



# CASCADIA COLLEGE BOARD OF TRUSTEES

Wednesday, March 15, 2023



March 8, 2023

Dear Trustees and Community Members:

The last day of Winter Quarter is March 17 and we have made good progress on our initiatives this quarter. I appreciate the Board's investment of time in the Finance, Strategic Planning, and Enrollment sub-committees. As you know, our work continues in all these areas.

Of primary focus this quarter in the President's Office has been the budget. We are working diligently to nail down this year's expenses and project for next year. We are refining our revenue projections every week based on enrollment and State Board inputs. And, we are further assuring that our reserves are present and can be used to help balance the budget for next year.

Parallel to these efforts, much time has been invested in kicking off our Foundation fund-raising activities, including grant writing and meeting with donors. We are making good progress and connections in the Foundation and believe that our new staffing structure and Board of Directors was a tremendous step forward.

Much time has been spent in the community this quarter, which reminds me of a "typical" pre-pandemic pattern. Community agencies have a lot of summits, meetings, and planning in the winter. This has been a good time to connect with stakeholders and bolster our "community partners" database. Of note, I now sit on the 20-person Board of Leadership Eastside, which has members from a number of different eastside constituents that are important to Cascadia. I find my time with this group to be in good service to the college and our on-going needs.

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

#### Campus

- Foundation-related meetings (x7)
- Budget Council (x2)
- Navigators (x1)
- BOT Finance Sub-Committee (x1)
- Art Reception in Mobius
- Innovation Hall Hard Hat Tour with Foundation Board

#### Community / State

- Kyle Stannert, Bothell City Manager
- Bothell City Council presentation
- OneRedmond (x3)
- Olympia for WACTC and Leg Meetings (3 days)
- WACTC Equity Committee, State Allocation Model Review (x2)
- Bothell-Kenmore Chamber of Commerce (x2)
- Dr. Jack Kahn, President of Shoreline College
- Riverview School District Superintendent and Board meeting
- Lake Washington School District Superintendent and Board meeting
- State Board leadership meetings (x3)
- Eastside Economic Outlook Summit at Microsoft
- 5-Star Presidents gathering on business office functions

- Leadership Eastside (x3)
- Regional Indigenous Affairs Summit @ Shoreline CC

UWB

- UWB Meetings (x1)

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**

Classified employees were notified in February about the process by which they may voluntarily provide verification of their COVID-19 booster documentation in order to receive a \$1,000 lump sum starting in July 2023. Several employees have provided documentation so far, and HR will be tracking these through the 2023 calendar year.

Beginning with the March update, HR will provide year-to-date metrics on Vacancies and Hiring Progress on a monthly basis. Each Executive Team member has access to the details on which positions these metrics refer to, and they encompass vacancies carried over from 2022.

<b>3/1/23 YTD Vacancy &amp; Hiring Progress Report</b>			
E-team Division	Vacancies	Posted	Filled
Student Learning & Success	12	3	3
Outreach, Facilities & IP	4	1	1
Admin Services	6	2	2
E&I	1	0	0
President's Office	0	0	0
<b>Total</b>	<b>23</b>	<b>6</b>	<b>6</b>

**FINANCE**

Our team has been compiling a cumulative list of recurring tasks as we continue to learn what our colleagues (including SBCTC) need from us. On this checklist, we were able to complete 70 recurring tasks for January (despite additional turnover changes) compared to 57 when we started the process in September. Six tasks missed due to turnover were completed in February. Out of 181 total tasks, we are down to 52 that still need to be learned. In September, there were 156 total tasks and 75 that needed to be learned. We have lost some momentum seeking training due to turnover (both internally and externally at CLA) but are energized by our progress.

Finance is continuing efforts to make our team more robust for the tasks we do know how to perform.

- Joella (Accounting Manager) has been training Andrea (Assistant Accounting Manager) to be her backup on various accounting tasks and will eventually be trained by her on Budget tasks once she has finished developing those processes from scratch.
- We are actively recruiting for two internship positions to offer backup to Student Finance and Accounts Payable. This will offer current students a chance to practice resume & interview skills, and the two candidates given a position will have the opportunity to apply what they have been learning in their business classes.

**INFORMATION SERVICES**

The new phone system implementation is finally getting to the fun part!

- One hundred and eighteen (118) employees have attended one of the thirty-two (32) Teams training sessions offered to all employees as part of the project.
- One hundred and sixty-five (165) employees have had their extensions migrated to the new phone system and Information Services staff continue to work through the list. We hope to have all employees migrated to the new system by May 2023.

Cascadia's wireless network is also quickly approaching the final stages of its renovation. There will be a wireless network outage during the spring break so that I.S. staff can replace the existing wireless access points (100 of them), add additional access points for coverage in areas that previously had no coverage (21 of those) and get the new wireless system adjusted for ideal coverage. We are looking forward to starting the spring quarter with a much-improved experience for students and employees.

Our digital security awareness program launched March 1st. Employees will receive one short (3-5 minute) lesson every three weeks to help raise awareness about how we all can contribute to the security of Cascadia's systems and data.

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

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

The Office of Equity and Inclusion in coordination with Marketing and Outreach is preparing for the first of three studentS of color conferences. The *Northshore Social Justice Conference* will be at Cascadia on Friday, March 24. We are expecting over 200 high school students, along with several chaperones and volunteers in Mobius for a day of workshops that will include an **Introduction to the Cascadia Scholars Program**, with Program Lead, Hao Cheng. The second Cascadia workshop will be **Navigating the Community & Technical College System** with Sara Gómez Taylor, Director of Marketing & Outreach, AND Bryan Martinez Escobar, Director of Enrollment Services. Finally, there will be themed tables focused on 'Building Bridges and Community' and campus tours. We are looking forward to an exciting event.

