



September 21, 2022

Dear Board of Trustees and Campus Community:

Welcome to the start of the 2022-23 academic year. Thanks for a thoughtful and productive retreat on September 7. Many of the reports you heard are included in this month's packet. I appreciate your support of the college's financial position as well as our plans for enrollment recovery.

Faculty and staff returned to in-person operations this month. As you may have heard, the Governor declared that he will end the State of Emergency for Washington in regards to COVID on October 31. This means that there will be few remaining official health/behavioral requirements for higher education, but we will continue to promote healthy habits, including mask wearing and hand-washing. Some of our employees have lingering effects from COVID, so we also continue to accommodate new health requests as we move back to in-person.

Classes have started, we've had our first in-person All Employee gathering, and this will mark our first in-person Board Meeting since Winter of 2020. I look forward to seeing you on campus.

My list of summer activities is included below. These do not include daily internal operational meetings like weekly staff meetings, on-on-ones, etc.

#### Campus

- E-Team Planning Retreats (x3)
- BOT Summer Retreat
- Foundation Meetings (x16...yes...16!)

#### Community / State

- Sen. Maria Cantwell and Staff (x2)
- Northshore Schools Superintendent
- City of Bothell (x3)
- City of Kenmore (x2)
- OneRedmond (x2)
- SBCTC (x2)
- WACTC (x4)
- Bothell-Kenmore Chamber of Commerce (x4)
- District 1 State Legislators
- Youth Challenge Academy (x2)

#### UWB

- Joint UWB / Cascadia Leadership Team Retreat
- UWB Monthly Meetings (x3)
- Joint Campus Safety Task Force (x3)

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

## **HR/Payroll**

- Summer 2022 continued to be a heavy recruiting season with 11 permanent new hires and promotions as of 9/12 with more on the way, in addition to many new students, part-time hourly and Adjunct Faculty hires for Fall Quarter. Current and upcoming searches span the college in Enrollment Services, Bock Learning Center, Finance, Cascadia Foundation, Payroll, Workforce Education, Information Services and Student Learning.
- Classified, Exempt and PTH/STU compensation Cost of Living Adjustment (COLA) increases were processed as of July 1 with Faculty COLA's, promotions and retention increases as of September 1.
- This fall quarter, a much-loved and valued member of our team – Gayle Waddle-Wilkes, Payroll Coordinator retired after 18 years of dedicated service. As we feel that loss, we continue to recruit for her .5 FTE Classified replacement position. Please spread the word to your colleagues and acquaintances!
- New members of the HR team continue to train and are ramping up quickly to support the needs of their client groups.

## **FINANCE**

- We've learned so much, but there's still a lot more to go. SBCTC has been offering training which has helped fill in some of the gaps we've had, and we are seeking additional help as applicable.
- We've been able to catch up on several backlogs that accumulated over the years of understaffing/turnover, we've been able to prevent some from accumulating, and we are continuing to work on the rest.

## **INFORMATION SERVICES**

- Work on campus to improve Cascadia students' technology experience continues. Changes that happened over the summer include:
  - New students now get access to Cascadia technology immediately upon registration to classes. Previously, they had to wait until just before the start of their first class, which was sometimes months away. This will support the use of Navigate, our campus student success tool and will allow students to start working with advising and other support services on campus right away.
  - Students will now use their Cascadia credentials to access Canvas. This is part of our plan to migrate as many technology services as possible to one centralized location, making it easier for students to find and access all the tools that they use for their coursework.
  - New wireless that will allow students to freely roam from the Cascadia campus to the UWB campus without having to sign into multiple systems. (Added bonus, our wireless will also be much more secure for use.)

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

**Office of Equity & Inclusion**

The Office of E&I will welcome two new interns beginning in fall term. We will also welcome a new Marketing and Outreach student employee. We will have two in-house sessions of the Foundations of E&I course and will continue our collaboration with Guided Pathways and the Redmond Center.

**Cascadia Scholars**

We anticipate up to 60 students over the 2022/2023 academic year. We will add high school counselor chats to our efforts to recruit students. We will continue our participation in involvement fairs and student of color conferences. We will utilize EAB Navigate for tracking and assessment. Finally, we will expand our collaboration with Guided Pathways.

**Diversity and Equity Center**

We have a new Program Lead (Kim Jones) in the Diversity and Equity Center. The Center team will work directly with advising to support marginalized and underrepresented students. In addition, the focus will be to capture student voice and design workshops and events around student responses. The Center will be an interactive space that will offer programming, workshops, and resources.

### **Student Learning Highlights**

- The College and Career Foundations (CCF) program worked with the Communications, Outreach, and Marketing team to develop two student testimonial videos. The videos are featured on the [CCF webpage](#) and direct links are [here](#) and [here](#). They are worth a watch!
- American Indian and Indigenous Studies Faculty and Tribal Liaison (Tenure-track) is collaborating to build the one-year sequence of AIIS courses with David Ortiz (Founding Faculty Humanities).
- Over the summer, STEM faculty Chris Byrne (Physics), Kimia Ghanbeigi (Engineering Tenure-track), and Srividhya Venkatraman (Mathematics) worked with Advisor Kristen Buck and Dean Kristina Young to set the action plan for the next two years under the CCRI Transfer Partnership grant with their UWB counterparts. Beginning this fall, UWB faculty and advisors will visit pre-Engineering courses at Cascadia to share UWB opportunities. Several Cascadia students have also been invited to attend the Avanade scholarship activities normally reserved for UWB students. Other plans include the drafting of Engineering pathway MOUs between the two institutions.
- We officially welcome our three tenure-track faculty to their new roles: Khai Button (Biology), Kimia Ghanbeigi (Engineering), and Victor Begay (AIIS/Humanities).

### **Institutional Effectiveness**

- Noah Overby, our Assistant Director, is leaving us to join the SBCTC as a data analyst. Noah worked in Student Learning before transferring the IE department. As vital asset to the College, Noah has been the driver of creating accessible and understanding data sets for all areas of the college, including the enrollment reports for the Board of Trustee meetings. We commend Noah to his new endeavor knowing he will work to make data transparent and accessible for the entire system.

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

## **COMMUNICATIONS/OUTREACH/MARKETING**

### **Communication**

Two summer articles were picked up by local area media outlets. One about [Cascadia's first in-person commencement since 2019](#) and another featuring [Cascadia's return to in-person community events](#).

### **Outreach**

Outreach resumed in-person summer events with Bothell's 4<sup>th</sup> of July parade, Redmond Derby Days, Celebrate Woodinville, and Bothell-Kenmore Chamber SummerFest. Summer leads and interactions totaled over 2,000, and social media engagement was up for Instagram (+23%) and Facebook (+96%). The Outreach team welcomed a new part-time program assistant, Jaspreet Kaur Grewal.

### **Marketing**

The Summer/Fall enrollment 2022 campaigns focus mostly on digital marketing and include a video animation: [Get a 1UP at Cascadia College - Enroll Fall 2022](#). The C/O/M team produced a well-received [2022 Commencement video](#). Additional video content for Cascadia's YouTube channel included successful college alumni, [Kevin Son Ta](#), and two College and Career Foundation student testimonials: [Fabrice Kalvanda](#), and [Kristina Frutos](#). The Marketing team welcomed a new part-time web assistant, Micah Cave. Updates to the website include [Commuter Services](#) and [Why Choose Cascadia?](#)

## **FACILITIES & CAPITAL PROJECTS**

### **Facilities**

The Facilities team welcomed recent Cascadia graduate, Allen Flaa, as Program Coordinator. Allen was a student employee while earning his Bachelor of Sustainable Practices degree at Cascadia. The team has been preparing campus office and service spaces, faculty offices, and classrooms for the increase in on-campus presence of students, faculty and staff.

### **Healthy Campus and Emergency Preparedness**

April Brink was promoted from COVID-19 Prevention Manager to Cascadia's new Emergency Manager. The role formerly under the UWB Master Services Agreement is now being implemented within the Cascadia Campus on a net neutral cost basis.

### **Capital Projects**

The Skybridge project started on September 6 and is expected to be completed by mid-October. CC5 is in the design phase. A consultant will be hired to assist with the project. STEM4 is still on target for a Fall 2023 completion date. A decision will be made in December whether to schedule classes in the new space for the fall.

## **INTERNATIONAL PROGRAMS (IP)**

Raldy Mariano, Assistant Director of International Marketing, was hired in June. As international travel restrictions are easing this fall, the IP team has been overhauling marketing materials for the 2022-23 recruitment season and preparing to welcome a group of new students for Fall 2022. Final testing of the new international student application portal was completed and is expected to go live in Fall 2022.

***From the Director of Foundation Operations, Mark Collins:***

The 2022 academic year concluded on a high note for the Foundation. We continued the trend from the last several years of awarding more scholarships to more students than ever before.

- 95 students received more than \$140,000 in scholarships.
- 5 new scholarship funds and one scholarship endowment were created focusing on underserved and first generation students.
- Emergency Grants grew by 231% over the previous year. More than 100 students received timely assistance that allowed them to continue their studies.

