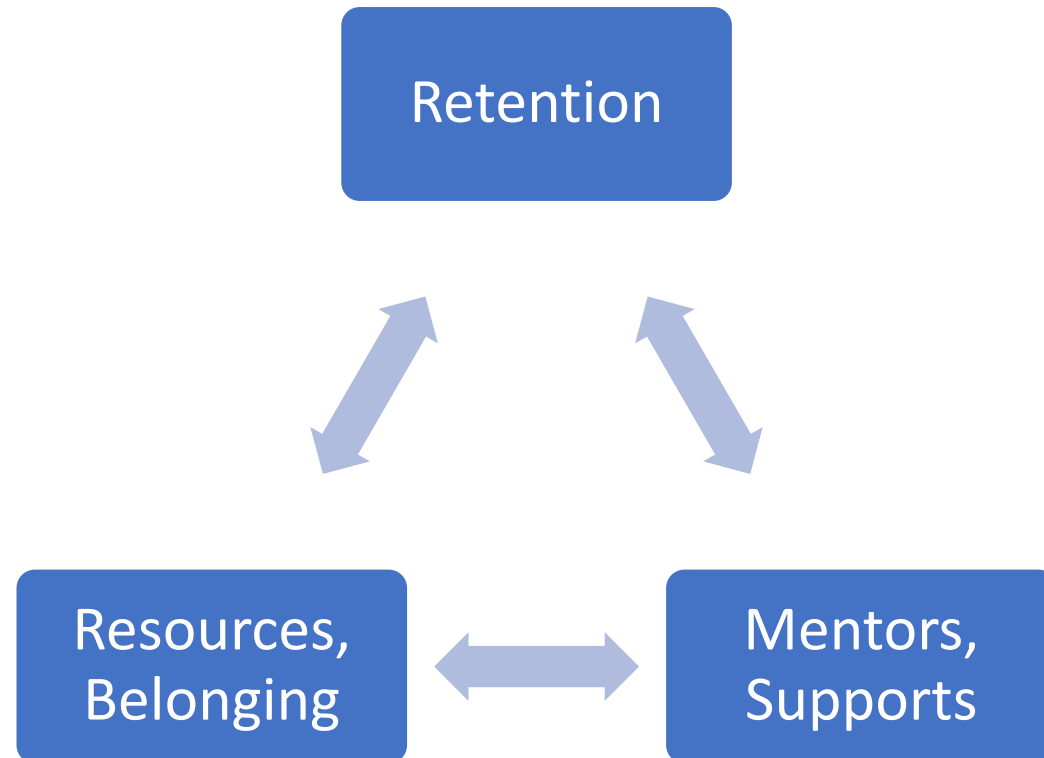


- Retention is part of our mission fulfillment.
- Mission fulfillment is a *process* of continuously improving
- Improvement in Retention comes from the actions of strategic initiatives as well as the efforts of many others.