### **E&I COUNCIL**

The E&I Council meets on the first and third Tuesday of every month and we have been working on a variety of issues to support our campus community. Most recently, we have worked with the Office of E&I and the Executive Team on campus messaging guidelines, a final Land Acknowledgement, and a review of the upcoming Campus Climate Survey. We will let the campus community know when the messaging guidelines and Land Acknowledgement are available to access. The E&I Council has representation from all areas of exempt and classified faculty and staff. For students, there is a Student Advisory Committee also supported by the Office of Equity and Inclusion. For questions, feel free to contact Chari Davenport, Executive Director of Equity and Inclusion.

### **FOUNDATIONS OF E&I COURSE**

The fall cohort of the Foundations of E&I Course will be nearing the end of another successful program in April. Foundations of E&I covers a variety of elements of equity and inclusion and lays the groundwork/foundation for further learning. The course responds to one of the most common requests among Cascadia employees - the request to learn more about equity and inclusion, understand our roles, and how to be contributors to the work. We are happy to report that by the end of this cohort, half of the Cascadia community will have completed this important effort. The overall goal of the Office of E&I is to have everyone doing this work and the Foundations of E&I Course moves us closer to this goal. Special thanks to our co-facilitators this round – Bryan Fauth, Dr. Kerry Levett, and Dr. Eric Murray. A new cohort will begin in fall 2023 – for questions, contact Chari Davenport, Executive Director of Equity and Inclusion.

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

Thank you for the opportunity to share our plans and goals at the February meeting.

We are now actively fundraising and would greatly appreciate your support sharing our efforts with your network!



**STUDENTS OF COLOR CONFERENCES**

We are looking for event sponsors!

Please share this [Sponsorship Page](#) with your network.



**CASCADIA COLLEGE REDMOND IN THE TOGETHER CENTER**

Fundraising is underway.

Please share this [Fundraising Page](#) with your network.



**INNOVATION HALL (STEM4)**

We will be inviting community stakeholders to preview the space through Hard Hat Tours.

As soon as the dates/sign up details are confirmed, we will send them your way to share with your network.



***YOU'RE INVITED!***

**WINE TASTING EVENT TO BENEFIT CASCADIA COLLEGE**

Join us on the beautiful shores of Lake Washington at the Woodmark Hotel at Carillon Point - Kirkland to sip an array of tasty rose' and white wines at the 18th Annual Rose' Revival Wine Event!

May 18, 6-9pm

[Event details / Tickets](#)

*All event proceeds benefit student education through the Cascadia College Foundation.*

**Spring Scholarships:**

Our Scholarship SPRING CYCLE is in full swing. The application deadline was March 3. Awards from this round will be available for the 2023-24 academic year and we are currently assembling selection committees who serve an important role in our program. Participating in the selection process also provides committee members a great opportunity to learn more about Cascadia's students and experience the Foundation's mission first hand.

## **STUDENT LEARNING**

The Western Washington CC Student Mathematics Conference was held at Edmonds College on Saturday, February 25. Math faculty Sri Venkatraman shared that Cascadia student Taesub (Taylor) Kang gave a well-received presentation titled *Between Common Sense and Precise Calculation – An explanation of Zeno’s Paradox*.

As of early March, the College and Career Foundations program, which serves ESL and ABE students, has received three times as many student applications as at this time last year, and has nearly exceed the total number of applications received for last spring. This is a positive development that bodes well for program enrollment and is a testament to the hard work of staff and faculty in the program.

## **STUDENT SUCCESS SERVICES**

The CARE Team has been busy this quarter with students who are facing financial hardships. There have been 33 students who have received emergency funding through the Benefits Hub Emergency Grant during the winter quarter (compared to eight awards during the fall quarter). Students who are having trouble paying utility bills, daycare costs, and a variety of other expenses can utilize this grant in order to remain enrolled in their classes. Grants can be awarded up to \$1,000 a quarter. The average award amount for this quarter has been \$975. This grant has been an excellent resource for students in tough financial situations. The CARE Team, Student Financial Services, and the Foundation collaborate to process grant applications and ensure students can access within a couple of business days.



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

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

#### **Communication**

A new [Student Spotlight video](#) featuring a graduate of Cascadia's high school diploma program is available on [Cascadia's YouTube channel](#). The Student Spotlight playlist is growing!

#### **Outreach**

The team connected with 357 leads through high school visits and collaborated with Cascadia's Student Financial Services team for Financial Aid Night at Monroe High School. Instagram engagement is up 16.52% as we support the [Foundation scholarship](#), Spring Enrollment through [Course Carousels](#), and a special [behind-the-scenes look at Innovation Hall](#) progress. Among other campus and community highlights, we also [shared the love in Duvall and Carnation](#) by sponsoring message hearts that are up in the town centers.

#### **Marketing/Web**

The team created a fresh new flyer for the Bachelor of Applied Science program. We are planning for the summer/fall enrollment campaign and starting to promote the Redmond Together Center. The Web team hosted a content user training to streamline edits on the website as we enter the redesign process.