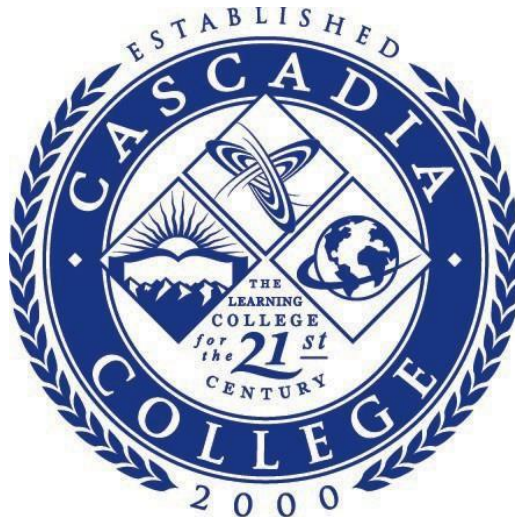
With the support of Cascadia's Communications and Marketing team, we began working in earnest on our next Annual Report to the Community. We look forward to highlighting and celebrating some of Cascadia's amazing programs – including Cascadia Scholars and newly formed College and Career Foundations.

We rolled out new administrative help:

- a new donor management system that will improve our ability to develop and maintain relationships with stakeholders, donors and friends in our community
- a new non-profit accounting vendor whose service model better meets our needs and will support us as we grow
- an upgraded accounting system.

We continue to make solid progress with our Strategic Plan:

- We added two more Board members (Mr. Justin Gillebo, a Cascadia Alumni, and Mr. Ross Thomas, Bothell/Kenmore Chamber member)
- In partnership with the College's Executive Team, the Board selected four areas from a list of needs provided by the college that it would focus its fundraising efforts on – taking a major step forward in preparing to resume development activities. The areas are
  - 1) increasing the number of Cascadia Scholarship Scholarships,
  - 2) funding new scholarships for new academic programs like the Bachelors in Computer Science,
  - 3) obtaining event sponsorships for Students of Color conferences, and
  - 4) helping fund equipment and furniture for the STEM4 building.
- Most significantly, in cooperation with the College, the Board approved a plan to restructure – adding an Executive Director to lead the organization's fundraising efforts as it enters the next phase of the Strategic Plan.



**Board of Trustees Meeting Agenda**

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

**Regular Meeting  
Wednesday, September 28<sup>th</sup> 2022  
4:00 p.m.**

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

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

**Wednesday, September 28<sup>th</sup> 2022  
4:00 p.m.**

**AGENDA**

**1. CALL TO ORDER (4:00pm)**

**2. CONSENT AGENDA**

- Meeting Agenda
- Minutes from last meeting – June 15<sup>th</sup> 2022

**3. PUBLIC COMMENTS**

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

**4. NEW EMPLOYEES/PROMOTIONS**

- Introduction of New Employees/Promotions

**5. INFORMATION ITEMS**

- 1) Enrollment Report (KL)
- 2) Policy Overview (EM)
- 3) E&I Legislative Bill Update (KL&CD)
- 4) Guided Pathways Update (KL)
- 5) Strategic Plan Update (KL)



## **6. DISCUSSION/PRESENTATION ITEMS**

- 1) Monthly Finance Report: FY22-23 September Update
- 2) Academic Program Update (KL)

## **7. RECOMMENDED ACTION ITEMS**

- 1) 2022-2023 Election of Chair and Vice Chair (1<sup>st</sup> Read/Action)
- 2) 2022-2023 Legislative Action Committee BOT Rep (1<sup>st</sup> Read/Action)
- 3) 2022-2023 Sub-Committee Membership (Finance, Strategic Planning, Recruitment)
- 4) 2022-2023 BOT Meeting Date Change

## **8. OTHER REPORTS**

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

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

## **10. NEXT MEETING**

- Next regularly scheduled Board meeting is Wednesday, October 19, 2022

*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**  
**June 15<sup>th</sup> 2022**

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

**BOARD OF TRUSTEES**

Chair Mike Kelly, Vice Chair Dr. Colleen Ponto, Janet McDaniel, Dr. Meghan Quint and Norman Seabrooks.

**EXECUTIVE STAFF**

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

Lily Allen (recorder) present.

**GUESTS**

**AREA REPRESENTATIVES**

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

**AUDIENCE**

Erin Blakeney, Lyn Eisenhour, Brent Green, Andrea Hilgendorf, Chantal Carranncho, Bryan Fauth, Donna Sullivan, Deann Holliday, Elizabeth Englund, Joella Bennett-Gold, Michael Horn, Noah Overby, Becky Riopel, Sara Gómez Taylor, Erik Tingelstad, Shyla Hansen, Satarupa Joardar, Mark Collins

**1. CALL TO ORDER**

Board Vice Chair Dr. Colleen Ponto called the meeting to order at 4:01PM

**2. CONSENT AGENDA**

**The Board Vice Chair asked for approval of the consent agenda. Trustee McDaniel moved to approve the consent agenda. Trustee Quint seconded the motion. All in favor, the consent agenda was approved.**

**3. PUBLIC COMMENTS**

Tamara Wood:  
*“Cascadia Board of Trustees,*

*I want to thank you all for the work and dedication you have shown to our institution of learning, and the trust you place in the student body. It is evident in the 10 months that I have been attending the Board of Trustees meetings that you all are invested and truly care about ensuring Cascadia College’s continued success.*

*As Advocacy Chair, students have shared with me their hopes, joys, as well as their difficulties with coming back to school in-person. The students are resilient, but at this time more ever, we must seek to understand their struggles if we are to provide them with the determination to not only continue their education, but to also build emotional resiliency to become future leaders, creators, and dreamers in our communities. We seek to be seen and heard, to feel belonging and to feel safe within this community and I believe Cascadia is –and can continue to be- that community.*

*Coming back to in-person classes, navigating social unrest, financial instability, dealing with an environmental future that is not guaranteed-- these are all realities which can keep us from finishing our education. That is why I believe the Board and administration should seek to act with urgency to provide a holistic and sustainable plan for mental health in the upcoming school year. As we navigate this crisis of enrollment, it is important to consider not only future students, but the current student body. Cascadia students now more than ever will be needing more mental, physical and emotional support. I urge the Board to focus on counseling, peer services, mentorship and holistic wellness support, as well as a universal student sick policy or waiver related to class absences. In addition, ensure that our shared services with UWB are not only available but more accessible to Cascadia students, as many are available but come with significant barriers to access. We must ensure that Cascadia students have full access to on-demand, and walk-in counseling in a Cascadia specific building and not just in UWB spaces with options for continued care (peer, referral, support groups) that are approachable and without barriers.*

*In relation to other community engagement initiatives, we never waned in our commitment to providing a vibrant campus experience for students. Spring quarter saw our highest numbers of student attendance for the entire year. It was a wonderful end to the year and a reminder that students truly enjoy spending time together in person.*

*Thank you for listening and I hope to continue to serve as an advocate for my fellow students as I continue my education through Winter 23 and possibly beyond as a UWB student.  
In Solidarity,  
Tamara Wood”*

#### **4. INTRODUCTIONS OF NEW EMPLOYEES/PROMOTIONS:**

None

#### **5. INFORMATION ITEMS**

None

#### **6. DISCUSSION/PRESENTATION ITEMS**

##### **The Office of Equity and Inclusion: A Year in Review**

Executive Director of Equity & Inclusion, Chari Davenport will be presenting a Year in Review. In addition to the PowerPoint Presentation, below are a few highlights:

Cascadia Scholars Program:

- Fall 2022-2023 Planning:
  - We have created two entry points for scholars, one in Fall and the other in Spring as we anticipate up to 60 students enrolling into the program
  - We will have 20 mentors (faculty and staff) and have trained ten new mentors at this point.

## 6. DISCUSSION/PRESENTATION ITEMS (continued)...

### The Office of Equity and Inclusion: A Year in Review (continued)...

- We have \$35,000 in scholarship dollars to distribute to incoming Scholars.
  - Cascadia Scholars will be featured in the upcoming Foundations Annual Report, which will be valuable as the Foundation works to increase scholarship dollars.
- Peer to Peer Mentoring (Scholars mentoring incoming Scholars and mentors supporting new mentors).
- We have increased the workshops that are offered to Scholars.

### The Diversity and Equity Center:

- Fall 2022-2023 Planning:
  - We plan to hire a Program Lead for the Diversity and Equity Center.
    - The Program Lead will develop workshops and connections to the WA Student of Color Conferences (Cascadia needs to be involved versus just attending)
  - We will be tracking the number of students who utilize the Center.
    - We developed a form designed to track students (with a sign-in) as well as capturing student voice – asking what students want to see in the Center (resources, workshops, etc.) via a Kiosk at the entrance to the Center.
  - The Center will be a resource space for the Cascadia community to check out books and CDs on a variety of diverse issues.

### Organization and Professional Development:

- Fall 2022-2023 Planning:
  - The Executive Director of E&I will work with the VP of Administration Services and HR on the Cascadia Retention Plan.
  - The Foundations of E&I Course will be taught through SBCTC for a fee and earned monies will return to the Office of E&I.
    - The course will also be taught in the School Districts.
    - A Train the Trainer Program will begin in Fall 2022.
  - We will continue to develop valuable workshops and trainings for the Cascadia Community.
  - In development: Employee chats.

