



CASCADIA COLLEGE BOARD OF TRUSTEES

Wednesday, June 14, 2023

June 7, 2023

Dear Trustees and Community Members:

This is the last Board meeting of the year. After this, we'll take a pause for 2 months and reconvene on August 23 for the Trustee summer retreat.

The year in a nutshell:

- We have a budget.
- We've tenured a faculty member.
- Our enrollment is growing.
- We passed our accreditation mid-year review.
- We've taught thousands of students.
- We're graduating hundreds of students.
- College leadership (from the executive team to the deans to most of the directors & assistant directors) has been stable.
- We've built Innovation Hall.

I think that's a good list. Despite weekly challenges, we've landed well. Thanks to the Trustees for their patience, guidance, and advice.

Below is a list of this month's activities in the President's office. To be informative, yet mindful of your time, I have asked the senior staff to share a one-page highlight of their division as well.

Respectfully,

Eric

Campus

- Foundation Board Meeting
- Foundation Rose Revival Wine Walk
- Lake Washington Student of Color Conference
- Pandemic Memorial Dedication
- Austin Picinich & Parents, Cascadia All-American
- Navigators Meeting
- Innovation Hall Tour for City Councils of Bothell and Kenmore
- EAB "Meet & Greet the College President"
- End of Year Employee Celebration
- Cascadia Scholars Reception
- Student Veterans Reception
- Commencement

Community / State

- One Redmond
- Bothell-Kenmore Chamber of Commerce
- Duvall Days Outreach Booth
- Woodinville Rotary Presentation
- Electron Biotech Site Tour
- WACTC Presidents Meetings
- WACTC Equity Committee, State Allocation Model Review
- Dr. Jack Kahn, President of Shoreline College

- Sandy Hayes, Northshore School District Director
- Capt. Mike Johnson, Bothell PD
- Kyle Stannert, Bothell City Manager (x2)
- Leadership Eastside Retreat

UWB

- UWB Monthly Meeting
- UWB/Sound Transit Joint Meeting

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

HUMAN RESOURCES/ PAYROLL

In May, the team assessed all Adjunct Faculty for eligibility for Mader (to continue benefits through Summer) and 12 Adjunct Faculty who applied for 2-Year Averaging (to continue benefits during the 2023-24 academic year). HR notified those who were eligible, and Payroll is in the process of ensuring summer benefits are pre-paid in June.

During May and June, the HR team notified supervisors of part-time hourly employees whose 12-month/1,050-hour appointments will come to an end by 6/30/23 due to the new rules for temporary employment.

6/1/23 YTD Vacancy & Hiring Progress Report			
E-Team Division	Vacancies	Posted	Filled
Student Learning & Success	14	8	6
External Relations & Planning	4	2	2
Administrative Services & HR/PR	9	5	3
Equity & Inclusion	2	0	0
President’s Office	0	0	0

FINANCE

Sadly, accounting manager Joella Bennett-Gold transitioned to another company outside the CTC system, and AP Fiscal Specialist Amphi Diga had to take extended leave to attend a family emergency. The remaining three Full-Time Equivalent (FTE) employees and one intern, along with Program Manager Steve Kroeger, are struggling to keep up with the growing volume (299+) of queries related solely to account payables. Fortunately, we had anticipated more accounts payable work earlier this spring to onboard an external women-owned small business to help us scale.

In May, the 3.5 FTE team is managing day-to-day operations, FY19-20 audit support, and 38 year-end related support requests from internal stakeholders. We are grateful for all department leaders and operation focused employees, especially ctclink finance users who have been extremely accommodating and patient during the transition.

We also had the rare opportunity to consider Cliff Frederickson and expedite filling the Director of Finance vacancy search open since last May. Cliff started with Cascadia on June 1 and will spend the first four to six months helping us recover from our reserve fund management backlog, especially the FY22-23 Year-end activities to help us wrap up the current fiscal year.

INFORMATION SERVICES

In May, Information Services received 474 new requests for assistance and completed 451 requests. Only a small amount were from students (just 81), which is typical of May when most students are preparing for the end of the spring quarter and even graduation.

On May 19, all Cascadia employee ctclink accounts had multifactor authentication enabled, further protecting our student and employee data. The I.S. team genuinely appreciates the cooperation of all staff and faculty as we continue our efforts to secure Cascadia systems.

On May 17, select staff from campus participated in a virtual cybersecurity tabletop exercise with SBCTC, Cybersecurity and Infrastructure Security Agency (CISA) and the other CTC Colleges to discuss how the various institutions prepare for response to major cybersecurity incidents, like the one that recently occurred at Shoreline Community College. The team is currently working on updating the college’s Incident Response template.

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

OFFICE OF EQUITY & INCLUSION

The Office of Equity and Inclusion in coordination with Marketing and Outreach hosted the *Lake Washington School District Student of Color Conference* on Friday, May 19. This was the final of the three conferences this year and I am delighted to report that all three will return in 2024. We hosted 175 students as well as district professionals and parents. We had the opportunity to share what Cascadia can offer these students. One highlight was meeting one of the Lake Washington teachers of biology and chemistry – a Latino instructor, who is a Cascadia alumnus. We talked about the importance of faculty of color and the low number of instructors in the STEM fields. He returned to Lake Washington after his graduation to teach and help other students. It was wonderful to meet him and learn about Cascadia's role in his success.

CITY OF KENMORE GRANT / CASCADIA ACADEMY

We are happy to report a new partnership with the City of Kenmore. Our proposal to develop a program designed to close learning gaps was accepted and we will receive a \$50,000 grant from the City of Kenmore to develop what we are calling the Cascadia Academy. The project will be directed by Dr. Kerry Levett, Vice President for Student Learning and Success, and Chari Davenport, Executive Director of Equity & Inclusion. The program focuses on serving up to 100 seniors and juniors. These students experienced significant disruptions during the global pandemic that created learning gaps. The Academy is a two-phased student learning experience that prepares students to attend college, or enter the workforce. Successful students are grown through multiple strategies including supplemental instruction, intensive learning, empowering students' autonomy, and creating a sense of belonging throughout 2023-2024. Cascadia will develop informational materials to share with students, families, and partnering agents such as the Northshore School District. The Academy will draw from Cascadia College's staff, faculty, and students. Other staff and faculty will be recruited and assigned based on their subject expertise using existing college practices. Student mentors will be recruited from the Cascadia Scholars Program in year two of their program. Our goal is to help students recover lost time and further develop the academic skills they will need to enter college, or the workforce. * The grant will not be officially approved until June 26.

CASCADIA REDMOND

This summer there will be three information / registration events at the Cascadia Redmond location. The Office of Equity & Inclusion is working with several departments within the campus community to bring information and registration opportunities to those interested in attending Cascadia. We will be in Redmond on July 20, August 17, and September 7. Each event will cover the application process, ACCUPLACER testing, registration, financial aid and scholarship assistance, etc. We look forward to a fun and busy summer connecting with prospective students and building relationships at this new location.

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

WELCOME NEW FOUNDATION BOARD MEMBERS:

- Nate Hill, Smartsheet - New Business Account Executive, SMB (Cascadia College alum)
- Erin Price, Microsoft - Chief of Staff | Exec Office, Global Channel Sales and Channel Chief

We are looking for individuals passionate about education, supporting students, connecting with the community, and being an Ambassador for Cascadia. To provide referrals, please contact [Brittany](#). A full list of current Foundation Board members can be found on our [website](#).

THANK YOU FOR SUPPORTING OUR FUNDRAISING EVENT -- ROSÉ REVIVAL ON MAY 18:

32+ wineries. 300+ attendees. Countless volunteers and supporters. Thanks to everyone who supported the Foundation's first fundraising event in 10+ years! All proceeds benefit student education at Cascadia College.



INNOVATION HALL:

Hard hat tours of Innovation Hall continue. Joining us on campus recently was Bothell City Council/staff, Kenmore City Council/staff and one of Bothell's largest employers, Seagen, a global biotechnology company that develops and commercializes transformative cancer therapies. We are excited about our expanding partnerships with local employers and look forward to bringing them to campus for tours throughout the summer.

SCHOLARSHIPS:

Our 2023 Spring Scholarships Cycle concluded at the end of May – our [32 recipients](#) complete an acceptance process after which we will finalize award disbursements with the Student Financial Services office. Planning for the 2023 Fall Cycle begins in June.

AUDIT / BUDGETING:

We wrapped up the 2021-2022 fiscal audit and tax returns in May. We are pleased to report that the Foundation is in a strong, stable financial position and we look forward to sharing the results of the audit with the Foundation Board in July. Additionally, we will be presenting next year's draft budget to the Foundation Board in June.

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

STUDENT LEARNING

English Antiracist Curriculum Initiative

Cascadia has had two English faculty members, Robyn Ferret and Natalie Serianni, complete their participation in the statewide Antiracist Curriculum Initiative (ACI). This intensive two-year project was designed to improve equity and close opportunity gaps in English composition courses. In this second year, Robyn took on a leadership role in the group, and worked with colleagues from other institutions to develop professional development resources for faculty across the system. We recognize and appreciate Robyn and Natalie’s work and look forward to what they will bring to our campus next year.