### **FACILITIES & CAPITAL PROJECTS**

#### **Facilities**

The two Prius vehicles as well as 10 filing cabinets have so far been accepted for Surplus for the State. Items in storage are being reviewed as potential sources for additional income.

#### **CC5**

The Gateway building is in design phase with stakeholder input on the concepts and layout of student services.

#### **Innovation Hall:**

Construction of interior walls are complete with colors of paint. There are regular tours every alternate Tuesday afternoons. We are reviewing purchasing needs. Master scheduling of the departments, faculty offices and classrooms that will need to move is also under way.

#### **Redmond Together Center:**

The team toured the classroom being prepared for Cascadia, which will be installed in spring in preparation for a summer class.

### **INTERNATIONAL PROGRAMS**

We are excited to participate in in-person recruitment events for the first time in 3 years. The team traveled to Nepal, Pakistan, Thailand, and Taiwan to meet with prospective students and business partners. While in Pakistan, our Assistant Director, Raldy Mariano, had the opportunity to appear on a [panel interview](#) on US higher education on Pakistan's state broadcasting TV station. Advising has been reaching out to current and new students to confirm their full registration for Spring '23 and preparing for the upcoming Spring New Student Orientation.



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

**AGENDA**

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

**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 (4:30)**

**3. CONSENT AGENDA**

- Meeting Agenda
  
- Minutes from last meeting – February 15, 2023

**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. Enrollment Management (MW)

## **7. DISCUSSION & PRESENTATION ITEMS**

1. Monthly Strategic Focus (KL)
2. Monthly Finance Focus (JB)

## **8. RECOMMENDED ACTION ITEMS**

1. N/A

## **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, April 19, 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  
February 15, 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, and Angie Hinojos present. Norman Seabrooks was absent (excused).

**EXECUTIVE STAFF**

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

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 – Fernanda Armas Galin, EAB Advocacy Chair present.  
WPEA Representative – WPEA Representative was not present.

**AUDIENCE**

Audience members attending in person and via Zoom included Victor Begay, David Berner, Mark Collins, Ketra Embleton, Shyla Hansen, Aileen Ibershof, Steve Kroeger, and Sarah Tsai.

**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 Hinojos moved to approve. Trustee Kelly 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**

- Bryan Martinez Escobar, Director of Enrollment Services, Student Learning and Success.

**Promotions**

- None to report.

**4. INFORMATION ITEMS**

**Community Based Organizations and Financial Aid**

Vice President for Student Learning and Success, Kerry Levett and Dean of Student Success

Services, Eric Blakeney, presented an overview of Cascadia's plans for partnering with Centro Cultural Mexicano. Trustee Hinojos agreed to stipulations of the proposal. To avoid conflict of interest, she will take no part in the administration and work of the grant.

## 5. DISCUSSION/PRESENTATION ITEMS

### Faculty Focus

Vice President Levett provided a link to a sabbatical chat podcast featuring faculty members Robyn Ferret and Tori Saneda for Trustees to enjoy asynchronously.

### Foundation Update

Executive Director, Brittany Caldwell, and Director of Operations, Mark Collins, discussed Cascadia College Foundation. Along with the information provided in the packet, key points included:

- Strategic goals focused on three areas:
  - Board Development  
President Murray noted that Cascadia hopes to strategically engage Foundation board members in various initiatives. For example, paring board member Gary Oertli, President Emeritus of South Seattle College, with regional school district superintendents to explore the development of a thirteenth-year scholarship.
  - Fundraising
    - Stem 4 and Redmond Together Center
    - Scholarships
    - Students of Color Conferences
  - Community Outreach/Communications
    - Spring Scholarships are underway
    - Board of Trustees engagement.

### COMMENTS/QUESTIONS

- The Trustees requested posts that would be easy to share on LinkedIn.
- President Murray commented that friendships are being nurtured in the community, and city chamber members are eager to identify and partner in mutually beneficial strategies.

### 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:

- Clarification that the COLA increase amount does include all groups. Compensation increase cost is a state requirement.
- Revenue increases are factored in for increasing enrollment.
- The college will develop strategies for saving on the cost of Activities and Recreation Center (ARC), while retaining stake in the building.
- The forecasted request for next year is \$3.5 million, which is more than predicted last summer.
- President Murray clarified how SBCTC decides allocations and noted that the legislature is only giving increases for specific uses rather than operating expenses. Colleges have the ability to raise tuition to a max of 2.5%, but this doesn't come close to covering maintenance costs. Increased enrollment is critical. Spring enrollment data

will provide an indication to inform the decision about tuition increase.

- The Master Services Agreement with University of Washington, Bothell is at a set amount for three years and the agreement is in the process of being renegotiated.
- President Murray suggested that reserves should be drawn out over four years rather than between this year and next.
- Trustee Kelly commented that the Board Finance Sub-Committee will continue to meet, review and analyze the numbers. He also noted that employee engagement, such as Budget Council, is effective and appreciated.
- Trustee Quint expressed concern about morale and talent retention, noting the importance of administration balancing books to avoid drawing down, while keeping in mind the well-being and satisfaction of the college's outstanding faculty and staff.
- President Murray noted that his cohorts in the Washington State Community and Technical College system identify ctcLink issues as the main source of difficulty in understanding their college's expenses from last year. It is a problem faced by many other presidents and they intend to unite and elevate their concerns to the State Board (SBCTC).
- Trustee Kelly expressed concern that financial decisions being made at the state could put the colleges at risk. Trustee Hinojos asked if there is an effort underway to advocate since the state hasn't allocated increased operational dollars. President Murray confirmed that there are efforts to advocate, including personal meetings with legislators. The biggest request from the college presidents is for the state to cover the remaining 15% of COLA. The next prioritized request supports workforce training efforts by offsetting the cost of those professional/technical programs.