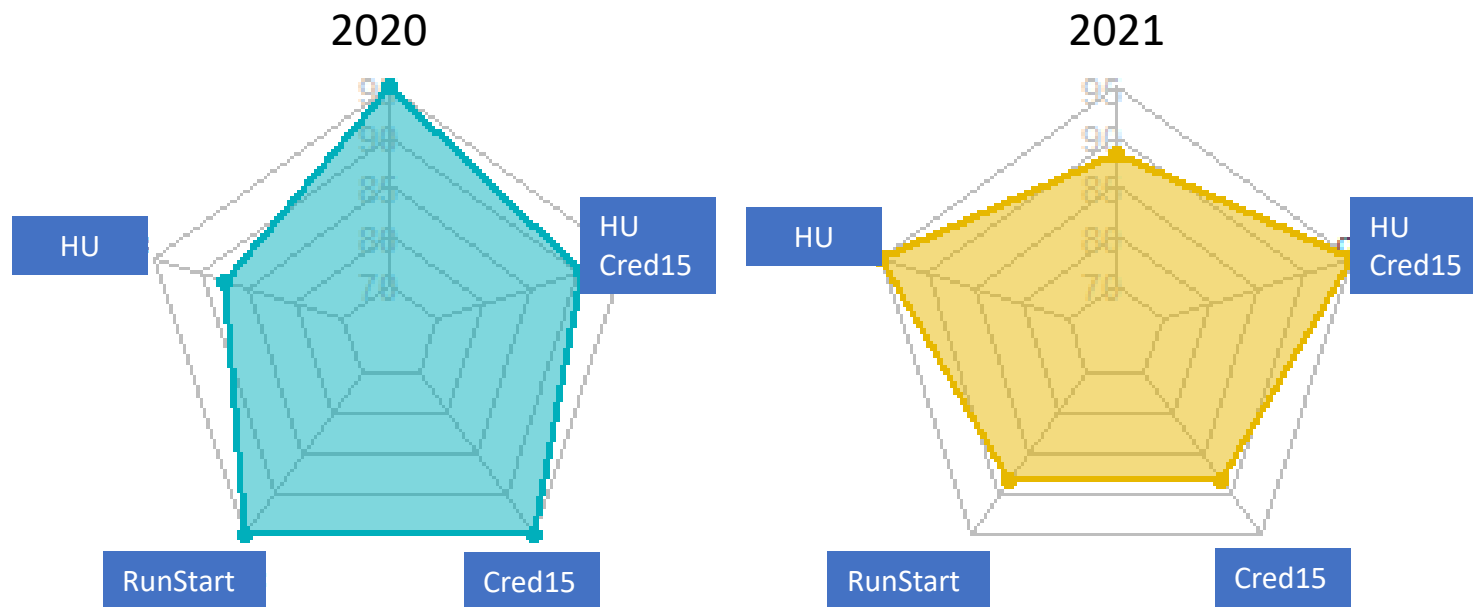
# Example: Cascadia Scholars

The program affects retention when Mentors support Student Scholars.

Many other offices and efforts also influence retention results.