Partnerships: Articulation agreements

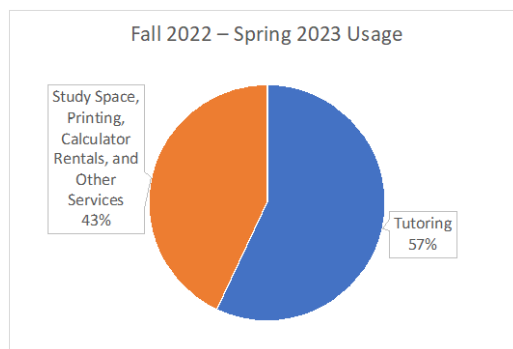
This year, Cascadia has worked with three institutions for transfer agreements. We have signed articulations with Arizona State University (general transfer) and the Pacific Northwest School of Art at Willamette University (Creative Writing, Studio Arts). These agreements bring exciting planning tools for our students (ASU) and scholarship funds (PCNA). Additionally, the latest draft of our Engineering articulation with University of Washington Bothell is up for approval by their faculty this week. Thanks to faculty Jared Leising, Kathy Brown, Chris Gildow, Jessica Ketcham, Kimia Ghanbeigi, Srividhya Venkatraman, Chris Byrne and Advisor Kristen Buck for working on these partnerships.

Partnerships: Pilot STEM course

This pre-fall term, Cascadia College and University of Washington Bothell will jointly offer a student success, hands-on STEM course designed to help bridge students to their Chemistry, Biology, or Physics course work. This two-credit class is open to both UWB and Cascadia students and uses a case-study methodology. The pilot course will use UWB facilities and instructor for its first run, but the course is being developed jointly by faculty at Cascadia and UWB. The course grew out of conversations this year about common concerns over student preparations for problem-solving and lab skills.

Bock Learning Center

The return to on-campus instruction was accompanied by a marked increase in Bock Learning Center usage. Overall visits for Fall 2022 – Spring 2023 roundly doubled numbers from the previous academic year. Tutoring accounted for 57% of all visits. In particular, increased promotion of chemistry and developmental math tutoring led to dramatic surges in usage. Winter 2023 marked the launch of a four-year strategic plan that begins with the expansion and refinement of tutoring services and a focus on partnerships with faculty. Thanks to the newly expanded Writing Faculty Liaison role (Jessica Ketchum), Fall 2023 will see a reinvigoration of embedded tutoring in first-year composition courses. The coming year will also bring updated, discipline-specific tutor training programs and stronger in-class support for College and Career Foundations students in evening courses.



STUDENT SUCCESS SERVICES HIGHLIGHTS

Student Advising and Support Services

Academic Advisors in Kodiak Corner had 3,125 advising appointments this academic year. 1049 in person in Kodiak Corner and 1794 via Zoom. 282 where modality was not coded (in-person or Zoom). They responded to approximately 1500 emails sent to the general advising email address and offered 23 workshops focused on topics such as transfer preparation and career and major exploration.

Academic Advisors built relationships within Cascadia stakeholders and with four-year transfer partners during the spring quarter including Eastern Washington University @ Bellevue, Central Washington University @ Lynnwood, University of Washington Bothell transfer advising team and Cascadia faculty including Dr. Nadir Nazemi (Political Science), Steve Yramategui (Division Chair Math), Dr. Peg Harbol and Dr. Azizeh Farajallah (Chemistry), Dr. Victor Begay (American Indian and Indigenous Studies) and Natasa Kesler, Sadia Rosenthal & Khai Button (Biology).

Activities & Recreation Center (ARC)

Outdoor Wellness offered 48 programs with over 241 students participating (29% of those were Cascadia students), and had 1,633 outdoor gear shop rentals. The canoes went out for the first time since 2019! They took 30 students snow tubing at Snoqualmie Pass, offered very affordable skiing and snowboarding trips for 30 participants and were able to take 10 students camping at the Hoh Rainforest for Spring Break.

Fitness had over 305 students participate in fitness classes including Strength, HIIT, Yoga, Core Conditioning, Cardio Kickboxing, Indoor Cycling, and Dance, with Dance being the most popular. Events included Spring Fest Outdoor Classes and themed fitness classes such as 80s Rock Strength, Hip Hop HIIT, and Beyonce vs Rihanna Indoor Cycling.

Collaborations with Intramurals and Outdoor Wellness included Gaming Mondays, Paddle Boarding, and Beach Yoga. Intramurals offered Badminton, Basketball, Flag Football, Ping Pong, Soccer, Soccer, Tennis, Sand Volleyball, Console Gaming, & more. Over 338 unique participants with over 110 teams involved. 172 events were held in the Overlook (2nd floor of the ARC building) – which is a 14% increase over last year.

Student Accessibility Services

Student Accessibility Services (SAS) had 222 students registered with their office this year, which reflects a 21.5% increase from 2020-21. Mental health continues to be the main factor as to why more students are registering with SAS. The effects of the pandemic will continue to impact our student population for years to come.

[Glean Notetaker](#) continues to be an effective way for students to access class notes. This year we had 64 accommodations requests for students to access Glean, which is the most since acquiring the software in 2019.

CARE Team

253 cases were reported to the CARE Team this year and financial Insecurity continues to be the biggest need for students. 85 students were awarded the Benefits Hub Emergency Grant this year. The funds were fully expended by the end of April and there were another 12 students placed on a waiting list if more funds became available.

Student Life

Student Life ended the academic year with 12 clubs and the team helped support over 70 events for students this year. The Kodiak Cave had 436 shopping trips for the year; 136 students were served through this program.

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

COMMUNICATIONS/OUTREACH/MARKETING

Communications

The team participated in two evacuation drills, successfully testing emergency email and social media communication.

Outreach

Connections were made with over 550 leads through participation in several visits and fairs. The most significant events included a return to Centro Cultural Mexicano's Cinco de Mayo event in Redmond, Lake Washington School District Students of Color Conference, and College Awareness Day hosted by UW Bothell.



Marketing/Web

Instagram followers (+.07%) and engagement (+11.65%) are up and Cascadia has surpassed the 2,000 followers mark!

The Summer/Fall enrollment campaign "This is How I College" featuring Cascadia students is in full effect: digital ads, retargeting, and SEO/Keywords launched May 17. The team was delighted to work with and get to know these remarkable students! The campaign will include promotional emails and video ads on various social media platforms throughout the summer.

FACILITIES & CAPITAL PROJECTS

Facilities

The team is coordinating fall quarter moves to Innovation Hall including faculty offices and chemistry labs. Shawna attended the State Facilities Directors meeting in Tacoma for updates regarding Capital Projects and Minor Works related programs.

Capital Projects

CC5 – The schematic design phase is almost complete; the next phase is design development. The value engineering workshop was completed and several innovative ideas were presented for consideration to bring the project cost back within budget.

Innovation Hall - The classrooms are being finalized with paint, carpet and Audio/Video configurations. Furniture has begun to arrive, and cabinetry is being installed.

INTERNATIONAL PROGRAMS

IP staff have been busy assisting students with Summer and Fall 23 registration, Spring Fest, student club events, and getting ready for the end of the year. Director and Assistant Director of International Marketing attended NAFSA conference in D.C. to meet with government representatives and agent partners. Cascadia has been a member of the regional study abroad consortium (WCCCSA) since 2010, and we are pleased to report that we have hit 100 Cascadia study abroad participants this Spring 23 quarter.



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, June 14, 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, June 14, 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. PUBLIC MEETING CALL TO ORDER (4:30)

3. CONSENT AGENDA

1. Meeting Agenda
2. Minutes from last meeting – May 17, 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. N/A

7. DISCUSSION & PRESENTATION ITEMS

1. E&I Focus (CD)
2. Strategic Plan Focus (KL)

8. ACTION ITEMS

1. College Operational Budget
2. Awarding of Faculty Emeritus
3. Board Self-Assessment
4. Board Calendar
5. Resolutions for MK and JM

6. 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

7. OTHER BUSINESS OR ANNOUNCEMENTS

8. NEXT MEETING

Next regularly scheduled Board meeting is Wednesday, August 23, 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
May 17, 2023**

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

BOARD OF TRUSTEES

Dr. Colleen Ponto, Chair; Dr. Meghan Quint via Zoom, Vice Chair; Mike Kelly; and Angie Hinojos present. Norman Seabrooks absent (excused).

EXECUTIVE STAFF

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

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 – Ryan Higgins present.

AUDIENCE

Audience members attending in person and via Zoom included Andrea Angel-Hilgendorf, Erin Blakeney, Kristen Buck, Kimia Ghanbeigi, Deann Holliday, Aileen Ibershof, Steve Kroeger, Kanchana Kularatne, Tonio Shimono, and Chris Byrne.

1. CALL TO ORDER

Chair Colleen Ponto called the meeting to order at 4:00 PM

2. CONSENT AGENDA

Chair Colleen Ponto asked for approval of the consent agenda.