### **Strategic Plan Focus**

Vice President for Student Learning and Success, Dr. Kerry Levett, and Director of Institutional Effectiveness, Michael Horn, discussed the accreditation process and student retention. In addition to the information provided in the Board packet, key points and discussion included the following:

- The North West Commission on Colleges and Universities (NWCCU) accrediting body requires colleges to show more about how they are learning and growing.
- Kerry reviewed Recommendations from 2020 Evaluation:
  - Allocate resources to fulfill mission
  - Assess academic programs
  - Employ a good set of indicators for student success.
- The draft schedule for the two-day visit is not yet available.
- Evaluators will not be those who reviewed Cascadia previously; this may mean answering the same questions or getting the same recommendations.
- There will be prep sessions prior to the visit. Trustee involvement expected is to review and approve the report, meet with peer-reviewers as needed, be involved in developing mission statement, and officially adopting the strategic plan.
- April 19, 2023 - Trustees review final schedule
- April 27-28, 2023 - site visit

Michael Horn presented the Winter 2023 Enrollment Report. In addition to the information provided in the Board Packet, key points included:

- Michael shared a link to a Forms survey for employees to report how they contribute to student retention. This will help build a better model.
- It is important to ask the question, “How do we know that the initiatives are the right ones to change our outcomes?” This information will also help the college understand the impact of the pandemic. Efforts are on the right track, but there is room to improve.
- Trustee Ponto asked about key factors that contribute to retention in community colleges. Vice President Levett offered that affordability is still the strongest driver, although technology is also an issue, which was exacerbated during the pandemic, and the college could take steps to better understand what role this might play in retention. President Murray offered that “belonging” was another response gleaned from student surveys. Trustee Ponto commented that the relationship between faculty and student is of the highest priority. Vice President Levett agreed and added that she thinks that relationship is embedded in the sense of belonging. Students often stay if they can make even one meaningful connection that helps them overcome barriers and hurdles. Faculty and staff making a personal connection is still of the utmost importance.
- Trustee Hinojos asked about disaggregating the categories folded into “historically underserved” label. Colleges are starting to move away from traditional ways of looking at data. There are 144 identifiers for student identity and the college is working at different ways to display it. There is also qualitative data and there will be a college-wide discussion to figure out what that data is telling us.
- Ms. Armas Galin asked whether there is focus on student experience outside of the classroom. Vice President Levett thanked her for that reminder and affirmed that there is an upcoming student assessment survey along with multiple means and channels for student voices to be heard.

## **6. RECOMMENDED ACTION ITEMS**

### **Bock Learning Center Fee (Writing Faculty Liaison)**

Vice President Levett presented the proposal and explained that it comes early to allow time to troubleshoot required changes in ctcLink. Key points included:

- Vice Chair Quint asked for clarification about what the fee will cover. Lynn Eisenhour, Dean for Student Learning, clarified that moving to this model will fund a one-third reassignment for a full-time faculty member who will then carry a two-thirds course load.
- Dean Eisenhour noted that this will help bring the tutors into the English classes, partnering with instructors to support the students’ reading and writing efforts. The Bock Learning Center has always been one of the best retention tools Cascadia has. She believes this fee fulfills the purpose without overburdening them.
- Trustee Hinojos asked for more discussion in order to understand how this is different than going to the Learning Center. Dean Eisenhour responded that this embeds and specifically assigns tutors intimately familiar with the assignments and expectations; a model that would be expanded as well. It is meant to infuse the support. This provides “just in time” support in the area of instruction to help catch students before they fall, instead of waiting for them to seek assistance, which they often avoid for many reasons.
- Trustee Kelly acknowledged seeing the advantage of this, and asked how the students perceive it. Dean Eisenhour said she believes that it works better and provides a more equitable way of serving students because they don’t have to self-identify. Ms. Armas Galin agreed and offered that the international student community would like this as it relieves them of any potential stigma.



- Trustee Hinojos said she feels it is important to help normalize the use of the Bock Center to start removing the stigma.
- It was clarified that the fee can be covered by Financial Aid.
- President Murray further clarified that some classes already have an embedded tutor. This proposal is to employ the model in *all writing classes* – these are first year composition classes and core composition classes, as well as some technical writing classes.
- This would help remove silos and create one method for aligning the work and training.
- The effectiveness of this model would be part of the annual Bock assessment.
- Trustees continued discussion on employing efforts to avoid increasing fees and even remove them.
- It was clarified for Ms. Armas Galin that this support would also include online courses.
- Board Chair Ponto proposed amending the proposal to a one-year pilot, after which time administration will share what is learned, and revisit whether to make it permanent.

*The College* recommends that the Board move to approve a pilot implementing a fee of \$13 per student per section of ENGL&101, ENGL&102, and ENGL&235 to support the Writing Faculty Liaison position per the information shared in the Board Packet. Vice Chair Megan Quint moved to adopt the pilot. Mike Kelly seconded the motion. All in favor; no abstentions. Motion approved.

## 7. REPORTS

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

No written report was submitted. Ms. Armas Galin was present to share information about recent student events, issues of concern and upcoming events.