### Office of Equity & Inclusion

- Fall 2022-2023 Planning:
  - We will have a new co-hort of four interns joining the Office of E&I in Fall 2022.
  - Two 'in-house' sessions of the Foundations of E&I course will begin for the Cascadia Community in Fall 2022.
  - We were contacted by the Lake Stevens School District regarding our student of color conferences and will add this district to our list to work on an upcoming conference for 2023.
  - Northshore, Lake Washington, and Riverview will return to Cascadia for conferences in 2023.
  - The Office of E&I is now coordinating (bi-weekly meetings) with Outreach and Marketing to further develop and participate in Cascadia outreach – specifically Cascadia Scholars.

### Comments/Questions:

- Amazing work, you have accomplished so much in such a short amount of time.
- Looking forward to the 2022-2023 school year for your department.

## 6. DISCUSSION/PRESENTATION ITEMS (continued...)

### **Monthly Finance Report**

Vice President of Administrative Services Dr. Jashoda Bothra will be presenting the Monthly Finance Report.

In addition to the PowerPoint Presentation, below are a few highlights:

- Employee and Staff will be receiving a parking subsidy on campus for 1-year equaling \$119,530 for the year.
- \$119,530 is based on a survey that was sent to all employees. Payroll will be tracking this information and update the final number as needed.
- The CARE team reports increased by 40% majority of them mental health related. Counseling center staff unable to support students due to staffing shortages & complicated intake process.

### Comments/Questions:

#### **Parking Subsidy**

How much overhead does the parking subsidy use?

- A lot. Meagan did the survey and worked with UWB to gather historical information. Payroll already has the burden to deduce.
- It might be a good idea to put a cap on the Full subsidy. We would approve up to a certain amount and then the group would come back to the Board if it is over that amount.

#### **Counselor Funding**

- This work is very important, and I don't want to downplay the need, but how do we fund a new position to the campus that is not directly helping to bring students to campus?
- If we pass it this year, the funding will be requested again next year.
- We have a negative budget, we are pulling money out of reserves for this, what is everyone's perspective on this?
- I (Colleen) is in full support, but would like to have statistical information on how helpful this is.
- We currently provide UWB \$50,000. Students can get up to 6 counseling sessions.
- I support this, it is important to address the whole person, making sure they leave Cascadia as the most complete a person they can be, and mental health is part of that. It is critical we have seen what is going on in the country. We have an obligation to help these students.

### **Mission Fulfillment Byte: Wrap up**

Director of Human Resources & Payroll Elizabeth Englund presented the Equity Advocate Program.

In addition to the PowerPoint Presentation, below are a few highlights:

- The Equity Advocate's role is to ensure that the best candidate is arrived at equitably.
- Success with the Equity Advocate means that the Search Committee confidently defended all interview and hiring decisions based on previously agreed-upon qualifications.
- Equity Advocate used inquiry to clarify, encourage deeper discussion.
- Looking ahead we'd like to train more Equity Advocates and start discussing the expansion of "Equity Advocacy" beyond the hiring process.

## 6. DISCUSSION/PRESENTATION ITEMS (continued...)

### **Mission Fulfillment Byte: Wrap up (continued...)**

Director of Student Advising and Support Gordon Dutrisac presented on Guided Pathways. In addition to the PowerPoint Presentation, below are a few highlights:

- The third pillar of Guided Pathways includes: “Keeping students on the path.”
- This promotes student learning and persistence to their end goal.
- Strong and coordinated advising and co-curricular supports embedded throughout student lifecycle.
- Missing Support:
  - Communication and Coordinated Support
  - Student Level Data
- Addressing the Gap – Holistic Support
  - Progress Monitoring Workgroup
    - Began identifying procedures and opportunities to coordinate support for timely, appropriate, and equitable interventions
    - Began identifying areas to focus support for students who are falling off their paths
    - Advisor – faculty summit to improve coordination of support for students.

### Comments/Questions:

#### **Equity Advocate**

Are the equity advocates separate employees?

- Yes, Equity Advocates are Cascadia employees, they are people who have attended both trainings through Oregon State University and at Cascadia. They attend all aspects of the hiring process.

Alan is this a best practice for Higher Institutions?

- Yes, whole heartedly support this process. Many community and technical colleges follow the OSU Model. ‘

#### **Guided Pathways**

No comments or questions.

## 7. RECOMMENDED ACTION ITEMS

### **2022-2023 Services & Activities (S&A) Fee Allocation (2<sup>nd</sup> Read/Action)**

Trustee Quint makes a motion to approve the 2022-2023 S&A Fee Allocation which includes the Allocation of \$42,0001.68 from the fund balance to cover the remaining balance. Vice Chair Ponto seconds the motion. All in favor, motion passes.

### **2022-2023 College Budget (2<sup>nd</sup> Read/Action)**

Trustee Seabrooks would like to make a motion to approve all 3 items which include The Counselor Funding, Parking Subsidy and One-Time Classified Bonus. Vice Chair Ponto seconded the motion. Chair Kelly: No, Trustee McDaniel: No, Trustee Quint: Yes, Trustee Seabrooks: Yes, Vice Chair Ponto: Yes. Motion passes.

### **Ratification of the CCCFT Collective Bargaining Agreement, 2022-2025**

Trustee McDaniel made a motion to approve the CCCFT contract. Trustee Seabrooks second the motion. All in favor, motion passes.

## 7. RECOMMENDED ACTION ITEMS (continued)...

### 2022-2023 Self-Assessment Process

Trustee McDaniel made a motion to approve the self-assessment tool. Trustee Quint second the motion. All in favor. Motion Passes.

### 2022-2023 Board of Trustees Meeting Calendar

Trustee McDaniel made a motion to approve the 2022-2023 BOT calendar, with the stipulation that the modality of the meeting can be changed if needed. Vice Chair Ponto second the motion. All in favor. Motion passes.

## 8. REPORTS

Cascadia Events & Advocacy Board (EAB): Tamara Wood, Advocacy Board Chair, was present and a written report was submitted. She had no additional comments. Thank you so much Tamara for your time and dedication to Cascadia.

Cascadia Community College Federation of Teachers (CCCFT): Tenured Founding Faculty, David Shapiro was present and wanted to say thank you for awarding tenure to Nureni Adeyemo. Usually we have elections for the CCCFT steering committee in the Spring, but we have decided to carry the current steering committee through the summer and have a formal election in the Fall.

Cascadia College Classified Union Washington Public Employees Association (WPEA) Report: Tonio Shimono represented the WPEA and did not have anything to report.

### Chair and Individual Board Members Reports:

Thank you to Janet for taking the time to attend this meeting with us.

### President's Report:

- Thank you Becky Riopel for her leadership with graduation, it went so wonderfully.
- Reminder Board to stay on this zoom meeting for Executive Session.

## 9. OTHER BUSINESS/ANNOUNCEMENTS

There were no other announcements.

## 10. MEETING ADJOURNMENT

Chair Mike Kelly adjourned the regular meeting at 6:15pm.

## 11. Minutes Approved and Adopted on September 28<sup>th</sup>, 2022.

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Mike Kelly, Board Chair

Attest:

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Dr. Eric Murray, President  
Bdminutes06152022

**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.

Victor Begay, FT Tenure-Track Faculty and Tribal Liaison

Our first American Indian and Indigenous Studies instructor and Tribal Liaison. He comes more recently from Northern Idaho College and has taught extensively in his field in Arizona as well. Victor is building out our AIIS programming and forging connections between Cascadia College and area tribal groups.

Michael Abay, Database Administrator- Information Services

Mike earned an AA in Computer Science from Highline College and a B.S. in Computer Science from UW Tacoma. He has been working as a Database Administrator at Tata Consultancy until joining us here at Cascadia. Mike loves to watch soccer (his favorite team is Liverpool). He also enjoys hiking and playing video games.

Myles Cabanos, Program Coordinator- Student Financial Services

Myles is a Cascadia College alumni and holds a bachelor's degree from the University of Washington. He has spent the past year as a communications intern at Minerva Strategies and has experience as a Teaching Assistant at the University of Washington. He was drawn to Cascadia College because the work we do helps others to grow and make an impact.

Dawn Williams, HR Generalist –Human Resources

Dawn has over 11 years of experience working in higher education. She has a proven track record and passion for social justice, equity and caring for the whole person. She has worked at Seattle Central for the past five years as the work-study/student employment program specialist. Working in that role has allowed her to work collaboratively with senior management, her colleagues, students and the community they serve. Recruiting, hiring, onboarding, training, and creating a safe work environment are among some of her current work duties, which she will carry over as an HR Generalist at Cascadia. She has also earned a degree in Business



Administration/Human Resources. In Dawn's own words, she is a mother of three who enjoys football, faith, fellowship and quiet moments by the water.

Raldy Mariano, Assistant Director of International Marketing -International Programs

Raldy brings over 12 years of professional experience including teaching English in Japan and coordinating international student exchange programs at The Laurasian Institution, a non-profit educational organization. Raldy has a bachelor's degree in Economics from the University of Washington and a master's degree in International Relations from Waseda University in Japan. Most recently, he worked for Costco's headquarters in the International Division where he analyzed and managed the international logistics and development of Costco's global products.