MOTION: Trustee Angie Hinojos made a motion to approve. Trustee Mike Kelly seconded the motion.

APPROVED. Unanimously. No Abstentions.

3. PUBLIC COMMENTS

There were no public comments.

4. INTRODUCTIONS OF NEW EMPLOYEES/PROMOTIONS

New Employees

- Brett Eyer, Payroll Coordinator

Promotions

- Kris Panton, Academic Advisor promoted to Assistant Director of Student Advising and Support Services

5. ACTION ITEMS

Tenure Vote

Vice President for Student Learning and Success, Dr. Kerry Levett, introduced one third-year candidate being considered for tenure following a rigorous review by the Tenure Review Committee and affirmation by college administration. College leadership recommends approval of Linda Richard as a Tenured Faculty Member.

MOTION: Trustee Kelly made a motion to approve the recommendation for tenure. Vice Chair Quint seconded the motion.

APPROVED: Unanimous. No abstentions

“After having given reasonable consideration to the recommendations of the Tenure Review Committee and the College President, the Board of Trustees grants tenure to Linda Richard at Cascadia College.”

The formal resolution included in the board packet will be signed, framed and presented to Linda Richard during the employee celebration, May 31, 2023.

6. INFORMATION ITEMS

There were no information items.

7. DISCUSSION/PRESENTATION ITEMS

Faculty Focus

Dr. Kerry Levett introduced Kristina Young, Dean of Transfer programs who discussed efforts by joint faculties and staff of Cascadia College and UW Bothell in Engineering pathways to remove success barriers for low-income and underrepresented Engineering STEM students. Key points included:

- The rate of response on the cross-campus survey was very good, providing data on what students are doing and which areas of service are contributing to their success.
- The grant process is at mid-point. An articulation agreement is being embedded. Cascadia is working with UWB to make transfer more seamless. There have also been class visits from UWB to Cascadia and vice versa.
- Students will be tracked over time. A data sharing agreement is in development now. It is a statewide discussion. It would be a clause for the reverse transfer agreement.
- President Murray expressed his excitement about this collaboration and that he is very pleased by the work and by the presence of UWB faculty and staff in the board meeting.
- Everyone is hoping this will be a good example of a strong partnership. The new Innovation Hall is another exciting and positive collaboration.
- Dean Kristina Young and Dean Erik Tingelstad are working with UWB School of Education creating pathways from Early Childhood and K-12.
- Chair Colleen Ponto commended the work and noted that it is a great example. She thanked the team for showing the way stating, “It is a win-win to the community.”
- Cascadia students are more successful in terms of transfer than any other college in the state, although an achievement gap has grown with historically underserved populations and we need to make sure all students have the same chance to be successful. Next year, the data will compare Cascadia to specific colleges.

Equity and Inclusion Focus

Executive Director of Equity and Inclusion, Chari Davenport, discussed actions Cascadia has taken to comply with legislation regarding equity and inclusion. Key points included:

- The Foundations of E&I Course is Cascadia's response to the legal requirements.
- The course develops personal equity and inclusion understanding and readies all employees for the various student touch-points.
- The course offers resources for employees to be active allies.
- Pages include multiple modalities for instructional delivery such as short video clips.
- The course lasts ten months with hour-long, once monthly sessions.
- The conversations are very rich. There are no quizzes, assignments, or discussion boards. There are reflections at the end of each module.
- The course is part of training or performance improvement; feedback will be provided to the attendee's supervisor and there may be need for more rigor.
- Trustee Hinojos noted that the course content is good and that it would be good to share it in even more spaces. Executive Director Davenport explained that the course is proprietary so a train-the-trainer approach will be adopted.

Strategic Plan Focus

Dr. Kerry Levett, presented the Mission Fulfillment Byte. Key points included:

- The peer evaluators had a pleasant experience. The evaluative narrative contained nothing surprising and it helps give the college direction over the next four years.
- The official letter goes to the Northwest Commission on Community and Technical Colleges (NWCCT) in June. A four-year map/plan will be developed from the recommendations.
- Cascadia's team did an excellent job preparing the report and communicating effectively with the review team.
- The college is working in a continuous improvement model, which means both planning and doing.
- The practice has been looking at tenth-day enrollment, and disaggregating the data to see the impact of initiatives on a cohort of students compared to general population. This makes us nimbler.
- In fall, students will begin being put into pathways. It will provide new ways to look at the data and evaluate effectiveness both strategically and operationally.
- The State Board for Community and Technical Colleges (SBCTC) defines identity in the data we receive, making it difficult from a quantitative perspective. Students now express that they have multiple identities impacting their experiences.
- Cascadia's service district high schools were discussed. Dr. Levett clarified that Cascadia enrolls more students from Everett than Redmond, whose students tend to go to Bellevue College. Monroe is in the Everett school district and current road construction work makes it unlikely for their students to enroll at Cascadia. Cascadia students are more likely to indicate multiple ethnic identities than other colleges and this creates a challenge.
- Cascadia's goal is to eliminate the opportunity/access/success gap.

- Trustee Hinojos asked about the sequence of questions on the application to determine whether Latino students have to identify as white before they get to the screen where they identify as Latino. Although this isn't the case, Dr. Levett affirmed that the application is a barrier to students getting into college. Cascadia had pointed this out to the SBCTC for years and will continue advocating for change.
- Although Cascadia hasn't looked at the data for students with disabilities in the past, this is an important data set. A lot of students with disabilities think they cannot go to college, but often they experience greater success than in high school. Cascadia is currently working with Inglemoor High School and there are more opportunities to explore.
- The data will continue informing the college's actions toward improvement.
- More women than men go to community college. One of the challenges is that gender identity is still listed as binary on the application. Students who want to identify other than one of the three, have to do it on the back.
- Cascadia's programs and services are set up well for 18-20-year-old students, may not meet the needs of a single parent.
- Vice Chair Quint mentioned that discussions with accreditors included the recommendation to include data into decision making processes rather than trying to reinvent how to make decisions.

Finance Focus

Vice President for Administrative Services, Dr. Jashoda Bothra, presented the college's first read of the budget. In addition to the information provided in the Board packet, key points and discussion included the following:

- Following diligent work by many dedicated employees who helped with planning to reduce expected expenses and identify additional grants and one-time offsets, the Operational Budget Projection now shows a significantly lower net deficit of \$1.2 m.
- Unencumbered reserves are \$10m.
- President Murray noted that this is thanks to the good work of the entire campus with Vice President Bothra's leadership.
- Although the college has exceeded the challenge laid out by the Board of Trustees Finance Subcommittee to keep the deficit below \$2.5m, which gives Cascadia a longer run rate, President Murray noted that costs go up \$1m annually; therefore, he is not comfortable reinstating any of the costs cut this year until tuition revenue improves.
- Trustee Kelly commended the thoroughness of the process and affirmed his confidence in this collaborative effort, extolling it as a "sterling job that will keep many people employed and students successful."
- Vice Chair Quint applauded the work and acknowledged the level of difficulty, adding that the college should "figure out how to have a sustainable operating model" and remain diligent as revenue improves.
- Chair Ponto described a feeling of confidence for the first time in over three years. "All the work of the community has been great" she said, adding that the work is not done yet.
- Trustee Hinojos was pleased that communication has been consistent, and the trajectory that was laid out, which creates understanding in a long-term sense and inspires greater confidence in the numbers. "Transparency from President's Office has also helped," she added.

- President Murray acknowledged that there has been “a lot of anxiety and campus has been a bit fragile throughout the process.”
- David Shapiro reported that faculty members were included in the process.
- UWB MSA and Library Savings reduction will result in no service impacts. UWB will pick up additional costs in the next two years.
- Classified and Student groups were also involved and satisfied with the outcome.

ASCC Budget First Read

Becky Riopel, Director of Student Life, presented information about the Services & Activities Fee. In addition to the information provided in the Board packet, key points and discussion included the following:

- It helps inspire confidence in the process and gives students an opportunity to be engaged in the decisions that impact them.
- Ms. Fernanda Armas Galin reported that students were opposed to further cutting because it would negatively impact the student experience; therefore, they chose to allocate \$30k from the fund balance to cover the remaining balance of proposed allocations, and created a list of priorities for funding come October should the actual S&A collection for 2023-24 be higher than the projection.
- The Director’s salary has been taken on by student fees to give breathing room to the college budget.
- A \$94k deficit will also be covered by fund balance due to low enrollment gap in revenue.
- Equity values inspire the students to support an evening celebration for students in English Foundations programs.
- Running Start students make up 30-32% of enrollment and use almost all resources, but aren’t required to pay S&A fee. Students are asking the college to consider an in-kind allocation. President Murray would like to ask the state to have school districts fund this.
- President Murray provided clarification that the fund balance is student reserves and it is a large portion of the college’s restricted reserves.
- Trustee Kelly appreciated the thoroughness of the student groups engaged in the process.
- Trustee Hinojos noted that there has been a lot of effort, and drew a parallel to the previous budget discussion stating, “Again, it looks like the time and it seems wise.”
- Trustees decided to vote.