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

Tenured Founding Faculty, David Shapiro submitted a written report and was present to share information. David read aloud from the section of the report supporting the continued funding of faculty sabbaticals.

### **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 Ponto attended the last Northshore School District board meeting. She reported there about Cascadia's winning Transforming Lives student and her inspiring nomination story, along with other good work of Cascadia.
- Trustee Hinojos will report on the Riverview School District board meeting at the next meeting.
- Chair Ponto, Vice Chair Quint and President Murray met and had good dialogue with the Northshore superintendent and board members. They have Innovation High School with no lab so they are interested in possible capacity for Cascadia to bring a class to labs on campus. Trustees continue exploring ways to generate interest and build direct connections.

**President's Report:**

- President Murray asked Assistant Attorney General Lana Smith and the executive team to remain in the room and online via Zoom for a special meeting following the adjournment.
- Eric will meet individually at the end of February with Trustee Seabrook who was on excused absence today.
- Cascadia will hold an End of Year employee celebration May 31, 2023 from 3:30 – 4:30pm. This will include service awards, retirement acknowledgements, tenure and longevity recognition. The President's Office will send Trustees a calendar invitation.

**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, March 15, 2023.**

\_\_\_\_\_  
Dr. Colleen Ponto, Board Chair

Attest:

\_\_\_\_\_  
Dr. Eric Murray, President

Bdminutes02152023

**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:

Elizabeth Banning, Institutional Effectiveness Analyst

Elizabeth comes to us after completing a Master of Science in Data Analytics, in which she won several Excellence Awards for her analytic projects. Prior to completing her Masters, for several years she taught algebra, geometry, and precalculus at North Creek High School in Bothell, including teaching College in the High School classes in partnership with Cascadia. She is highly dedicated to student success and will be a great team member.

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

Nara Tseesuren, Accounting Intern to Fiscal Technician 2 (Non-permanent)

Joana Muir, Program Coordinator to Program Specialist 3 – Workforce Education

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

**Subject: Update on Enrollment Efforts**

**Justification:**

To keep the Trustees informed about efforts across multiple departments that are being undertaken to boost enrollment (attracting new students and retaining existing students)

**Background:**

The PowerPoint presentation summarizes efforts at the college to increase enrollment. The presentation breaks them down into ongoing, new within last year, and those in the process of being implemented.

# Enrollment Efforts

Sharing Our Progress  
For Board of Trustees - March 2023

# Successful Ongoing Efforts

## Outreach/Marketing/Advertising

- High school visits: presentations and tabling
- College fairs (in-person and virtual)
- Weekly campus tours
- Web Management and Search Engine Optimization
- Paid advertising: strategic email campaigns
  - SEO keywords
  - digital retargeting
  - social media: Instagram stories, Instagram posts, Facebook posts (parents), Twitter

# Successful Ongoing Efforts

## Outreach/Marketing/Advertising

- Quarterly newsletter to high school counselors
- High school counselor visits to campus (school groups, academic groups, etc.)
- Co-host annual regional fair for HS counselors with UWB
- Co-hosting virtual fairs with five-star partners
- Monthly lead follow up
- President's road shows
- International Programs: recruiting trips and agent meetings

**Zoom In  
on  
*Social Media***

**Instagram Reels**

2,000 viewers

- Kodiak Cave
- Bock Learning Center
- Scholarships
- Spring Courses





**Zoom In  
on  
*Social Media***

CASCADIA COLLEGE

**SPRING  
COURSES**

2023



# Successful Ongoing Efforts

## Retention

- CORE Orientation: multiple weekly session (in-person and virtual)
- College 101
- Follow up with current students and previously enrolled students who haven't enrolled for subsequent quarter
  - Calling campaigns
  - Email
  - Text message (new function)

# New Within Last Year

## Outreach/Marketing/Advertising

- Follow up with students who didn't get into UWB (phone call, email, post cards)
- Cascadia Scholars
- Students of Color Conferences with local school districts
- Student spotlight videos
- Trustees attend school district board meetings
- Table at summer community events
- Sponsorships: high schools, community events
- Monthly media releases
- International Students: new marketing plan, added new markets in Central Asia and South America

# New Within Last Year Retention

- Added second scholarship cycle
- Enroll for two quarters at a time
- Contacting students who applied for financial aid but did not apply for admission
- EAB Navigate software allowing students to make appointments online and receive text/email reminders about appointments, also giving us more data such as this example: 91% of students who attended an advising meeting in Fall registered for Winter quarter. In comparison – 17.9% of students who made or did not attend an appointment in fall were registered for winter.

# In Process

## Outreach/Marketing/Advertising

- Redmond Together Center classroom
- Target X/Salesforce software implementation
- Web redesign
- Collaboration with UWB for joint student groups on campus
- Collaboration with Centro Cultural to host or present at events

# In Process

## Retention

- Guided Pathways
- Re-imagining onboarding process
- Restructuring advising
- Developing an enrollment management plan (as part of the new Student Success Council)
- Embedding advisor at Centro Cultural Mexicano
- Enrollment Services following up with students who met with outreach to give contact info; encourage applying; offer application assistance
- Enrollment Services to begin offering admissions application assistance drop in sessions (both in person and online)
- CC5 – Gateway Building

# Discontinued

## Didn't move the needle

- Radio ads
- Newspaper ads
- Billboards
- Bus ads
- Web chat
- YouTube paid advertising

# Seeking Assistance

- Opportunities to engage parents of prospective students
- Contacts at regional groups similar to Centro Cultural
- Contacts at international universities or with international organizations seeking English or college



**Cascadia College Board of Trustees  
Discussion and Presentation Item**

**Subject: NWCCU accreditation process Mid-Cycle Review Report Preview**

**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 continuous improvement of mission fulfillment. The NWCCU utilizes a peer-review self-study process.