# Retention and Credit Change, 2020 to 2021

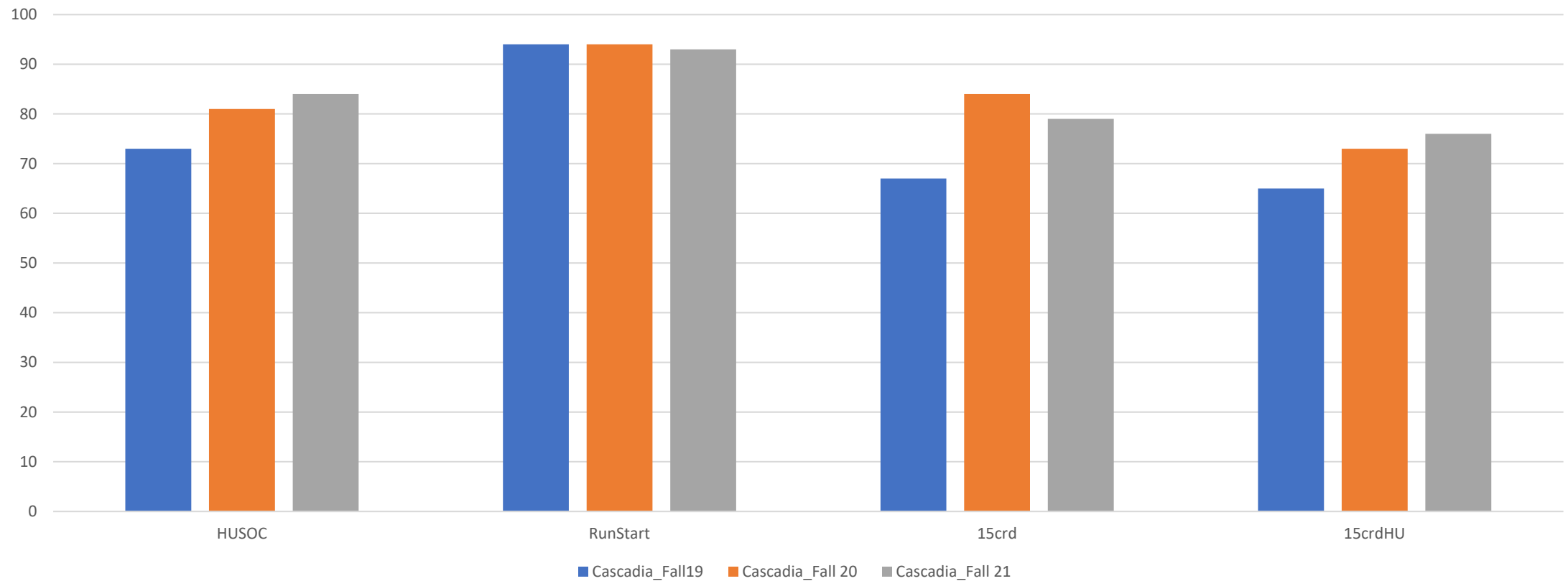


Fall to Winter retention, HUSOC and Running Start. Improvement for HUSOC.

Credit Accumulation in 1<sup>st</sup> Year, overall and HUSOC: also improvement for HUSOC.

# Running Start and HUSOC Retention and Credit Accumulation

Fall to Winter Retention, Credit Accumulation in Year-1, 2019, 2020, 2021



# Strategic Programs



- Improvement in HUSOC retention is likely due in part, to actions of *Cascadia Scholars* and *Academic Student Assistance* initiatives because the actions of these initiatives specifically support retention.

The efforts of many people improve student retention. Please share how your efforts, or the efforts of others, have helped to increase student retention at Cascadia. To share, please to go:

<https://forms.office.com/r/pWxHUA7Hn3>

**Cascadia College Board of Trustees**  
**Action Items**

**Subject: Bock Learning Center Fee (Writing Faculty Liaison)**

**Justification:**

The Writing Faculty Liaison role increases student access to and success in composition courses by aligning and connecting the work of the Bock Learning Center and the English Department. Work includes training, supporting, and evaluating tutors, including embedded tutors. The current liaison model provides a quarterly stipend that covers approximately 25 hours of work per quarter. In order to expand the role and meet the needs of students, we hope to add a course fee to support the full cost of a faculty reassignment (approximately \$19,000 more per year than the currently used stipend model).

**Background:**

The shared needs of the Bock Learning Center and the English Department have expanded since the creation of the liaison role. There is increased demand for embedded tutors in composition and non-composition courses; at the same time, entering students are showing greater learning gaps, especially in reading skills, stamina, and resiliency, and greater struggles with executive function and self-regulation skills than in previous years. There is also a growing need for tutors to gain skills in working with neurodiverse learners.

There is a clear need for this position to become a leadership role that compensates a FT faculty member with a 5-credit reassignment (approx. 10 hours/week of work) for fall, winter, and spring quarters, plus a summer stipend. This would allow for stable, robust interactions between English and the Bock Center, greater support for tutors, and increased student access and success.

**Recommendation:**

In order to provide necessary services and supports to students, we recommend that the Board of Trustees approve implementing a fee of \$13 per student per section of ENGL&101, ENGL&102, and ENGL&235 to support the Writing Faculty Liaison position.

**Action:**

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

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

Vote:

	Yes	No	Abstain
--	-----	----	---------

Hinojos			
Kelly			
Ponto			
Quint			
Seabrooks			



# Bock Learning Center Writing Faculty Liaison Support Fee Proposal

February 2023

## Request

The Bock Learning Center and the English Department ask the Board to approve a supplemental (course-level) fee on English composition courses in order to fully fund a 5-credit course reassignment for a full-time faculty member to serve in the Writing Faculty Liaison role.

## Context

The Writing Faculty Liaison role increases student access to and success in composition courses by aligning and connecting the work of the Bock Learning Center and the English Department. Work includes training, supporting, and evaluating tutors, including embedded tutors.