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

- Amphi Diga, Independent Contractor to Permanent Fiscal Specialist 2
- Ketra Embleton, Development Specialist to Executive Assistant for Student Learning and Success
- Kim Jones, Program Coordinator to Diversity & Equity Center Program Lead for the Office of Equity & Inclusion
- April Brink, COVID prevention Manager to Emergency Operations Manager.
- Allen Flaa, Mail Carrier to Program Coordinator for Facilities & Capital Projects.
- Dr. Kimia Ghanbeigi, Associate Faculty to FT Tenure-track Engineering and Physics instructor
- Dr. Khai Button, Associate Faculty to FT Tenure-Track Biology instructor
- Debra Waddell, Tenured to Senior 1
- Margaret "Peg" Harbol, Tenured to Senior 1
- Soraya Cardenas, Tenured to Senior 1
- Steve Yramategui, Senior 1 to Senior 2
- Lindsay Custer, Post Tenure 5-year review (post earning Senior 2)
- Marc Hyman, Post Tenure 5-year review (post earning Senior 2)

**Cascadia College Board of Trustees**  
**Information Items (1)**

**Subject: Fall Enrollment Snapshot**

**Justification:**

Multiple enrollment mission metrics are driven by action items in the strategic plan core areas Accessible and Equitable, as well as provide revenue projections.

**Background:**

This item provides an overview of enrollment looking at 5-year trends. A presentation is attached with data pulled from the beginning of September. Any significant updates with fall enrollment will be shared verbally on September 28, 2022. A fall term analysis and projection for the year will be available in October 2022 after we have reached our 10<sup>th</sup> day of enrollment (our census day).

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

CASCADIA COLLEGE

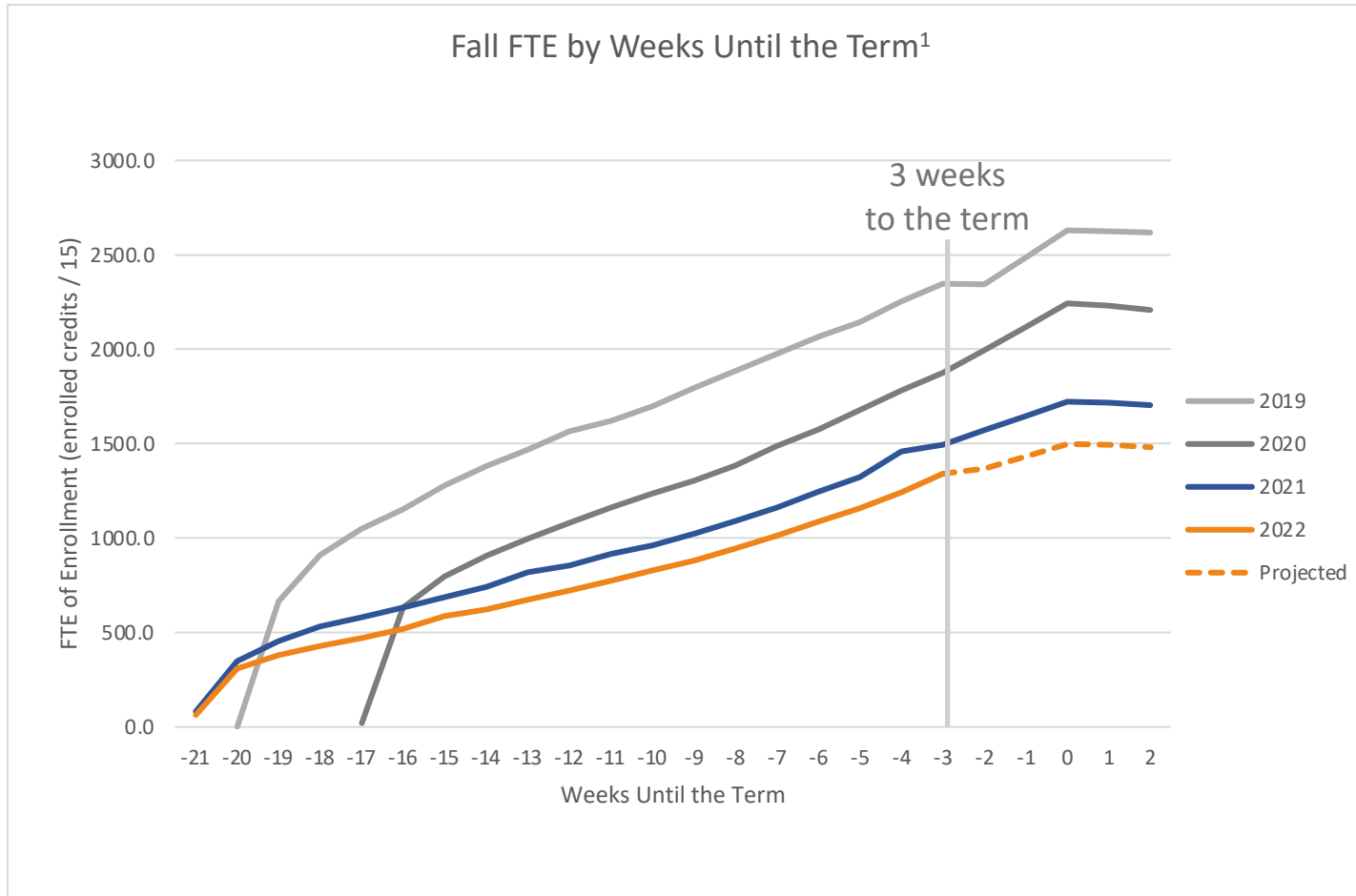
BOTHELL • OUR COMMUNITY'S COLLEGE

# Fall 2022 Enrollment & Trends

*Office of Institutional Effectiveness*  
9/9/2022

# FTE Fall 2022

Fall 2019 – Fall 2022  
as of 9/8/2022



At 3 weeks until the start of the term, FTE for Fall 2022 is **down 10.2%** (-151.9 FTE) compared to last fall.

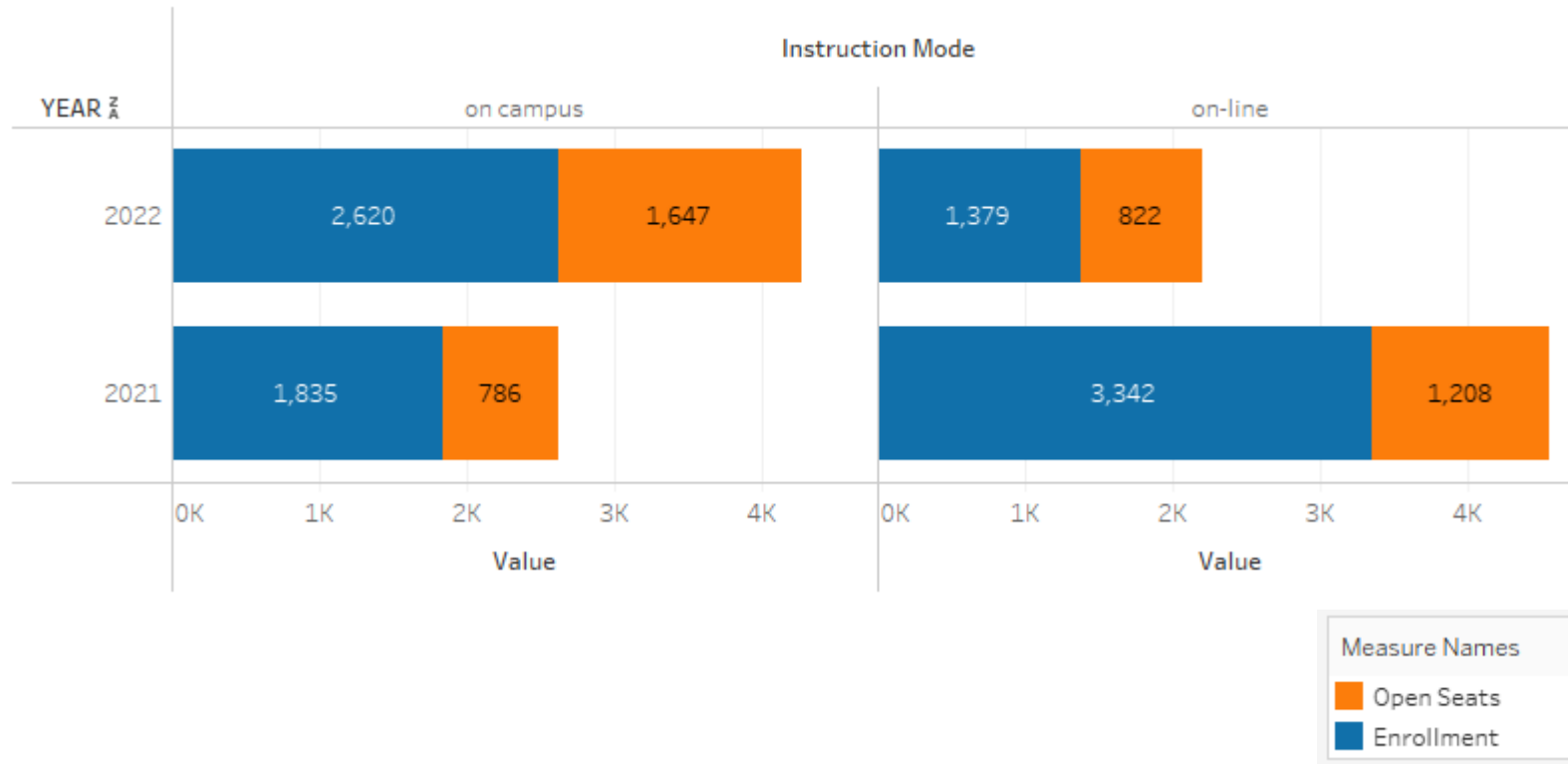
This Fall's enrollment is **down 42.9%** (-1,006.0 FTE) compared to 2019, a year that reflected pre-pandemic enrollment patterns.