**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.

**Presentation Overview:** This month we focus on an overview of the Mid-Cycle Review Report including a slide deck with the following:

- Accreditation cycle timeline
- Mission Fulfillment Highlights since 2020
- Update on our 3 recommendations from the 2020 Peer Review
- Reflections on our work guiding us forward to 2027

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

# Mid-Cycle Update

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Our accreditation process includes submission of a Year-3 mid-cycle report, followed by a visit from NWCCU reviewers.

March 7, 2023

# Overview

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## Timeline

2023-2027

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## Mission Fulfillment

Highlights of our progress

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## Recommendations

Updates on three recommendations

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## Reflections

Looking backward to move forward

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## Coming Attractions

April Board of Trustees meeting



A decorative graphic consisting of several overlapping geometric shapes in teal, yellow, and green, arranged in a pattern that suggests movement or a path. The shapes are primarily triangles and diamonds, some pointing towards the top right and others towards the bottom left.

“

Throughout the visit, board members, administrators, faculty, staff, and students indicated that they not only have a voice, but that they have a structural pathway to ensure their views and ideas are heard.

*From July 2020 letter of Reaffirmation of Accreditation.*

# Timeline



## Mid-Cycle Report

March 16<sup>th</sup> - Report submitted

## Review Visit

April 27<sup>th</sup> - 28<sup>th</sup> Reviewers visit Cascadia

## 2026

Policies, Regulations, and Financial Review (PRFR - Standard 2)

## 2027

Self-Study Submitted, Site Visit and Commission decision (EIE - Standard 1)

# Mission Fulfillment Highlighted Actions since 2020:

- Created completely new Mission Statement, Strategic Plan, and Mission Fulfillment Framework.
- Widely reported mission fulfillment metrics data (Bytes, Annual Report, Data Portal)
- Introduced materials and presentations on Continuous Improvement

- Highlighted historically underserved students in strategic initiatives and data presentations
- Strengthened two important councils: The Student Success Council and the Budget Council
- Built and executed an assessment process for student learning and program review.

## **Recommendation 1: Use an ongoing and systematic evaluation and planning process to inform decision making and resource allocation**

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- Created a mission fulfillment framework, metrics, and strategic plan.
- Student Success Council (SSC) reviews data, planning, and makes recommendations.
- Shared regular updates on the Strategic Plan's performance.
- Cascadia has examined results and trends with other state colleges.
- Coming, will be set of national “excellence” benchmark colleges, identified from the list of list of winners and semifinalists colleges for the Aspen Prize for Community College Excellence.

## **Recommendation 2: an effective system of assessment to inform planning and practices to improve student learning outcomes.**

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- Cascadia has implemented a system of learning assessment that will become deeply integrated with our Guided Pathways initiative.
- Next year Cascadia expects to refine programs in a way that is coherent and consistent with Pathways
- As the integration of Pathways continues next year, Cascadia will be in a position to link syllabi, program, and Pathways to Cascadia's learning outcomes.



### **Recommendation 3: Establish indicators for student achievement that are disaggregated and compared to peer institutions**

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- Student success indicators are central to the Mission Fulfillment Metrics.
- The data for the metrics have been shared widely.
- The new Student Success Council, through its Continuous Improvement Committee, will assess data, review benchmarks, and share the results of their analyses to support decision-making.

# Reflections on Moving Toward



## Since 2020 Peer Review

Cascadia has significantly redesigned most of our central processes.

## Laid the Ground Work for 2026 & 2027

We have integrated data-driven decision making with our planning and operations.

## Intentional Continuously Improvement

Strong momentum has been established towards sharing and review of student data including disaggregation of data.

## Increasing Accessible Data

Mission Metrics will be augmented with secondary metrics.