MOTION: Vice Chair Quint made a motion to approve the proposed fee allocation proposal. Trustee Hinojos seconded the motion.

APPROVED: Unanimous. No abstentions.

8. ACTION ITEMS

Activities and Recreation Center (ARC) Fee Increase

Dr. Kerry Levett, presented Action Item 2, Activities and Recreation Fee Increase. Key points included:

- Although there were student representatives engaged in the process, there was too little time to collect feedback from the wider student body.

- Multiple means for documenting and communicating the change will be engaged.
- The fee will be updated in the next mandatory class schedule publication.
- Vice Chair Quint noted the Board's sensitivity to student financial pressures. She reminded Trustees that the decision had already been deferred for two years and expressed a concern about postponing another year.
- It was mentioned that the fee could be covered by Worker Retraining and Financial Aid, but Deann Holliday, Director of Student Financial Services, offered a correction via the Zoom chat. President Murray relayed the message that fees are in fact not covered by these programs, adding that other ideas like waivers are being considered and affirming that the college will continue to look at other options to lessen the impact on financially vulnerable students.
- Trustee Hinojos asked for details about the use of ARC. Every decision for the building was made by groups of students. It can be used free of charge for student events. It offers dozens of student jobs. It has a fitness center, a small section of professional staff for Cascadia and UWB, student work space, and it houses club organizations from both UWB and Cascadia. Trustee Kelly suggested the coordination of a tour for the Trustees.

MOTION: Trustee Mike Kelly made a motion to approve the proposed ARC fee increase. Vice Chair Quint seconded the motion.

APPROVED. Unanimous. No abstentions.

Accuplacer Online Fee

Dr. Kerry Levett, presented Action Item 3, Accuplacer Online Proctoring Fee. Key points included:

- This fee will cover a specific service for placement testing directly tied to students who request it.
- This service is one of five options for assessment/placing in English and/or math.
- Processing first through Curriculum Scheduling and Finance, the fee would begin winter quarter.
- The fee cannot be covered by grants or Financial Aid.

MOTION: Trustee Quint made a motion to approve. Trustee Kelly seconded the motion.

APPROVED. Unanimous. No abstentions.

9. REPORTS

Cascadia Events & Advocacy Board (EAB)

Ms. Fernanda Armas Galin was present to share information about recent and upcoming student events and issues of concern. Kody's Birthday was a very successful event.

Cascadia Community College Federation of Teachers (CCCFT)

Tenured Founding Faculty, David Shapiro submitted a written report and was present. David congratulated the newly tenured Linda Richard.

Cascadia College Classified Union Washington Public Employees Association (WPEA)

Ryan Higgins submitted a written report and was present to share updates from the Classified staff. Congratulations and thanks to legislators, faculty and staff of all the colleges. Their efforts bumped funding for Classified staff salaries up from 80% to 100% funded.

Chair and Individual Board Members Reports

Chair Ponto reported that she and President Murray met with Alex Lee, the current candidate for board member to replace Trustee Kelly. She expressed positive feelings about Mr. Lee who has previously served on Foundation Board and thinks he will be great addition. She will move forward with his recommendation to Governor Inslee and ask that his appointment be expedited enabling Mr. Lee to join by August 3, 2023.

President's Report

- Dr. Eric Murray congratulated Executive Director for Equity and Inclusion, Chari Davenport and Director of Communications, Outreach and Marketing, Sara Gómez Taylor noting their efforts in planning, coordinating and facilitating the successful Student of Color conferences. The next one is May 19 and several hundred students will attend.
- Next month's meeting will include President Murray's performance review. This will be done in Executive Session 4:00 – 4:30 pm. Materials will be sent in advance. The open meeting will be 4:30 – 6:00 pm. Trustees will then adjourn to a dinner event with former Trustee Janet McDaniel.

10. OTHER BUSINESS/ANNOUNCEMENTS

There were no other announcements.

11. MEETING ADJOURNMENT

Chair Ponto adjourned the regular meeting at 5:17 pm.

12. Minutes Approved and Adopted on, June 14, 2023.

Dr. Colleen Ponto, Board Chair

Attest:

Dr. Eric Murray, President

Bdminutes05172023

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:

John Boesenberg, Interim Director of Human Resources and Payroll

John graduated from Peninsula College in 1980 and from Western Washington University in 1982. John has worked in the community and technical college system for over 32 years before retiring in 2021 from the Washington State Board for Community and Technical Colleges. From 1989 through 1997, John worked as Director of Personnel at Pierce College. At the State Board he represented and advised the college system on a wide variety human resource issues and provided related services, including administering the State Board's retirement plans. Before retiring, his responsibilities expanded to include oversight of the college system's operating budget, capital budget and accounting services. Since retiring, he has kept busy serving interim appointments as the HR lead for Centralia and Columbia Basin colleges. John will support our team on a part-time basis until the open Director of HR/Payroll search is completed and the finalist is on board.

Cliff Frederickson, Director of Finance

Cliff earned his accounting degree from Portland State University and later his CPA certification. Cliff worked in Public Accounting for more than 12 years, including Moss Adams, in their government accounting and auditing division where the emphasis of the work was with Federally Recognized Indian Tribes. Cliff has worked at several colleges, including Centralia College, Tacoma College and more recently Shoreline College. Cliff and his wife, Claire, have a son, "Jr.", and daughter, Christine. This June, Christine will be graduating from WWU and "Jr." from the 3rd grade. When not at work, Cliff enjoys attending the Mariner, Kraken, and Seahawks game with his son. They also play chess together and Cliff regularly wins. We are extremely excited to have Cliff's multi-CTC and accounting expertise.

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

There are no employee promotions for this period.

Cascadia College Board of Trustees Discussion/Presentation Items

Subject: Equity & Inclusion at Cascadia

Justification:

This monthly presentation to the Board continues the 'deeper dive' into the actions Cascadia has taken to comply with legislation regarding equity and inclusion.

Background:

The Legislature, through Senate Bill 5194 and 5227, and Cascadia College, via its strategic plan initiatives under "Equity", drive the college to become more equitable and inclusive. Multiple requirements exist under SB 5194 and SB 5227 and the college systematically works to align them yearly with campus initiatives.

A monthly series for the Trustees will explain each of these requirements and how the college strives to meet the spirit and intentionality of the law.

Discussion:

The second chapter of this series will include a review of the Campus Climate Assessment, Listening and Feedback sessions, and how these meet the requirement of Senate Bill 5227.

Office of Equity & Inclusion

SB5227 – Professional Development and Training

E&I Strategic Plan –

<https://www.cascadia.edu/discover/about/diversity/default.aspx#strat>

E&I Climate Assessment Plan –

<https://www.cascadia.edu/discover/about/diversity/default.aspx#climate>

SB5227 – Diversity in Higher Education

Senate Bill 5227 (2021) - An act relating to diversity, equity, inclusion, and antiracism training and assessments at institutions of higher education.

The plan includes:

- Campus Climate Assessments
- Listening and Feedback Sessions
- Professional Development and Training

SB5227

Campus Climate Assessment

Survey results are now posted on the E&I Webpage



Included in the SB5227 Bill (section 3) is the requirement for all colleges to conduct campus climate assessments (CCAs) and campus listening and feedback sessions. Part of this requirement is to meet with staff and discuss the results and our plan to move forward with what we have learned.



HEDS Survey

Active March 8th to the 28th. Was emailed to 2079 individuals and 175 surveys were completed.