**Predicted:** Using an average comparison for the past 5 weeks, FTE is projected to be down **13%** from last Fall, but it could be stronger.

<sup>1</sup>Excludes CiHS and Educational Interview in BEdA.

# On Campus Instruction<sup>1</sup>

Fall 2019 – Fall 2022  
as of 9/8/2022



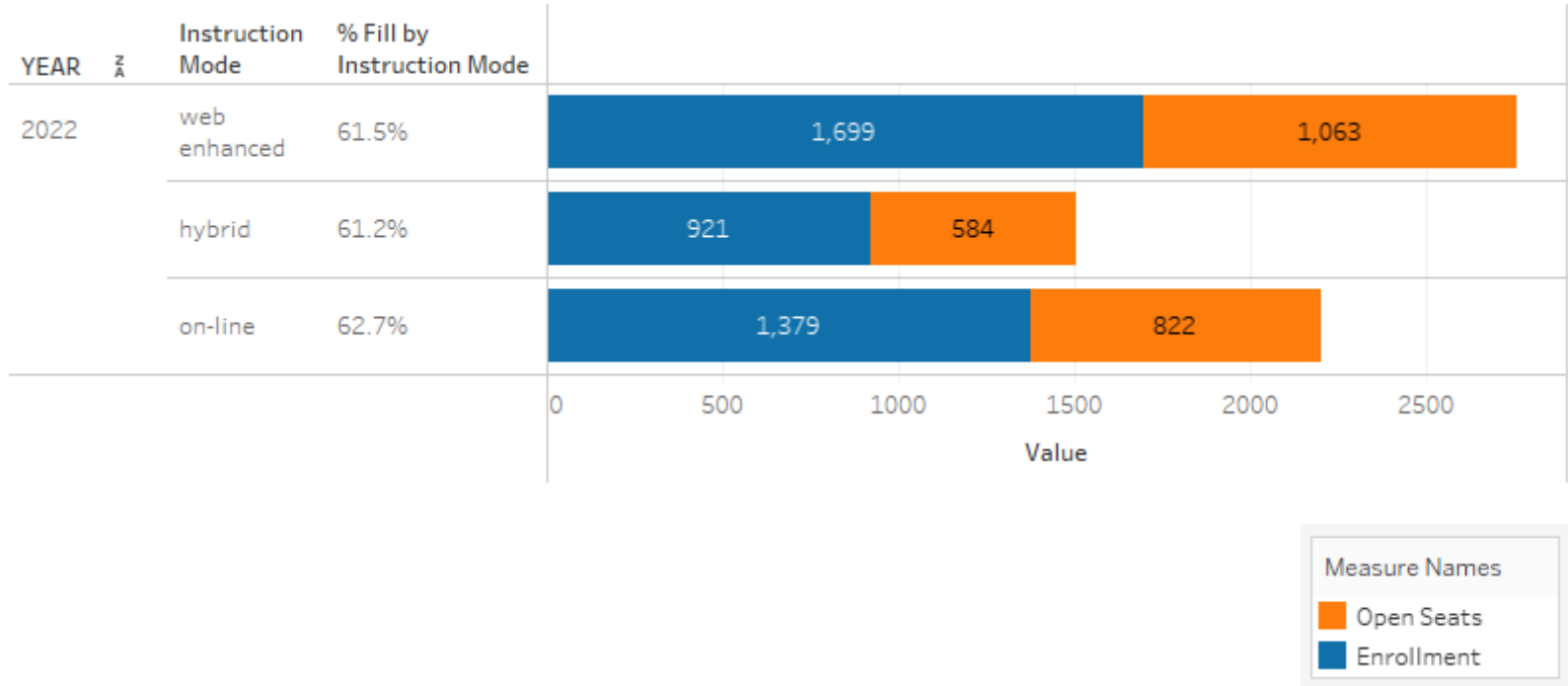
Students will be coming to campus in greater numbers and with more frequency than at any point since the start of the pandemic.

Students have **785 more** enrollments in on campus classes in Fall 2022 than Fall 2021. With 3 more weeks of registration, we’re likely to see additional growth in all instruction modes.

1. ‘On-Campus’ includes fully face-to-face (web-enhanced) courses and hybrids

# Enrollment by Instruction Mode<sup>1</sup>

Fall 2019 – Fall 2022  
as of 9/8/2022



Web-enhanced, a misnomer for a fully face-to-face course, leads enrollment. Excluding College and Career Foundations, fill rates across instruction modes are within 1.5 percentage points of each other.

Enrollment figures through July showed New students enrolling in web-enhanced courses over other instruction modes at a rate of 2:1.

Continuing student who have attended Cascadia during the pandemic were however most likely to enroll in online sections.

1. Domestic and International College and Career Foundations (formerly Basic Skills & English Language Program) classes are excluded in the view above since they are just starting to enroll for Fall 2022 and otherwise skew fill rates.



# Enrollment by Academic Division

Fall 2021 – Fall 2022  
as of 9/8/2022<sup>1</sup>

Fall 2022 enrollment by Division vary compared to last year. Some areas are up over last fall at this time, including College and Career Foundations (BEDA), COLL101, and Math.

Business and Social Sciences are flat or down < 10% compared to this time last fall.

English, Humanities, Natural Science, and Prof-Tech enrollments are softer by 15% or more compared to this time last fall.

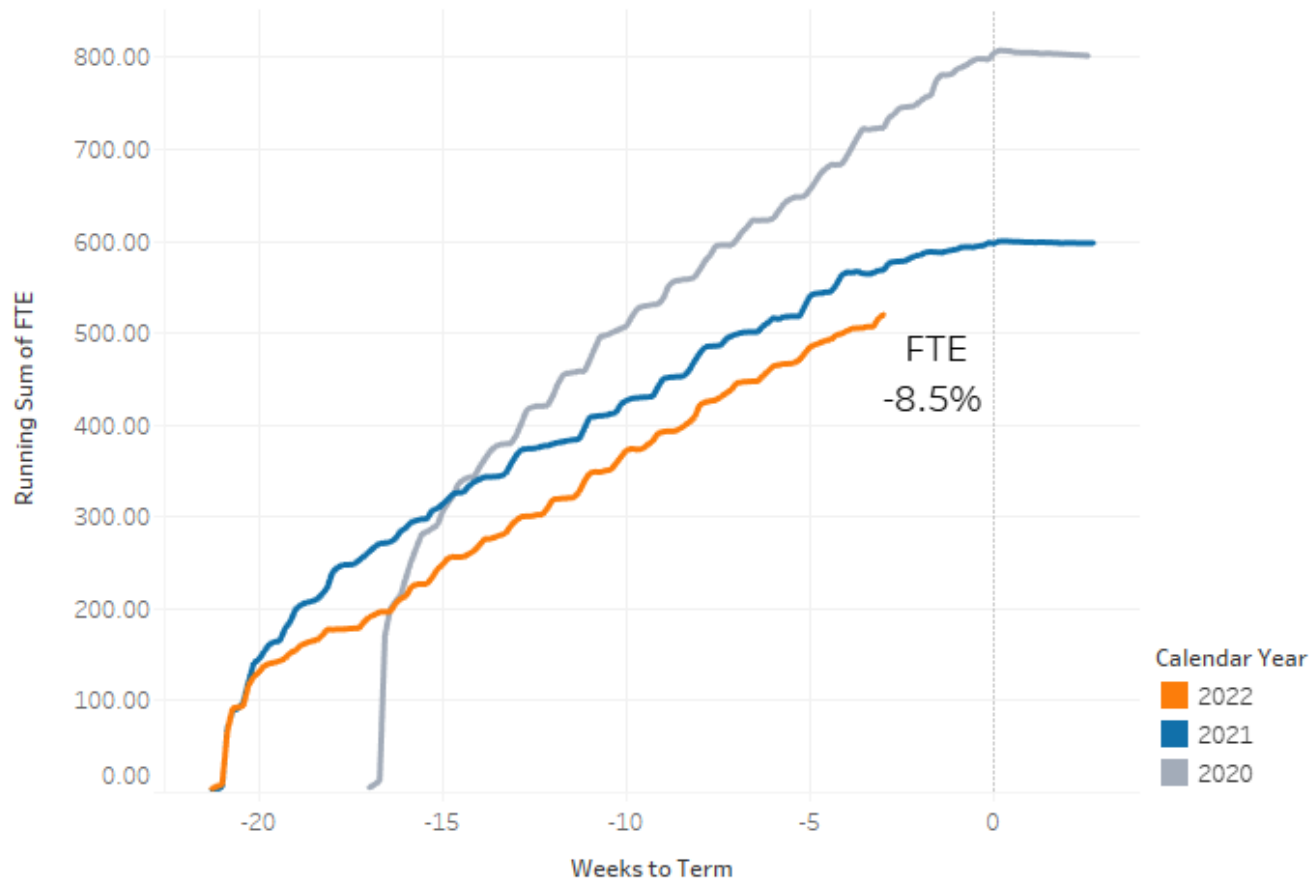
Division	Fall 2021 FTE	Fall 2022 FTE	% Δ to Fall 2021
College and Career Foundations	30.8	39.5	+28.1%
COLL101	135.0	155.7	+15.3%
Math	229.3	234.3	+2.2%
Social Sciences	169.3	169.0	-0.2%
Business / Accounting	82.0	75.0	-8.5%
Natural Sciences	256.1	214.1	-16.4%
Humanities	232.3	185.3	-20.2%
English	262.0	197.3	-24.7%
Prof-Tech	94.5	70.7	-25.2%

<sup>1</sup> Enrollment is a snapshot comparison at 3 weeks until the start of the term

# Running Start Student<sup>1</sup> FTE

Fall 2020 – Fall 2022

as of 9/8/2022



Includes students in the 'SRSR' or 'SRSL' student groups in Fall.