The Bock Learning Center currently funds a quarterly stipend of \$1276 for a member of the English Department to serve as the Writing Faculty Liaison. The stipend covers approximately 25 hours of work per quarter; tasks include coordinating joint efforts between the Bock Learning Center and the English Department, developing the embedded tutor program, participating in tutor training, and supporting tutors throughout the quarter.

## Expanding needs

The shared needs of the Bock Learning Center and the English Department have expanded since the creation of the liaison role. There is increased demand for embedded tutors in composition and non-composition courses; at the same time, entering students are showing greater learning gaps, especially in reading skills, stamina, and resiliency, and greater struggles with executive function and self-regulation skills than in previous years. There is also a growing need for tutors to gain skills in working with neurodiverse learners.

**There is a clear need for this position to become a leadership role that compensates a FT faculty member with a 5-credit reassignment** (approx. 10 hours/week of work) for fall, winter, and spring quarters, plus a summer stipend. This would allow for stable, robust interactions between English and the Bock Center, greater support for tutors, and increased student access and success.

Tasks and responsibilities that could be taken on with this new model include:

- Increasing departmental knowledge of writing center theory and practice, and creating professional development opportunities for department faculty regarding the intersection of writing centers, tutoring, and instruction

- Onboarding and training new tutors for both writing tutoring and embedded tutoring models
- Tutor observations and frequent check-ins with tutors
- Increased knowledge, awareness, and application of inclusive, equity-minded tutoring practices
- Expanded access to tutors and embedded tutoring for students across composition and writing-intensive courses
- Increased support for reading skills and executive functioning skills as well as writing skills
- Organization/management of co-curricular events that showcase student work, such as literary readings, write-ins, Campus Reads book talks, etc.
- Increased flexibility and adaptability to swiftly address new needs

## Numbers

The cost of the faculty reassignment model is approximately **\$19,000** more per year than the currently used stipend model.

Because this position directly supports students in English composition courses (101, 102, and 235), **we propose funding the difference between the current stipend and the desired reassignment through a \$13 per-student, per-course course fee on composition courses.**

Anticipated revenue based on 2022-23 enrollment:

	Summer 22	Fall 22	Winter 23	Spring 23 (est.)	Total
Enrollment	135	609	476	277	1497
Fee Income	\$ 1,755.00	\$ 7,917.00	\$ 6,188.00	\$ 3,601.00	<b>\$ 19,461.00</b>

Because English composition courses use no-cost or low-cost textbooks and materials, this fee should not present a significant barrier for students.

## Proposal

In order to provide necessary services and supports to students, **we propose that the Board of Trustees approve implementing a fee of \$13 per student per section of ENGL&101, ENGL&102, and ENGL&235 to support the Writing Faculty Liaison position.**



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

- No written report submitted

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



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

### ❖ **Congratulations to Our SEIU Colleagues at the UW Libraries**

CCCFT Congratulates the UW Librarians and SEIU 925 for negotiating a contract with the University of Washington and avoiding the need for a strike to bring the UW to the table. Solidarity wins!

### ❖ **AFT-WA Lobby Day 2/20/22**

CCCFT members will be joining with AFT-WA brothers, sisters, and siblings from around the state to lobby in Olympia on Presidents' Day to persuade legislators to step up support for higher education in the state of Washington, including aligning with the SBCTC on a biennial budget that includes 13% wage adjustments and fully-funded COLA increases.

### ❖ **CCCFT and College Budget Challenges**

CCCFT is eager to work collaboratively and creatively with the College to address the budget and funding challenges we face. In this effort, we strive to put students and the center of all we do and to approach our shared challenges with this in mind.

### ❖ **Support for Faculty Sabbaticals**

CCCFT members recognize that a number of tough choices need to be made in these difficult budget times, and we don't envy College leadership and the Board in having to make them. We agree wholeheartedly with the principle that, above all, we want to avoid having to lay off or "reduce in force" our valued colleagues in all areas of the College.