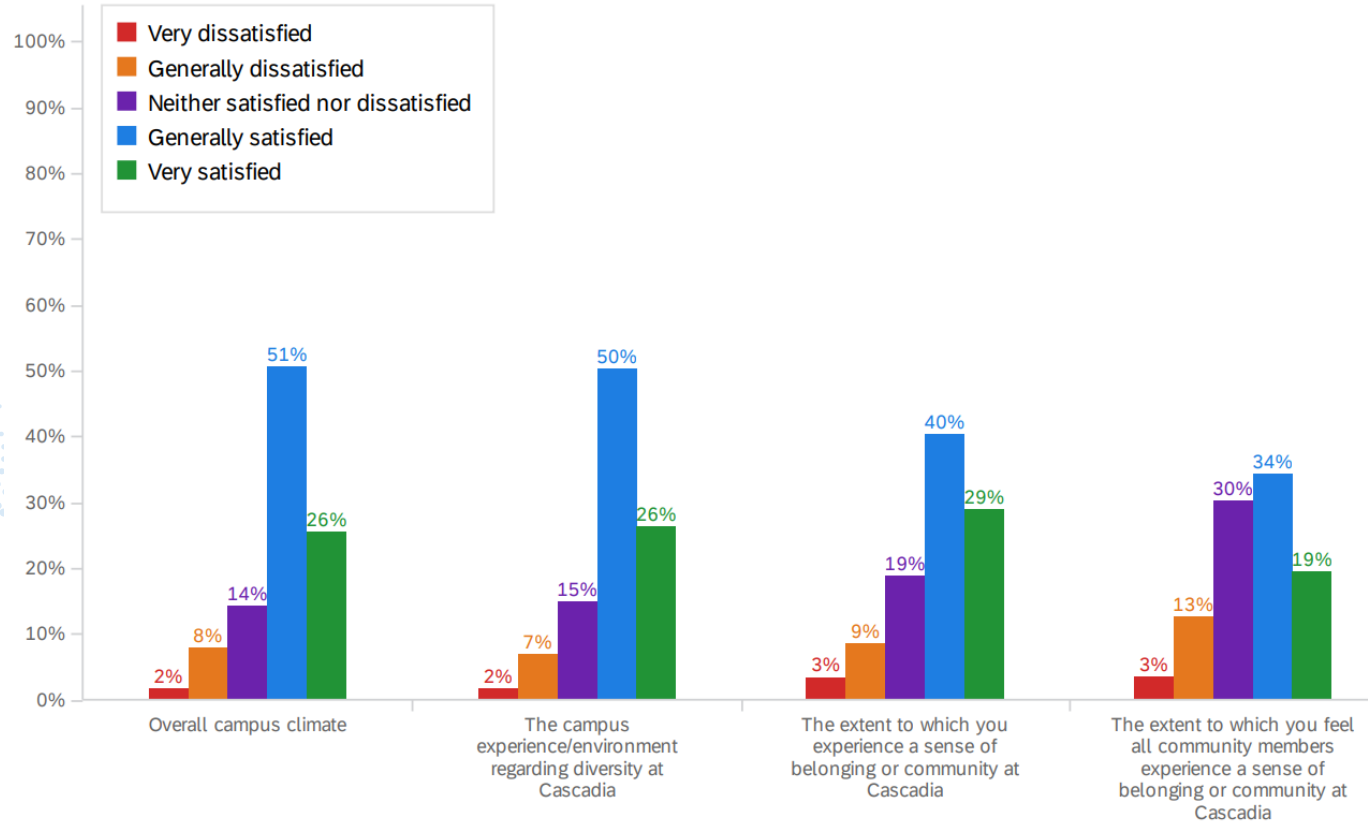
175 completed responses

- 43% Students
- 15% Faculty
- 29% Staff/Administrators
- 13% Other/Not Responded

Higher Education Data Sharing (HEDS)

	<i>TL Surveys</i>	Responded
Students	1885	75
Faculty	111	26
Staff/Administrators	83	51
Other/Did not Reply	--	23

Campus Climate for Diversity and Equity



“I felt welcomed at Cascadia, but there was too much information coming my way and felt overwhelmed.”



“I think it would be beneficial for Admin to create a bond with students through workshops, walking around campus, and engaging more with the students.”

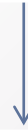


“[Cascadia College] is not geared to adults returning to higher education. Instead it is designed for 18-21 year old.”

**Sense of
Belonging**

Relationship Building

“I wish someone
would have told me
about the benefits
of COLL 101.”



“Professors are
excellent and many
of them have
PHDs.”

WAYS TO CONNECT

- Office of E&I Newsletter
- Webpage / Updates
- Diversity and Equity Center
- Microsoft Forms / Updates





Next steps – Employee Focus

- **Summer:** Continue to review, organize all data sets
- **Fall:**
 - Share summaries of data and suggested actions with applicable leaders and teams
 - Integrate actionable items into our work

Next Steps – Student Focus

Summer: dig deeper into the data and create summaries to share with appropriate groups.

Fall: share summaries with groups and integrate actions.

Ex: GP Onboarding Committee and Website Redesign

CORE Team

Questions



Resources

E&I Strategic Plan –

<https://www.cascadia.edu/discover/about/diversity/default.aspx#strat>

E&I Climate Assessment Plan –

<https://www.cascadia.edu/discover/about/diversity/default.aspx#climate>

CASCADIA
COLLEGE

BOTHELL

**Cascadia College Board of Trustees
Information Item**

Subject: NWCCU Mid-Cycle Review Report Executive Summary and Working Accreditation Plan

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.

Information Overview: This month we focus on sharing the findings of the peer-evaluation as well as a working plan to prepare for the 2026 PRFR (Policy, Regulations & Finance Review (Standard 2)) and the 2027 EIE (Evaluation of Institutional Effectiveness (Standard 1)) reviews. Two documents offer two levels of detail: the Executive Summary (slide presentation) captures the most salient points while the full Accreditation Report provides deeper details for those interested.

Documents:

- Mid-Cycle Findings Executive Summary (slide deck)
- Accreditation Report (Spring 2023)

Dr. Kerry Levett and Dr. Michael Horn will be available for questions.

NWCCU Mid-Cycle Review Executive Summary

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NWCCU

NORTHWEST COMMISSION ON
COLLEGES AND UNIVERSITIES

Overview

Mid-Cycle Peer Review Findings

- Areas for Improvement
- Comments on Standards

Working Accreditation Four-year Plan

- Deliverable
- Areas for Action

Areas for Improvement



Align

Align strategic planning to budgeting and resource allocation.



Use

Use student achievement data and learning to improve or to revise the allocation of limited resources.



Explore

Explore an 18-month planning cycle, clarify functional effectiveness.

- Expand access to and use of disaggregated student achievement data to identify equity gaps
- Establish peer institutions.



Identify

Identify program level outcomes (i.e. Guided Pathways Areas of Interest)



Complete

Complete a full cycle of student learning assessment and move the results of its assessment activities into the planning and resource allocation process.



Establish

Establish measurable outcome metrics and implement a systematic.

Standard Comments

1.B.1:

The institution has not set meaningful goals, objectives, and indicators to define mission fulfillment and improve effectiveness, it has a framework of metrics but has not set goals, nor set them within the context of and in comparison, with regional and national peers. Without data from ongoing and systematic evaluation, there is no data to inform planning and allocation resources towards improving institutional effectiveness and achieving mission fulfillment.

1.C.5,7:

The college has little evidence of how it is systematically using clear, consistent, and relevant program- level assessment to improve student learning and pedagogy, or to inform student learning support.

The institution is encouraged to identify and clearly define “programs”, develop and publish assessable program level outcomes, and undergo a program-level evaluation for each program, however defined, to inform academic and learning support-planning and practices to continuously improve student learning outcomes.

1.D.2,3:

The institution is encouraged to identify and use peer institutional data to promote student achievement and close barriers to academic excellence and success (equity gaps) as well as for continuous improvement to inform planning, decision making, and allocation of resources.

Accreditation Working Four-Year Plan

NWCCU Deliverables

2026 Year Six Policies and Finances Review (2025 – 2026)

2027 Year Seven Self-Evaluation and Report (2026 – 2027)

Areas for Action

Area for Action	Objectives
Institutional Effectiveness	<ol style="list-style-type: none">1. Align strategic planning and evaluation to resource allocation2. Clarify meaningful goals, objectives, and indicators [KPIs vs MFM?] to define mission fulfillment3. Clarify the process of using data for decision making, across college systems.4. Define a Mission Fulfillment Review process (systematic evaluation) to inform planning
Student Achievement	<ol style="list-style-type: none">1. Prioritize using data to address gaps in equity.2. Develop use of benchmarking with Washington peer and national peer institutions.
Programmatic Assessment	<ol style="list-style-type: none">1. It is critical that Cascadia develop Program Learning Outcomes (PLOs) for AOIs (Standard 1.C).2. Program outcomes process should be described and documented.3. Evidence of using PLO data for improving program learning outcomes and support services.

Next Steps

- Summer Board of Trustees Retreat: Strategic Plan
 - Review the cycle
 - Review data
 - Consider new strategic items
- Fall: Finalize action plan with stakeholders
 - Review data and outcomes with stakeholders
 - Review data and outcomes with the Student Success Council
 - Provide an updated 2023-2024 plan to the Board of Trustees



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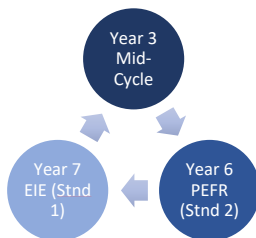
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ACCREDITATION REPORT BOARD OF TRUSTEES | SPRING 2023

Introduction

This spring marks three years since our 2020 Institutional Effectiveness Review (EIE, Year 7) accreditation peer-review. The Mid-Cycle visit took place April 26-28, 2023 and serves as a check-in point for the college to receive supplemental feedback on our progress from 2020.

NWCCU Accreditation Process



Terminology

- EIE – Evaluation of Institutional Effectiveness (Standard 1)
- PERR – Policy, Regulations & Finance Review (Standard 2)

This Accreditation Report consists of two sections:

- Mid-Cycle Peer-Evaluation Report Summary
- Accreditation Preliminary Four-Year Plan

Additional details will be shared in fall 2023 on our plan to prepare for our 2027 Institutional Effectiveness Peer-Review.