Fall 2022 Running Start Student enrollment is **down 8.5%** (-48 FTE) from last fall but has been narrowing the gap as enrollment continues.

Compared to Fall 2020, Running Start Enrollment is down 28% (-203 FTE).

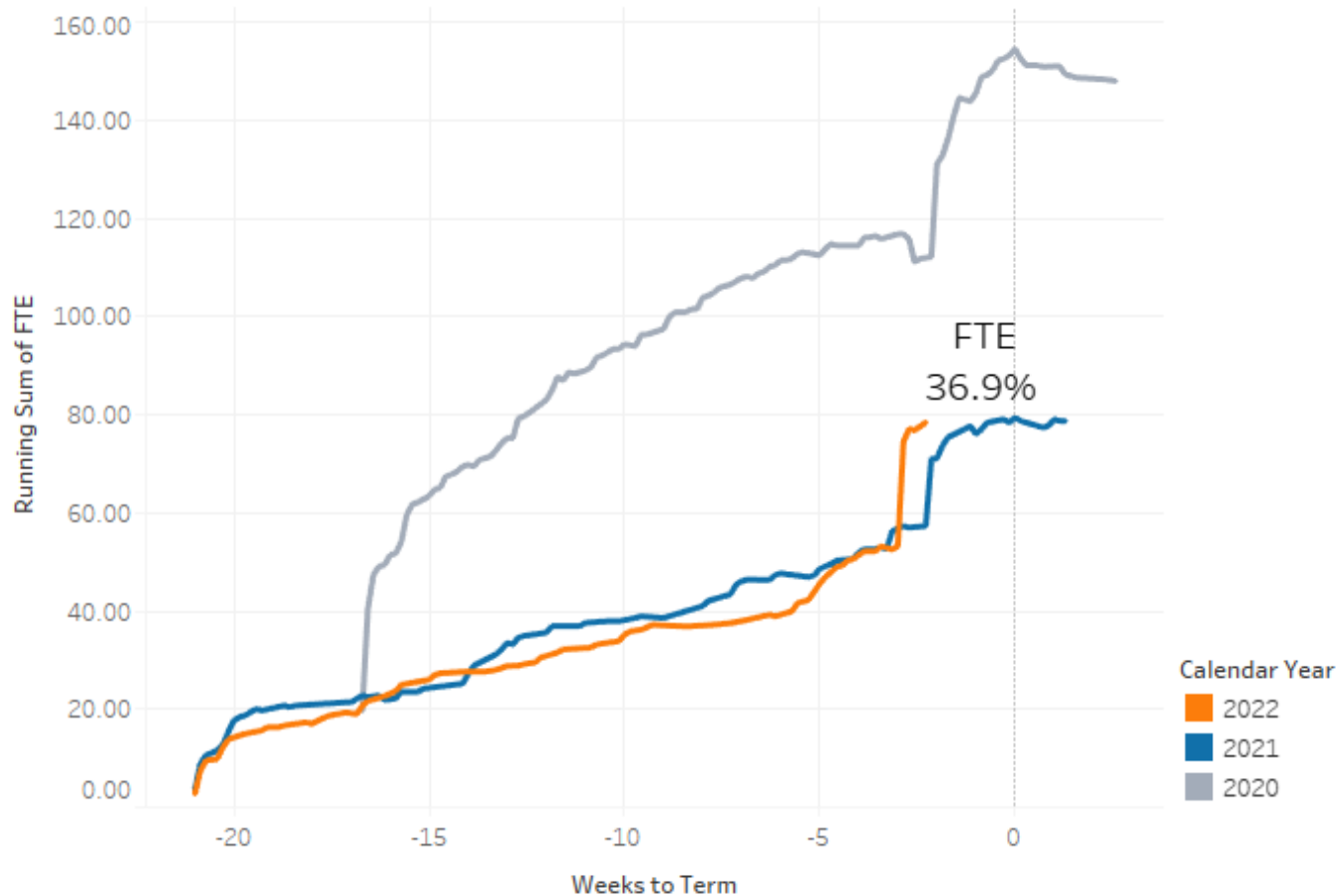
An encouraging sign is **new** Running Start students enrolling in Fall2022. New, Running Start enrollment is up 15% (+35 FTE) over Fall 2021 and points at future enrollment recovery of this student population.



# International Student<sup>1</sup> FTE

Fall 2020 – Fall 2022

as of 9/12/2022



At 2+ weeks to the start of Fall 2022, International Student Enrollment is at 78.5 FTE (up 36.9%). It appears poised to come in **flat or slightly above Fall 2021**.

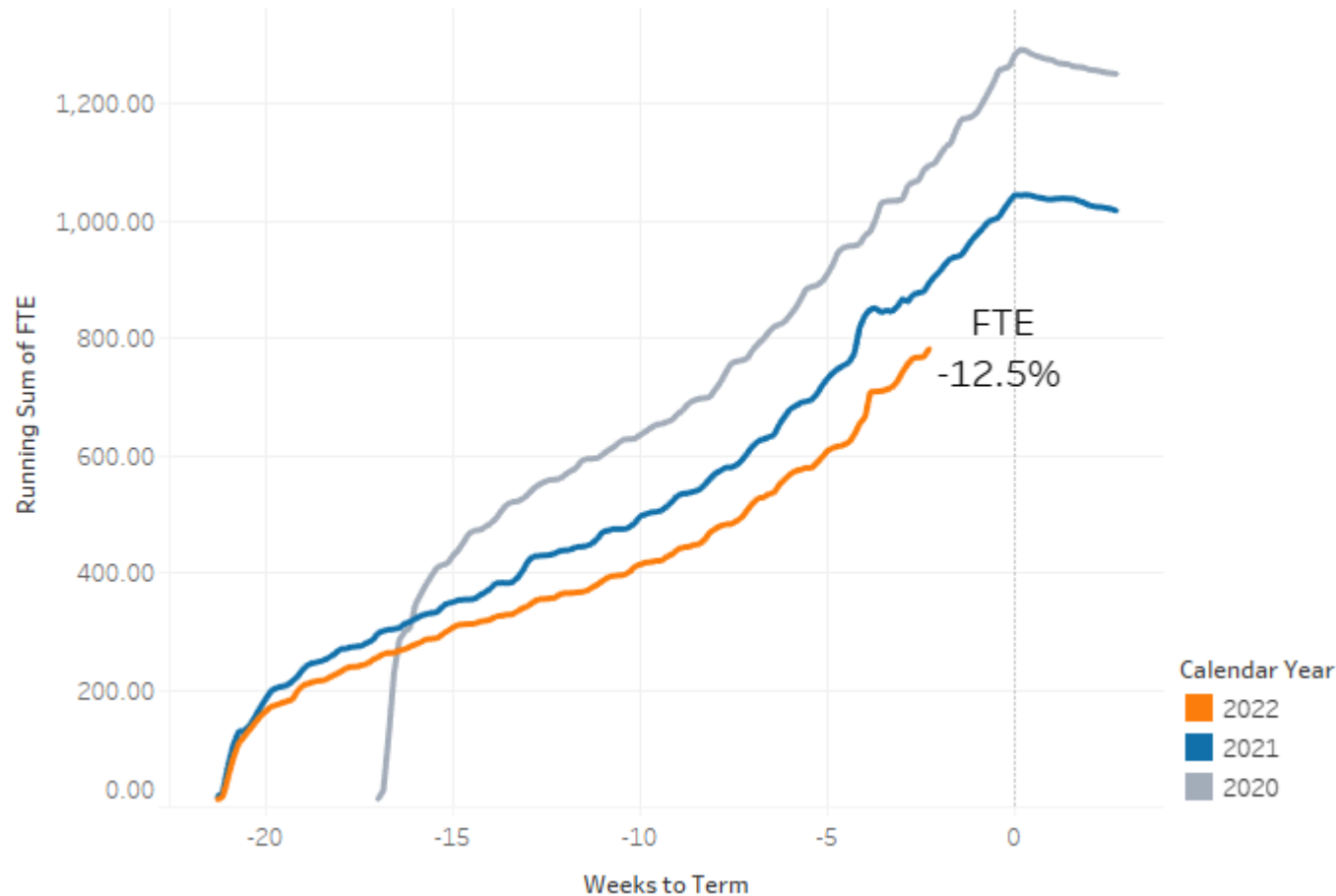
International Student enrollment has been roughly 50% lower than Fall 2020 levels.

1. Includes students in the 'SINT' International Student Group

# State Supported<sup>1</sup> FTE

Fall 2020 – Fall 2022

as of 9/12/2022



At 2+ weeks to the start of Fall 2022, State Supported Student Enrollment (excludes Running Start and International) is **down 12.5% (-112 FTE)**.