## We will continue to continuously improve

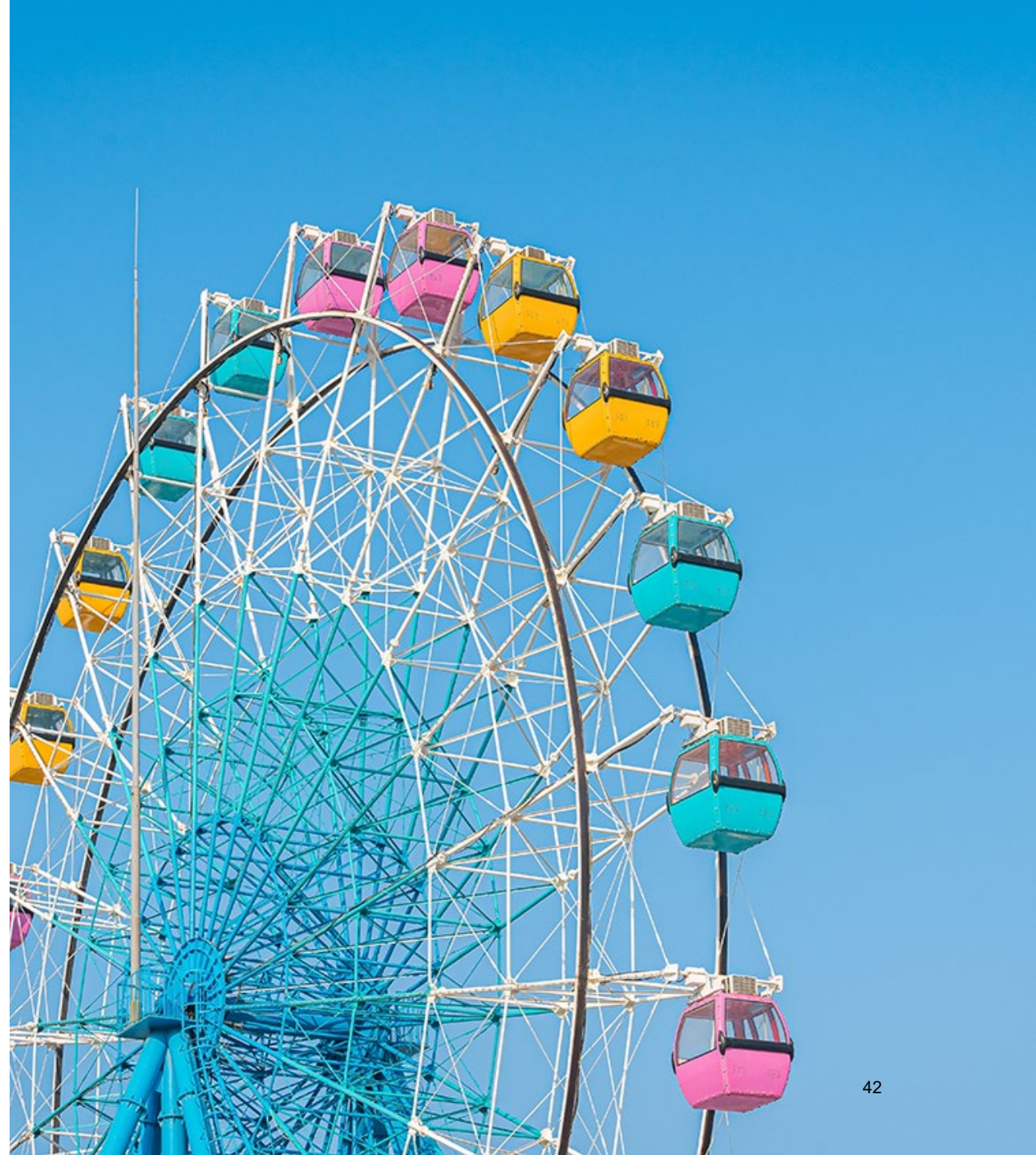
A CI subcommittee of the new Student Success Council is established in winter of 2023.

CI is to become a central focus of our Exempt Employee Assembly,

# Coming Attractions

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- Final “draft report”
- Preview of the visit schedule





# Thank you



Thanks to all for your commitment.

**Cascadia College Board of Trustees**  
**Discussion and Presentation Item**

**Subject:** Monthly Finance Report: FY22-23 March 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 be focused on a review of the budget formation and approval process to highlight the extra measures management (i.e., the Executive Team and all department leaders) is taking to validate additional revenue and savings.

# CASCADIA COLLEGE

ADMINISTRATIVE SERVICES

## Finance Update

As of March 6, 2023

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



**Revenue Updates (Iteration  
# 2)**




**Budget Formation & Approval  
Process**

# Update Topics





# Revenue Updates & Forecast



Iteration # 2:  
Includes recent  
additional state  
revenue of \$49K



# Revised Forecast - FY22-23 Tuition Revenue

As of February 23				
		Feb 2022	Mar-23	Y/Y %
		21-22 Actual	22-23 Revised	21 vs. 22
<b>REVENUE- Operating Budget</b>				
	SBCTC Allocation	\$13,481,683	\$14,532,227	
	Tuition Revenue	\$8,128,990	\$7,910,995	
		<b>\$21,610,673</b>	<b>\$22,443,222</b>	3.85%
<b>EXPENSES - Operating Budget</b>				
	Anticipated	\$22,889,052	\$24,879,630	
<b>REVENUES (minus) EXPENSES</b>				
		<b>(\$1,278,379)</b>	<b>(\$2,436,409)</b>	

Reflected \$49K additional state allocation





# Budget Review & Approval Process



Process Review &  
Socialization

# FY23-24 - Incoming Estimates

- Confirm Master Service Agreement (MSA) Savings
  - University of WA Bothell (UWB) facilities savings from reduction in scope (to offset a portion of the 3% increase)
  - UWB library savings from reduction in scope (to offset the 10% increase)
- Repair & Replacement estimates and delivery timelines (Supply chain considerations).
- Additional grant revenue for our new sites (Redmond Center & Innovation Hall) to offset setup costs.
- In-depth review of existing expenses to identify cost savings to offset the \$2-4M deficit.



# Budget Planning - Roles & Responsibilities

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## Employees

- Propose one-time or college-wide proposals to eteam that cannot be offset or absorbed in their division's operational budget.
- Engage & be informed regarding the college's fiscal status.

## Budget council members

- Represent fiscal input from their constituency groups.
- Review eligible budget council proposals.
- Rollup final proposals to eteam.