Mid-cycle Peer-Evaluation Report: Summary

Part 1: Mission Fulfillment and Improvement Institutional Effectiveness

Strengths

- Cascadia leadership is clearly committed to establishing a culture of continuous improvement and a streamlined, effective, and transparent structure to support it.
- Roughly 1/3 of its full-time staff and faculty are involved in a governance council and include connections to students and trustees.
- This focus on campus community and involvement, and a collegial spirit among staff and faculty, speaks highly of the work of community building and culture.

Areas for Opportunity

- Clearly demonstrate alignment of strategic planning to budgeting and resource allocation.
- Develop a systematic processes of make use of student achievement data and learning to improve or to revise the allocation of limited resources.
- Explore an 18-month planning cycle, clarify functional effectiveness.

Part 2: Student Achievement

Strengths

- Cascadia has spent valuable time and energy in the planning of a college-wide student success and achievement indicators linked to their mission and a cultural shift of continuous improvement.
- They have been transparent in their development of data dashboards and have been widely distributing them to their internal community.
- The college is structuring its self in which it can use its councils to participate and review data and make resource allocation decisions. Cascadia's retention rates are commendable. \

Areas for Opportunity

- Expand access to and use of disaggregated student achievement data to identify equity gaps a student achievement to inform decision making, planning and resource allocation.
- Publish external comparative data beyond state reported IPEDS and a link to the SBCTC data;
 - Establish peer institutions.

Part 3: Programmatic Assessment

Strengths

- Because Cascadia has struggled to define a "program," the movement to guided pathways and the six Areas of Interest as programs is a major accomplishment.
- Development of the Academic Review Plan (and piloting it for faculty feedback) is also a major accomplishment.
- Staff and faculty seemed very aware and are excited by the ISLOs/SLOs and the value they provide to the campus.

Areas for Opportunity

- Identify program level outcomes (i.e. Guided Pathways Areas of Interest)
- Complete a full cycle of assessment and move the results of its assessment activities into the planning and resource allocation process.

Part 4: Moving Forward

Areas for Improvement

- Establish measurable outcome metrics and implement a systematic assessment for their workflow structure for continuous improvement and mission fulfillment across all areas.

Part 5: Addendums

1.B.1: The institution demonstrates a continuous process to assess institutional effectiveness, including student learning and achievement and support services. The institution uses an ongoing and systematic evaluation and planning process to inform and refine its effectiveness, assign resources, and improve student learning and achievement.

- *The institution has not set meaningful goals, objectives, and indicators to define mission fulfillment and improve effectiveness, it has a framework of metrics but has not set goals, nor set them within the context of and in comparison, with regional and national peers. Without data from ongoing and systematic evaluation, there is no data to inform planning and allocation resources towards improving institutional effectiveness and achieving mission fulfillment.*

1.C.5: The institution engages in an effective system of assessment to evaluate the quality of learning in its programs. The institution recognizes the central role of faculty to establish curricula, assess student learning, and improve instructional programs.

1.C.7: The institution uses the results of its assessment efforts to inform academic and learning- support planning and practices to continuously improve student learning outcomes.

- *The college has little evidence of how it is systematically using clear, consistent, and relevant program- level assessment to improve student learning and pedagogy, or to inform student learning support.*
- *The institution is encouraged to identify and clearly define “programs”, develop and publish assessable program level outcomes, and undergo a program-level evaluation for each program, however defined, to inform academic and learning support-planning and practices to continuously improve student learning outcomes. Additionally, following the development of these areas, undergo a program-level evaluation for each area to inform academic and learning support-planning and practices to continuously improve student learning outcomes.*

1.D.2 Consistent with its mission and in the context of and in comparison with regional and national peer institutions, the institution establishes and shares widely a set of indicators for student achievement including, but not limited to, persistence, completion, retention, and postgraduation success. Such indicators of student achievement should be disaggregated by race, ethnicity, age, gender, socioeconomic status, first generation college student, and any other institutionally meaningful categories that may help promote student achievement and close barriers to academic excellence and success (equity gaps).

1.D.3 The institution’s disaggregated indicators of student achievement should be widely published and available on the institution’s website. Such disaggregated indicators should be aligned with meaningful, institutionally identified indicators benchmarked against indicators for peer institutions at the regional and national levels and be used for continuous improvement to inform planning, decision making, and allocation of resources.

- *The institution is encouraged to identify and use peer institutional data to promote student achievement and close barriers to academic excellence and success (equity gaps) as well as for continuous improvement to inform planning, decision making, and allocation of resources.*

Accreditation Preliminary Four-year Plan

NWCCU Deliverables

2026 Year Six Policies and Finances Review (2025 – 2026)

The [Year Six, Standard Two, Policies, Regulations, and Financial Review](#) (PRFR) pertains to elements in Standard Two – Governance, Resources, and Capacity.

2027 Year Seven Self-Evaluation and Report (2026 – 2027)

In year seven the institution conducts a comprehensive *self-evaluation* on all Standards and Eligibility Requirements. In doing so it also updates its response to Standard One to ensure its response to that Standard is current and relevant. Following the self-evaluation, it prepares a *Self-Evaluation Report*. [NWCCU Standards](#)

Institutional Effectiveness

Objectives

- a. Align strategic planning and evaluation to resource allocation
- b. Clarify meaningful goals, objectives, and indicators [KPIs vs MFM?] to define mission fulfillment
- c. Clarify the process of using data for decision making, across college systems.
- d. Define a Mission Fulfillment Review process (systematic evaluation) to inform planning

Strategic Planning

- a. Define the 18-month strategic planning cycle and how it functions.
- b. Identify how data are used for decisions about strategic initiatives (continue, operationalize, discontinue) and resource allocation.

Student Success Council (SSC)

- a. The SSC will create a four-year work plan to address areas of improvement.
- b. Position the SSC as the central leadership body that uses data to inform strategies and decisions.
- c. Student Success Council (with IE Office) refines a systematic evaluation and analytic plan based on indicators (lead, lag) and KPIs. Integrates EAB Navigate with efforts.
- d. Apply Decision Mapping to clarify data needs and how data are used for improvement.
- e. Establish the norm that everyone uses data for planning, improvement, documents efforts.
- f. Set strategic goals by consulting regional and national peer data.
- g. Create a SharePoint workflow to organize and document efforts.

Budget Council

- a. Articulate the process of resource allocation across Cascadia College, not limited to the Budget Council. Clarify resource allocation decision making process for the whole college.
- b. Collect and disseminate information campus-wide about the budget process.

- c. Clarify how budget proposals are in alignment with the Mission and Strategic Plan .

Continuous Improvement Committee (CI)

- a. Relabel continuous improvement as “reflective practice” or other soft term.
- b. With the SSC, the CI Committee will encourage data use.
- c. Surface stories to identify beliefs, values, and actions that support reflective practice.
- d. Capture extant improvement work and share successes.
- e. Apply Decision Mapping to clarify data needs and how data are used for improvement.
- f. Continue to defined a campus workflow for continuous improvement.

Student Achievement

Objectives

- a. Prioritize using data to address gaps in equity.
- b. Develop use of benchmarking with Washington peer and national peer institutions.

Strategies

- a. Assessment and Student Success Council collaborate to identify equity gaps and document the use of data to inform strategies.
- b. Guided Pathways Committee and Student Success Services define how to use EAB Navigate to evaluate student progress, persistence, and equity gaps.

Programmatic Assessment

Objectives

- a. It is critical that Cascadia develop Program Learning Outcomes (PLOs) for AOIs (Standard 1.C).
- b. Program outcomes process should be described and documented.
- c. Evidence of systematic assessment of discipline-specific student learning outcomes (1.C.1).
- d. Evidence of using PLO data for improving program learning outcomes and support services.

Strategies

- a. Guided Pathways Committee and Faculty will develop Program Learning Outcomes (PLOs).
- b. Guided Pathways will Apply Decision Mapping to clarify how data are used for improvement.
- c. Assessment Committee will
 - a. Document a process for using learning assessment to improve instruction and planning.
 - b. Develop a workflow to move the results of assessment into planning.
 - c. Widely adopt the Program Review Form.

Cascadia College Board of Trustees
Action Items

Subject: College Budget 2023-24

Justification:

It is the Board’s responsibility to approve the college’s fiscal budget for the following year.

Background:

During the last five months members of the budget council, college leadership, and trustees on the finance sub-committee collaborated with the VP of Finance to review and plan the FY23-24 budget. Based on the current year’s actuals, the leadership team refine estimated revenue, state allocations and expenses to prepare the attached baseline budget. Based on current estimates, the college is requesting the board to approve the use of \$1.2M of our reserves to balance a budget of \$25.7M of revenue and \$26.9M of expenses. In late fall, the college will update fiscal projections after we have estimates of fall tuition revenue and updated expenses.

Recommendation:

“Based on the recommendation of the College President and executive team, I move that the Trustees approve the FY23-24 Budget.”