This enrollment segment is down 28% (-312 FTE) compared to Fall 2020.

1. State Supported students are identified by excluding students in the 'SINT' International Student Group and 'SRSR' or 'SRSL' Running Start student groups.



# Enrollment Recovery Plan (2021-2024)

## Introduction

This plan acknowledges and responds to the multi-year enrollment decline impacting all student types. This plan is designed for immediate enrollment recovery employing short-term initiatives. Two phases of recovery are outlined: urgent and critical. The first phase, the urgent phase, is designed to reduce our decline by increasing overall enrollment with the goal of achieving a “zero point” (no decline, no increase from the previous year). The second phase, or critical phase, shifts to focus increasing (net positive) enrollment as we climb back to at least pandemic enrollment levels.

The Enrollment Recovery Plan shares metrics with the Strategic Plan, however the initiatives are unique. Initiatives included in the Strategic Plan are highlighted with light blue.

## Phase 1: Urgent (Reducing our decline)

2021-2022				
Initiative/Action	Target Population(s)	Metrics	Projected Quarter of Impact	Owner
<b>Re-directing UWB Non-admits</b> <ul style="list-style-type: none"> <li>Direct outreach to non-admitted UWB Applicants in our service district (“Try Cascadia”).</li> </ul>	New students	New student registrations	Fall 2022	Kerry & Erin
<b>Scholarships</b> <ul style="list-style-type: none"> <li>Implemented a Fall Scholarship Cycle (110 awards).</li> <li>Allocated \$25K for students in Cascadia Scholars program.</li> <li>Offered \$25K for Winter/Spring 2022 registration support.</li> </ul>	New and continuing students	<ul style="list-style-type: none"> <li>General enrollment trend</li> <li>Cohort student retention</li> </ul>	Fall 2021, Winter 2022, Spring 2022	Foundation

<b>Students of Color Conferences</b> <ul style="list-style-type: none"> <li>Launched the Spring in-person Northshore School District Student of Color Conference.</li> <li>Launched the Spring in-person Lake Washington School District Student of Color Conference.</li> <li>Launched Outreach event at Riverview</li> </ul>	New students of color	New student registrations	Fall 2022	Chari and Sara
<b>Student Retention Outreach</b> <ul style="list-style-type: none"> <li>Contacting students registered any quarter in 2020-21 that didn't return in Fall 2021.</li> <li>Contacting students who applied for admission in 2021 but didn't register.</li> <li>Contacting students enrolled in Fall 2021 who have not registered for Winter 2022.</li> <li>Conducting 75 credit check - Advisors have a list of students close to graduating and are contacting them to reengage and develop educational plans to help them complete their degree.</li> </ul>	Continuing students	<ul style="list-style-type: none"> <li>Retention rate</li> <li>Completion rate</li> </ul>	Spring 2022	SSS
<b>Running Start Awareness</b> <ul style="list-style-type: none"> <li>Launching presentations by current Running Start students to prospective RS students and parents (promoted via media release and in newsletter to area HS counselors).</li> </ul>	High school students, parents	New student registration	Fall 2022	Outreach, Advising
<b>2022-2023</b>				
<b>Initiative/Action</b>	<b>Target Population</b>	<b>Metric</b>		<b>Owner</b>
<b>UWB Guaranteed Admissions agreement</b> <ul style="list-style-type: none"> <li>Students who complete specific credential and transfer agreements will automatically be admitted to UWB</li> </ul>	Transferring students	<ul style="list-style-type: none"> <li>Completions</li> <li>Transfer UWB rate</li> </ul>	Fall 2023 (earliest)	Kerry, Erin
<b>Student Success Technology</b> <ul style="list-style-type: none"> <li>Implementing Target X to make recruiting more efficient for lead generations and follow up</li> <li>Launching EAV Navigate early alert, messaging, predictive analytics</li> </ul>	Prospective students  Continuing students	<ul style="list-style-type: none"> <li>New student admissions, registration</li> <li>Retention</li> </ul>	Spring 2023	Outreach  SSS

<b>Student Connections</b> • Staff and faculty connecting with 1-3 students monthly	New and continuing students	Retention	Spring 2023	Kerry
<b>The Center</b> • Implementing new programming to create a strong community and success support	New and continuing students	Retention	Fall 2022	Chari
<b>The Foundation: New Executive Director</b> • Creating a powerful partnership to expand connections with business, organizations, and individuals	New and continuing students	Outreach	Spring 2023	Eric
<b>Cascadia Scholars expansion</b> • Expand the number of students in the program • Increase the number of mentors	New and continuing students	• Participation # • Retention	Winter 2023	Chari
<b>Student Voices</b> • Create a structured plan and process for capturing strategic student feedback	New and continuing students	Retention	Spring 2023	Chantal
<b>Enrollment Recovery Planning Group</b> • Gathering of interested folks to review data leading to recommendations for Eteam to consider, both short and long term.	New and continuing students Systemically marginalized students	Admissions Registration Retention		Kerry
<b>Redesign advising</b> • Deploy Guided Pathways advising strategies to create a cohort-like process.	New and continuing students	Retention	Fall 2023	Gordon, Chantal

## Phase 2: Critical (Achieving net increase, longer term implementation)

<b>2022-2023</b>				
<b>Initiative/Action</b>	<b>Target Population</b>	<b>Metric</b>		<b>Owner</b>
<b>Onboard/Intake Review</b>	Prospective and New students	• New student admitted • New student registration	Spring 2023	SSS, Outreach

<b>Campus Equity Center</b> Researching a joint Equity & Inclusion Center with UWB to facilitate transfer and belonging in the previous Bookstore space.	Prospective and continuing students of color	<ul style="list-style-type: none"> <li>Prospective students</li> <li>Retention of students</li> </ul>	Unknown at this time	Chari
<b>Together Center (Redmond)</b> <ul style="list-style-type: none"> <li>Establish a new outreach center</li> </ul>	<ul style="list-style-type: none"> <li>Prospective and continuing students</li> <li>Prospective and continuing students of color</li> <li>Running Start students (Riverview &amp; LWSD)</li> </ul>	New registrations	Summer 2023	Chari
<b>La Raza Partnership</b> <ul style="list-style-type: none"> <li>Developing partnership with La Raza (Spanish language publication) for articles and advertisements</li> </ul>	New students of color	New registrations Retention		Outreach
<b>Expand enrollment partnerships with UWB</b> <ul style="list-style-type: none"> <li>1+3</li> <li>2+2</li> <li>Direct admittance to UWB major programs</li> </ul>	New students, IP Students	New FTE Transfer rate	Fall 2023 (tentative)	Kerry, Erin
<b>Program Expansion</b> <ul style="list-style-type: none"> <li>BS Com Science</li> <li>ASST in Watershed</li> <li>AIS</li> </ul>	New students	New program registrations		Kerry, Deans
<b>Guarantee an equitable starting point for all students</b> <ul style="list-style-type: none"> <li>Conduct an English and Math placement and success data review</li> </ul>	New students	Placement rates	Fall 2023	Kerry, Deans
<b>STEM Partnership with UWB</b> <ul style="list-style-type: none"> <li>Remove barriers to completion and transfer for Engineering students</li> </ul>	Continuing students	Transfer success rate % of underserved/marginalized students	Fall 2023 or after	Kristina

**Cascadia College Board of Trustees**  
**Information Item (2)**

**Subject:**      **Policy Review**

**Justification:**

NWCCU requires that the Trustees periodically review all Board policies.

**Background:**

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

**Cascadia College Board of Trustees**  
**Information Item (3)**

**Subject:** E&I Legislative Bill Update

**Justification:**

The Trustees requested information on how the college has responded to Senate Bill 5227 on Diversity & Equity Initiatives.

**Background:**

The Legislative Senate passed two bills last year that not only authorized funds for equity & inclusion work in the community colleges, but also had expected a specific outcome, namely a Campus Climate Assessment. Progress on that assessment is attached.

The funds authorized for E&I work have been fully allocated to Cascadia's E&I division.





# Campus Climate Assessment Plan

## Background

### State requirements

*In May of 2021, the Washington State Legislature enacted Senate Bill 5227 relating to diversity, equity, inclusion, and antiracism at institutions of higher education. Included in that Bill (section 3) is the requirement for all colleges to conduct campus climate assessments (CCAs) and campus listening and feedback sessions. (SBCTC CCA Guidance)*

- Each college must submit a plan by July 1, 2022 overviewing their plan and progress on their implementation.
- CCA findings must also be posted on your college website.