At the same time, we have a shared interest in decisions that are best for the College and our students in the long-term, even if, in the near term, things may seem different. Among such decisions is the over the question of whether to fund faculty sabbaticals in the coming years, even if that means drawing more heavily upon College reserves.

I would like to make the argument supporting the ongoing funding of faculty sabbaticals—from reserves, if necessary—first on the grounds of student

recruitment, experience, and retention and second, in the name of faculty professional development, pedagogy, and sustainability.

The work that faculty have done on their sabbaticals over the years has brought acclaim to Cascadia, making it a more desirable college for students to attend. Among other activities, faculty have used their sabbatical time to earn prestigious Fulbright Awards, to develop meaningful connections with international institutions and government bodies, and to create programs that foster collaboration among classrooms around the world. Such initiatives highlight the unique value Cascadia as an institution and draw students to us as a result.

Faculty are then able to bring their sabbatical experiences into the classroom via newly developed courses, innovative changes to existing courses, and fresh perspectives that foster a more engaging and meaningful learning experience for students. This not only inspires students in their current classes, but it also consistently draws them back to Cascadia for more.

Taking a *Global Philosophy* class, for instance, from a professor who has recently lived and taught in India, or a *Sociology of Modern Japan* class from a professor who has just spent an academic year on the faculty of Japanese university, or an English class from a professor who has been able to devote themselves full-time for three months to completely revising a Composition course to address and embrace new technologies and assessment practices, is the sort of once-in-a-lifetime educational experience that inspires students to return to Cascadia and to tell all their friends and acquaintances to enroll, as well.

The benefits of sabbaticals to faculty in terms of professional development and pedagogical growth cannot be overstated. Faculty who've had the opportunity to take sabbaticals have all broadened and deepened their subject matter and become better educators as a result. But the value of sabbaticals to keeping those faculty at Cascadia—and indeed, in the education profession, overall—must be acknowledged, as well.

Teaching in higher education is an incredibly trying endeavor, especially for faculty who care about students as deeply as do those of us at Cascadia. The opportunity, every seven years or so, to step away from the day-to-day challenges of meeting students' educational (and frankly, emotional) needs and to focus instead on professional development, personal growth, and broader institutional support, is a vital component of continued high performance and engaged commitment to teaching, learning, and assessment for all faculty.

To be frank: for many—if not most—faculty, the opportunity to take a sabbatical at a few points during their careers is really a lifeline that enables us to continue being the best educators and colleagues we can over time. The promise of a sabbatical in the future allows us to carry on through difficulties with vigor, and the experience of a sabbatical inspires us to bring our best selves into the classroom every day. For many—if not most—sabbaticals may be the deciding factor in whether we remain in the educational profession or move on to something else.

This should not be construed as a “threat” in any way, but rather, as a simple statement of fact. And, as such, we should recognize that, while sabbaticals do come with a financial cost to the college, that cost pales in comparison to the financial, educational, and social costs of replacing devoted and committed tenured faculty.

I recognize, of course, that sabbaticals can be construed as a “luxury item” or “low-hanging fruit” to be plucked as a way confront budget challenges. And there’s no doubt that it could be perceived as insensitive or even “greedy” of faculty to push for sabbaticals when peoples’ jobs and livelihoods are at stake. But as we deliberate and collaborate about whether and how to draw upon College reserves, I hope we keep in top of mind that protecting jobs and preserving vital components of our Cascadia culture are not mutually exclusive. We are indeed in the “rainy days” that our reserve funds are meant for; this is the time to access those funds, if needed, to both ensure that people keep their jobs but also to make sure those jobs retain components and practices, like sabbaticals, that are vital to them.

With all this in mind, I would like, in my role as CCCFT Coordinator, to reaffirm to the Board of Trustees and President Murray, support for the ongoing funding of sabbaticals, from reserves, if necessary. I believe that doing so is best for the College, for faculty, and above all, for our students, current and those to come in the future.



**Washington Public Employees Association**

**UFCW Local 365**

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

***Cascadia College***

***Meeting Date: February 15, 2023***

No written report submitted.