Action:

Trustee makes motion: _____

Trustee seconds motion: _____

Vote:

	Yes	No	Abstain
Hinojos			
Kelly			
Ponto			
Quint			
Seabrooks			

CASCADIA COLLEGE

ADMINISTRATIVE SERVICES

DRAFT: Proposed FY23-24 Budget



As of June 5, 2023

www.cascadia.edu

REVENUE		FY23-24 Baseline
	SBCTC Allocation	\$15,192,146
	Tuition Revenue	\$10,264,213
	Net one-time income	\$275,500
		\$25,731,859
EXPENSES		
	Reduced Expenses	\$25,476,577
	Net one-time expenses	\$1,462,500
		\$26,939,077
REVENUES (minus) Operational EXPENSES		
	Projected Deficit	(\$1,207,218)

FY23-24 Budget Baseline



Cascadia College Board of Trustees
Action Items

Subject: Awarding of Faculty Emeritus Status

Justification:

It is the Board’s responsibility to approve Faculty Emeritus status when jointly recommended by the College President and Faculty Union.

Background:

Chris Gildow has spent a major portion of his career teaching at Cascadia. As a renown artist, he has brought art education to Cascadia students for over a decade and has stewarded Cascadia’s Art Gallery as well as a range of impactful projects, including the President’s Art Collection, the Pandemic Memorial, the creation of Peace Poles and other public displays of student art. He will retire from Cascadia at the end of the 2023-24 academic year and has met all requirements for the awarding of *Faculty Emeritus*.

Recommendation:

“Based on the recommendation of the College President and the Faculty Union, I move that the Trustees approve the status of Faculty Emeritus, effective immediately, to Chris Gildow.”

Action:

Trustee makes motion: _____

Trustee seconds motion: _____

Vote:

	Yes	No	Abstain
Hinojos			
Kelly			
Ponto			
Quint			
Seabrooks			

THE BOARD OF TRUSTEES OF

Cascadia College

BASED ON CONSIDERATION AND RECOMMENDATION HAS CONFERRED UPON

CHRIS GILDOW

WHO, BY DEMONSTRATION OF VALUED SERVICE AND CONTRIBUTION TO THE
COLLEGE, IS COMMITTED TO THE COLLEGE'S SUCCESS

THE RECOGNITION OF

FACULTY EMERITUS

WITH ALL THE RIGHTS AND PRIVILEGES THERETO PERTAINING GIVEN AT
BOTHELL, WASHINGTON

THIS FOURTEENTH DAY OF JUNE IN THE YEAR TWO THOUSAND TWENTYTHREE.

DR. COLLEEN PONTO, CHAIR -BOARD OF TRUSTEES

DR. ERIC MURRAY, COLLEGE PRESIDENT

Cascadia College Board of Trustees
Action Items

Subject: Trustees Self-Assessment

Justification:

Each year, the Trustees are required to approve their self-assessment process.

Background:

Boards of Trustees are required to engage in a yearly self-assessment process to help guide their work and development as Trustees. Cascadia has used a consistent version of the self-assessment for multiple years. The assessment is administered by the Director of Institutional Effectiveness, Dr. Michael Horn.

After approval of the attached instrument, Dr. Horn will send it to each Trustee for completion, collect the results, and prepare a results analysis to be presented at the Trustees' Summer Retreat.

We ask that the Trustees review the instrument, offer suggestions, and then approve the instrument at this meeting.

Recommendation:

"I move to approve the Trustee Self-Assessment Instrument included in this month's packet."

Action:

Trustee makes motion: _____

Trustee seconds motion: _____

Vote:

	Yes	No	Abstain
Hinojos			
Kelly			
Ponto			
Quint			
Seabrooks			

Board of Trustees Self-Evaluation

Thank you for joining the Board of Trustees self-assessment.

This assessment should take about 20 minutes to complete. It consists of questions organized into the following themes:

Roles and Responsibilities, President Relationship, Board Meetings, Institutional Effectiveness, Future Professional Development, Satisfaction.

Your responses are anonymous. Results will be compiled into a report and shared with the President's Office.

Thank you for your thoughtful reflection and feedback.

Roles and Responsibilities

In this section, please indicate your level of agreement or disagreement with each statement.

Strongly disagree

Somewhat disagree

Neither agree nor disagree

Somewhat agree

Strongly agree

Do not know

1. The Board understands and adheres to its roles and responsibilities.
2. The Board relies on board policy in making decisions and in guiding the work of the institution.
3. The Board ensures that the institution's plans are responsive to the community needs.
4. Agenda items provide sufficient information to enable good board decision-making.
5. The Board sets and communicates clear expectations for president performance.
6. Board meetings and study sessions provide sufficient opportunity to explore key issues.
7. Trustee development activities are available to the Board members.

Comments on Roles and Responsibilities: _____

Board of Trustees / President

In this section, please indicate your level of agreement or disagreement with each statement.

1. Board members' behavior exemplifies ethical behavior and conduct that is above reproach.
2. New members participate in a comprehensive orientation to the board and college.
3. The Board maintains a positive working relationship with the president.

4. The board regularly reviews the president's contract to assure appropriate support and compensation.
5. The Board regularly evaluates the president.
6. Disagreements among members are carefully handled by the Board Chair.
7. The Chair serves as the voice of the Board when dealing with the public and media.
8. The roles and responsibilities of the Chair are clear and supported by all trustees.

Comments on Board of Trustees / President Relationship: _____

Board Meetings and Efficiency

In this section, please indicate your level of agreement or disagreement with each statement.

1. Trustees come to each meeting prepared and ready to debate issues fully and openly.
2. Board members avoid conflicts of interest and the perception of such conflicts.
3. Board meetings are conducted in an orderly, efficient manner.
4. The Board's policy manual is up to date and comprehensive.
5. The Board clearly delegates the administration of the institution to the president.
6. The Board regularly receives and reviews reports on the financial status of the institution.
7. Board policies and practices assure effective fiscal management and internal controls.
8. The Board expects and supports faculty, staff, and student participation in college decision-making.
9. The Board clearly understands its policy role and differentiates its roles from those of the president and college staff.
10. The Board honestly debates the issues affecting its community.
11. The Board speaks with one voice once a decision or policy is made.

Comments on Board Meetings and Efficiency: _____

Institutional Effectiveness

In this section, please indicate the level of consideration that has been given to each indicator over the last three years.

Highly considered

Moderately considered

Somewhat considered

Not considered at all

Do not know

1. Student Achievement Data
2. Program Review Reports
3. Trustee activity in the community
4. Data review (Transfer data, Graduation data, Retention data)
5. Positive media coverage

6. Enrollment Monitoring
7. Disaggregated student cohort data on successful completion of Basic Skills courses
8. Student data on completion and placement by occupational programs
9. Data on the effectiveness of customized and/or short-term workforce training
10. Fostering success and equity
11. Employee satisfaction

Comments on Institutional Effectiveness: _____

Readiness - Level of Implementation

In this section, please indicate the level of implementation for each statement.

Completely implemented

Mostly implemented

Somewhat implemented

Not implemented at all

Do not know

1. The Board regularly receives and reviews reports on student outcomes (OAC, Measuring Up, Surveys).
2. Board members participate in trustee development activities.
3. The Board participates in an evaluation process that is used to help enhance its performance.
4. The Board measures its accomplishments against its goals.

Readiness - Level of Agreement or Disagreement

In this section, please indicate your level of agreement or disagreement with each statement.

Strongly agree

Somewhat agree

Neither agree nor disagree

Somewhat disagree

Strongly disagree

Do not know

1. The Board is aware that the college routinely evaluates effectiveness of efforts to improve student success and uses the results to improve policy and practice.
2. The Board is aware that there is alignment and extensive collaboration of efforts to improve student success.
3. The Board is aware that the College has established a strategic planning and accreditation process based in data to create objectives for measuring student success.
4. Decisions about budget allocations are based on evidencing effectiveness and support of mission fulfillment.
5. The Board is aware that there is training available to the Board, faculty, and staff on using data and research to improve programs and services.

Comments on Readiness: _____

Future Professional Development

In this section, please answer each question.

Yes

No

I would like more information

1. Do you understand the role/responsibilities of the president?
2. Do you understand the time commitment as a Trustee?
3. Are you knowledgeable about Strategic Planning?
4. Do you read and understand the organization's financial statements?
5. Are you knowledgeable about the institution's programs and services?
6. Do you advocate for the institution with local, state, and federal governing bodies?
7. Do you understand your roles and responsibilities as a Trustee?
8. Do you understand shared governance?
9. Do you understand and support the mission of the organization?

Comments on Future Professional Development: _____

Trustee Satisfaction

In this section, please indicate your level of agreement or disagreement with each statement.

Strongly agree

Somewhat agree

Neither agree nor disagree

Somewhat disagree

Strongly disagree

Do not know

1. The quality, amount, and frequency of information provided to the board is satisfactory.
2. Overall, I receive satisfaction serving as a board member.
3. Board members adhere to confidentiality.
4. My contributions on the Board are valued.
5. Overall effectiveness of board management and organization is satisfactory.
6. My time as a board member is used effectively.
7. Comments on Trustee Satisfaction: _____

My main area(s) of expertise that I contribute to the Board are:

Please select no more than three (3) areas.