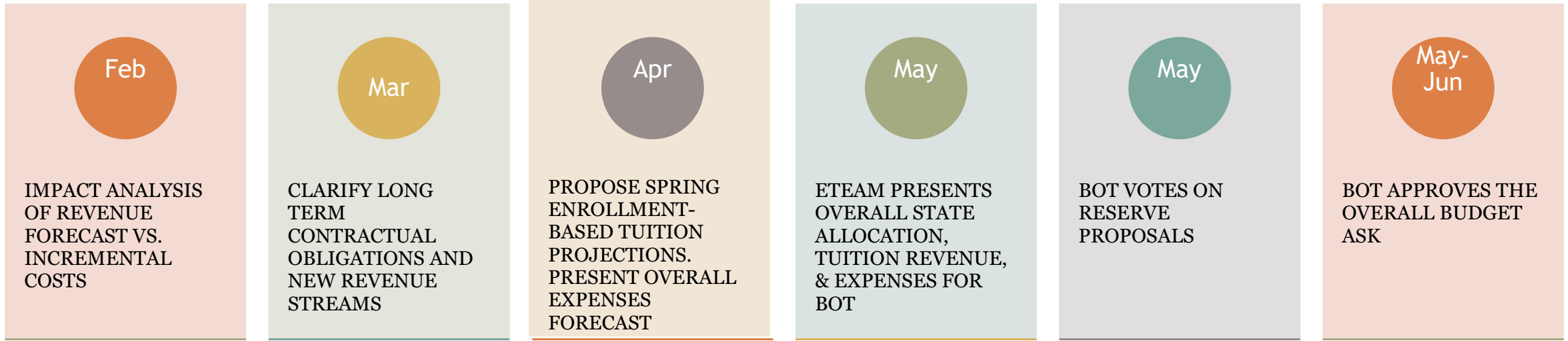
## Eteam

- Expenses forecast (ongoing contractual obligations; regulatory requirements, operational costs)
- Revenue forecast (State, Contract & Events)

## Trustees

- Review and approve proposals to drawdown from our reserve.
- Review and approve the overall college budget





# Revised Budget Roadmap FY23-24



# THANK YOU

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QUESTIONS



SUGGESTIONS



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



*by Fernanda Armas Galin, Programming Chair*

Events:

- The last three events of the quarter were Movie Night: Wakanda Forever, Desi Comedy Night, and Campus Spa.
  - On February 22<sup>nd</sup> we cosponsored with the Office of Equity and Inclusion to show the movie Wakanda Forever in celebration of Black History Month. Students enjoyed taking a break from classes and enjoyed some freshly popped popcorn.
  - On March 2<sup>nd</sup> we hosted a Desi Comedy Night celebrating South Asian culture. It featured comedian Feraz Ozel and provided traditional South Asian snacks and drinks.
  - On March 6<sup>th</sup> EAB created a Campus Spa experience that offered a chance for students to relax as we approach finals. It featured an oxygen bar, paraffin wax treatments, and massage chairs. This was a collaboration with Mental Health Club who provided guided meditation.
- We are also starting Spring Program planning.

Advocacy:

- We have reached out to the Director of Facilities to talk about solutions to adding more microwave locations on campus.
- EAB is completing their second quarter representing the student voice on 5 campus wide committees and look forward to continuing this in Spring Quarter.
- We are doing more collection of student feedback at events.
- We have begun our plan to bring back the Advocacy Question of the Week program in Spring Quarter.

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



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

### ❖ **Follow-up to AFT-WA Lobby Day 2/20/23**

CCCFT members joined over 120 other faculty members from Community and Technical Colleges around Washington in Olympia on Presidents' Day to meet with legislators from their home and college districts. We lobbied for more support of 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 General Membership Meeting**

CCCFT held a General Membership meeting on Friday, February 24, 2023. Our AFT-WA President, Karen Strickland joined us to help us organize and strategize about ways to work for effectively, and in conjunction with college administrations and the State Board to support the cause of higher education in Washington.

### ❖ **AFT-WA Walkout Day April 11**

AFT-WA is proposing that AFT members stage a statewide walkout on April 11, 2023, on the grounds that the Washington State Legislature continues to fail to adequately support higher education in the state by again rejecting these stated needs:

- Faculty's first general salary adjustment since 2009
  - Pay equity for part-time faculty at 85%
  - COLAs that are fully funded
  - More counseling and other supports for students
  - Financial support for materials, books, tools, etc; and
  - A path to cost-free college.
- AFT-WA contends (and CCCFT agrees): This rejection is unfair, and it contradicts our state's goals. Our students and our coworkers are suffering from the neglect coming from Olympia. Student enrollment is down. Employee turnover is up. Something needs to be done!

For these reasons, AFT-WA is calling for Union members to walk out on April 11.

Currently, among CCCFT members, we are deciding what the best course of action is; we aren't sure that a walkout is the most appropriate way to raise awareness of



these issues at Cascadia.

We want to emphasize that this proposed walkout is NOT directed at Cascadia College administration, with whom we have a collaborative and mutually supportive working relationship. Should we decide to walk out on April 11, we will make it clear that our action is directed at our dissatisfaction with the actions and inaction of the State Legislature.

We are currently considering alternatives, including a teach-in or perhaps a rally with our sibling union at Everett CC. We will know, as the date gets closer, what our preferred action or actions will be.

I have been in touch with Cascadia President, Eric Murray, about this, and have agreed to keep him in the loop about what we'll be doing (or not doing.)



**Washington Public Employees Association**

**UFCW Local 365**

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

***Cascadia College***

***Meeting Date: March 15, 2023***

No written report submitted.