1. My connections to elected officials as a way to advocate for the College
2. Expertise in finance, budget, and management
3. My significant experience in education and curriculum development

4. Connections to business and industry
5. Connections to the local community
6. Construction and facilities management
7. Raising funds for the College

Other primary expertise not listed (please specify): _____

In what ways, if any, has your Board promoted or addressed student success at your institution in the past year? _____

Thank you for taking the time to complete this assessment. Results will be compiled into a report and shared with the President's Office.

69 ratings/questions, 6 comment questions

Cascadia College Board of Trustees
Action Items

Subject: Trustees Meeting Calendar

Justification:

The Trustees must yearly approve their meeting calendar for the coming academic year.

Background:

The attached calendar follows a typical format and meeting schedule for the academic year 2023-24.

It is the recommendation of the College President that this calendar be adopted.

Recommendation:

"I move to approve the Trustees meeting calendar as presented in the packet."

Action:

Trustee makes motion: _____

Trustee seconds motion: _____

Vote:

	Yes	No	Abstain
Hinojos			
Kelly			
Ponto			
Quint			
Seabrooks			

Board of Trustees Calendar 2023-24

Wednesday, August 23, 2023	Summer Retreat	9a-1p
Wednesday, September 20, 2023	Regular Meeting	4pm
Wednesday, October 18, 2023	Regular Meeting	4pm
Wednesday, November 15, 2023	Regular Meeting	4pm
Wednesday, December 13, 2023	Executive Session Only *	4pm
Wednesday, January 3, 2024	Executive Session Only	4pm
Wednesday, January 17, 2024	Regular Meeting	4pm
Wednesday February 21, 2024	Regular Meeting	4pm
Wednesday, March 20, 2024	Regular Meeting	4pm
Wednesday, April 17, 2024	Regular Meeting	4pm
Wednesday, May 15, 2024	Regular Meeting	4pm
Friday, June 7, 2024	Commencement	3p-6p
Wednesday, June 12, 2024	Regular Meeting *	4pm

* 2nd Wednesday, not third

Cascadia College Board of Trustees
Action Items

Subject: Board Recognition

Justification:

It is the tradition of the Board to thank Trustees at the end of their service through the presentation of a resolution. These resolutions must be approved by the Board.

Background:

As acknowledged in the enclosed resolutions, Trustee Janet McDaniel and Trustee Mike Kelly have completed 10 years of exemplary and dedicated service to the college. Due to the Pandemic, we are presenting the resolution for Trustee McDaniel now, one year after the end of her service.

The college recommends that both Trustees be commended for their work. These resolutions will be first read at the meeting before the vote is made.

Recommendation:

"I move to approve the resolutions honoring Trustee Janet McDaniel and Trustee Mike Kelly."

Action:

Trustee makes motion: _____

Trustee seconds motion: _____

Vote:

	Yes	No	Abstain
Hinojos			
Kelly			
Ponto			
Quint			
Seabrooks			



**Resolution of the Cascadia College (District 30)
Board of Trustees
23-01**

**Resolution Commending and Thanking
Janet McDaniel
Cascadia College Trustee**

Whereas, Janet McDaniel was a Trustee for Cascadia College from 2012 to 2022 and during that time was elected Board Chair twice;

Whereas, Janet McDaniel was involved in awarding tenure to 27 candidates by overseeing the process, reading portfolios and guiding the evolution of the Trustee’s considerations;

Whereas, Janet McDaniel was involved in a process that resulted in a 30-year Master Plan and outlined the joint development of the co-located campus with UW-Bothell;

Whereas, Janet McDaniel participated in the review and development of three capital projects, including the West Garage, STEM4, and CC5;

Whereas, Janet McDaniel was integral to the financial stewardship of the college;

Whereas, Janet McDaniel participated in the approval of two college Bachelor’s degrees, the Bachelor of Applied Science Degree in Sustainable Practices (BASSP) and the Bachelor of Applied Science in Mobile Application Development (MOBAS) Degree;

Whereas, Janet McDaniel provided sound governance and decision-making through an evolving Northwest Accreditation Cycle from beginning to end;

Whereas, Janet McDaniel championed the College during years of pandemic and other challenges;

Therefore be it resolved that the College Administration and the Board of Trustees of Cascadia College commends and applauds the efforts and accomplishments of Janet McDaniel and sincerely thank her for the outstanding leadership and guidance provided to the college after the conclusion of 10 years as a College Trustee.

Adopted and Approved on June 14, 2023:

Dr. Colleen Ponto, Chair
Trustee

Dr. Meghan Quint, Vice Chair
Trustee

Norm Seabrooks
Trustee

Angie Hinojos
Trustee

Mike Kelly
Trustee

Dr. Eric Murray
College President



**Resolution of the Cascadia College (District 30)
Board of Trustees
23-02**

**Resolution Commending and Thanking
Mike Kelly
Cascadia College Trustee**

Whereas, Mike Kelly was a trustee for Cascadia College from 2014 to 2023 and during that time was elected Board Chair twice;

Whereas, Mike Kelly was involved in awarding tenure to 22 candidates by overseeing the process, reading portfolios and guiding the evolution of the Trustee’s considerations;

Whereas, Mike Kelly was involved in a process that resulted in a 30-year Master Plan and outlined the joint development of the co-located campus with UW-Bothell;

Whereas, Mike Kelly participated in the review and development of three capital projects, including the West Garage, STEM4, and CC5;

Whereas, Mike Kelly was integral to the financial stewardship of the college by leading the Finance Sub-Committee;

Whereas, Mike Kelly participated in the approval of two college Bachelor’s degrees, the Bachelor of Applied Science Degree in Sustainable Practices (BASSP) and the Bachelor of Applied Science in Mobile Application Development (MOBAS) Degree;

Whereas, Mike Kelly provided sound governance and decision-making through an evolving Northwest Accreditation Cycle from beginning to end;

Whereas, Mike Kelly championed the College during years of pandemic and other challenges;

Therefore be it resolved that the College Administration and the Board of Trustees of Cascadia College commends and applauds the efforts and accomplishments of Mike Kelly and sincerely thank him for the outstanding leadership and guidance provided to the college after the conclusion of 10 years as a College Trustee.

Adopted and Approved on June 14, 2023:

Dr. Colleen Ponto, Chair
Trustee

Dr. Meghan Quint, Vice Chair
Trustee

Norm Seabrooks
Trustee

Angie Hinojos
Trustee

Dr. Eric Murray
College President

*Report to the Trustees
June 2023 Meeting
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: May 2023*

❖ Tenure Congratulations

Congratulations to our CCCFT colleague, Linda Richard, on receiving tenure this spring. And thanks to the Board of Trustees for their role in the process. The serious and thoughtful engagement with the candidate and materials is much appreciated by the candidate, their Tenure Review Committee, and Cascadia faculty overall.

❖ Human Rights Award Congratulations

Congratulations to our CCCFT colleague, David Ortiz, who was awarded a Human Rights Award by our parent union, AFT-WA, at our annual convention. David's commitment to human rights is deep and abiding and this award is very well-deserved.

❖ Excellent in Teaching Award Congratulations

Congratulations to our CCCFT colleagues, Khai Button, Midori Sakura, Jared Leising, and Peg Harbol on each winning one of this year's Excellence in Teaching awards. We thank the Cascadia Foundation for sponsoring these awards, as well as those for classified and exempt employees.



Washington Public Employees Association UFCW Local 365
Report to the Board of Trustees Cascadia College
Meeting Date: 6/14/2023

- **Vaccine Update:** Directive 22-13.1, the requirement that all state employees be vaccinated for Covid-19, was rescinded by governor Jay Inslee effective May 11, 2023. This does not impact the \$1,000 Covid-19 Vaccine Booster incentive for classified staff, which is still available until December 31st 2023.

- **2023 WSLC Convention:** The Washington State Labor Council (WSLC) 2023 Convention is being held July 18th – July 20th in Olympia and applications are open until June 13th. The WPEA will fully fund travel, hotel, food, and parking for 7 delegates and 7 alternates. The theme of this year’s convention is “Stronger Jobs, Better Communities”, and WPEA members can apply here <https://www.wpea.org/convention.html>.

- **UW Strikes:** At the University of Washington (UW) Postdocs and Research Scientists & Engineers (RSE) are on track to begin striking starting June 7th after almost a year of failed negotiations with UW Administration. This should not have a direct impact on Cascadia but this is indirectly relevant since we share a campus with UWB and the UW is the largest public employer in Washington State.
For more information see here: <https://uwresearchersunited.org/>. If you would like to show support or solidarity you can donate to their strike hardship fund here <https://givebutter.com/4121-pdrsestrikesup>, sign a pledge to support the picket lines here <https://docs.google.com/forms/d/e/1FAIpQLSdHmNF102u1wbQvRESaqbmz2EZKMk3ENLctBcSXVfahNEprhA/viewform>, and/or join them on the picket line in person.