## Cascadia’s Plan

### College contextual work

- We have strategic initiatives based on a decade of listening, data (See Appendix A: Strategic Plan Equity Initiatives (2021-2022, 2022-2023). Examples of the listening, dialogs, and data include
  - Over multiple years, the College community engaged in Cavolines, DIAs (non-instructional Day of Inquiry and Assembly)
  - 2019-2022 The Executive Director of Equity and Inclusion, conducted an Intercultural Development Inventory to assess intercultural competency among the college community.
- Identify plan actions
  - Foundations (1/3 employees have completed, goal for 22-23 is to reach 50%)

### Action Plan for 2022-2023

Term	Action	Owner(s)	Outcome(s)
Summer 2022	Identify CCA tool(s) for students and employees	E&I Council Work team	<ul style="list-style-type: none"> <li>• Identify Tool</li> <li>• Develop implementation plan</li> </ul>

<b>September 2022</b>	Review student success disaggregate outcome data		<ul style="list-style-type: none"> <li>Identify gaps, gates, and barriers</li> </ul>
<b>Fall 2022</b>	Launch the Community Voices (strategic plan initiatives: Scholars, Diversity & Equity Center, student leaders, and other	EDEI, Guided Pathway Assoc. Dean, Director IE	<ul style="list-style-type: none"> <li>Capture qualitative feedback ) to dive deeper in the student and employee experience to supplement quantitative data.</li> </ul>
<b>Fall 2022</b>	Deploy CCA tool(s)	Director IE	<ul style="list-style-type: none"> <li>Capture climate data</li> </ul>
<b>Fall 2022</b>	Focus October DIA or drop-in services to discuss data	EDEI	
<b>Winter 2023</b>	summarize feedback, draft actions for 23-24 strategic plan	EDEI	
<b>Spring 2023</b>	Review impact/outcomes of 22-23 E&I strategic initiatives.	EDEI	

#### Next Action Steps

- May E&I Council
  - Review the plan
  - Identify a summer workgroup to identify survey tools in collaboration with IE
- Summer
  - Develop student feedback plan

#### Resources

[SBCTC CCA Guidance](#)

Appendix 1: Cascadia College’s Strategic Plan – Equity, Diversity, and Inclusion Initiatives

## CORE MISSION AREA: EQUITABLE

STATUS	MISSION OUTCOME	OBJECTIVE	INITIATIVE, ACTIVITY, PROGRAM	GOVERNANCE BODY & EXECUTIVE	PERFORMANCE INDICATORS	MEASURE: LONG-TERM OUTCOMES	DATA SOURCE
<b>COMPLETED</b>	1. Increase student and employee diversity 2. Increase equity outcomes for students and employees	Create a sense of belonging and establish a support network	Establish employee affinity groups	EDEI, E&I Advisory Council	Employee retention	Increase hiring and retention rates among systemically non-dominant employees	ctcLink data HR data
	1. Increase employee diversity 2. Increase employee equity outcomes	Ensure an equitable starting point for employees	Remodel the hiring process through an E&I lens	EDEI, E&I Advisory Council	Employee demographics Employee year-by-year retention rates	<ul style="list-style-type: none"> <li>Increase hiring and Retention of systemically non-dominant employees</li> </ul>	HR data
			Implement the Equity Advocate program for hiring committees	EDEI, E&I Advisory Council	Candidate demographics for semi-finalists and finalists	<ul style="list-style-type: none"> <li>Increase hiring of systemically non-dominant employees</li> </ul>	HR data
	1. Increase student and employee equity outcomes	Connect with Indigenous Community	Co-create a land acknowledgment with Indigenous Community	EDEI, E&I Advisory Council	Progression & retention rates	<ul style="list-style-type: none"> <li>Increase sense of belonging</li> <li>Indigenous students and employees</li> <li>Retention of Indigenous students &amp; employees</li> </ul>	ctcLink data HR data Student & employee surveys
	<b>CON TIN</b>	1. Increase student and employee diversity	Create a sense of belonging and	Expand the Cascadia Scholars Mentorship Program (second year, 1 <sup>st</sup> year of full program)	EDEI, E&I Advisory Council	1 <sup>st</sup> 15, 30, 45 credits	<ul style="list-style-type: none"> <li>Increase retention and completion rates amongst systemically non-dominant students</li> </ul>

	2. Increase equity outcomes for students and employees	establish a support network	Expand High School Students of Color/Social Justice Conferences	EDE&I	# Participants	<ul style="list-style-type: none"> <li>Increase new FTE</li> <li>Increase enrollment of systemically non-dominant students</li> </ul>	Event data ctcLink data
	1. Increase student success 2. Increase equity outcomes for students	Guarantee an equitable starting point for students	Translate CCF and other program materials into additional languages <b>(delayed due to funding)</b>	VPSLS, VPERP	Increase in BEdA enrollment	<ul style="list-style-type: none"> <li>Increased enrollment in BEdA</li> </ul>	ctcLink student data
	1. Increase employee diversity 2. Increase employee equity outcomes	Ensure an equitable starting point for employees	E&I Foundations Expansion to reach 50% of employees <b>(program expansion)</b>	EDE&I	# New participants	<ul style="list-style-type: none"> <li>Increase sense of belonging</li> <li>retention of systemically non-dominant employees</li> </ul>	Program data
	1. Increase student success 2. Increase equity outcomes for students	Guarantee an equitable starting point for students	Conduct an English and Math placement and success data review <b>(delayed due to capacity)</b>	VPSLS	Initial placement levels by placement source	<ul style="list-style-type: none"> <li>Completion rate of program level Math &amp; English at 45 credits (disaggregated)</li> </ul>	Placement data ctcLink data
NEW	1. Increase student and employee equity outcomes	Connect with Indigenous Community	Hire an AIIS Faculty Program Coordinator and launch program	VPSLS, EDE	Enrollment 1 <sup>st</sup> 15, 30, 45 credits	<ul style="list-style-type: none"> <li>Improve sense of belonging for American Indian and Indigenous students</li> <li>Increase retention and completion rates amongst systemically non-dominant students</li> </ul>	Student Voices Program Assessments ctcLink Data
	1. Increase student and	Create a sense of	Community Voices: Annual climate and experience feedback	EDE&I	# Responses	<ul style="list-style-type: none"> <li>Increase retention and completion rates amongst systemically non-dominant students</li> </ul>	Program Assessments ctcLink data

	<b>employee diversity</b> <b>2. Increase equity outcomes for students and employees</b>	belonging and establish a support network					
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**Cascadia College Board of Trustees**  
**Information Items (4)**

**Subject: Guided Pathway Update**

**Justification:**

Guided Pathways changes how we do college by identifying and removing barriers for students, replacing them with practices and process that work. Our Guided Pathways is intragyral to our strategic plan and mission metrics.

**Background:**

This month's overview provides:

- An understanding of the SBCTC Guided Pathway philosophy,
- An overview of the 4 pillars of Guided Pathways, and
- Highlights of our work.

Dr. Kerry Levett, Vice President for Student Learning and Success, and Dr. Chantal Carrancho, Associate Dean of Guided Pathways, Outcomes and Assessment will be available to answer questions.

**Supporting Document:**

- GP Overview (BOT 9.28.22)

### What is Guided Pathways within the SBCTC?

Washington State guided pathways reform is a student-centered framework grounded in equity-minded praxis designed to increase and diversify the students and communities accessing and earning high value community college credentials. The systemic institutional approach focuses engaging each student from point of entry to attainment of postsecondary credentials and careers.

### Overview of Guided Pathways Work by Pillar



#### Pillar 1: Create clear curricular pathways to employment and further education.

**Program Maps** are clustered into **6 Areas of Interest (AOI)**. Cascadia's AOIs are:

1. Business
2. Communication, Creative Arts and Design
3. Earth Sciences, Sustainability, and Environment
4. Health and Wellness
5. STEM
6. Social Science, Human Services, and Education

Each AOI will have clear defined learning outcomes aligned with industry identified needs, transfer options are clearly mapped to guide and prepare students to enter employment and/or further education. Students will know which courses they should take and are directed to default course selections designed to lead to on time completion. Students will be able to work closely with a professional adviser and EAB Navigate to customize their academic plans.

[Example of Completed Program Map: Biochemistry](#)

**Onboarding and Intake:** Every new credential seeking Cascadia student is provided structured exploratory experiences (through CORE, Jumpstart and College 101) that are informed by labor market information and designed to support their program choice (by 30 credits) and Area of Interest upon enrollment. Orientation and intake activities are mandatory and designed to build a sense of belonging, clarify student career and college goals.



## Pillar 2: Help students choose and enter their pathway.

Sub-Plans will be entered into ctcLink to collect accurate program of choice data.

Program Maps will be available in EAB Navigate by Winter 2023 for students to utilize the Academic Planner tool.

Students are to confirm their program/degree map within more than two quarters or 30 credits.



## Pillar 3: Help students stay on their path.

**Progress Monitoring** toward completion is monitored in EAB Navigate on an ongoing and regular basis. Student progress monitoring data is used to provide frequent and regular feedback and resources to students, college, faculty, staff, and administrators.

- Selected faculty pilot run to test out the progress monitoring function with EAB Navigate in the summer.
- Campus-wide introduction of EAB Navigate will be presented during Opening Week.
- A structure to redirect students who are not progressing in a program to a more viable path

### Professional Advisor Assignments

- Identifying process for student/advisor assignment in ctcLink → EAB Navigate (Student Success Team)

**Student Supports** systems and procedures to identify students at risk and provide additional supports through CARE Team, Bock Learning Center, etc.



## Pillar 4: Ensure that learning is happening with intentional outcomes.

- Areas of Interest Faculty leads recruited Spring 2022.
- Program-specific learning outcomes
- Inescapable student engagement (project-based, collaborative learning and applied learning experience)
- Faculty-led improvement of teaching practices
- Systems and procedures for the college and student mastery of learning outcomes that lead to credentials, and/or employment



## **Continuous Improvement:**

- Revisit conditions, sustainability, and implementation.
- Continuously improve pathways by building on elements that work and adjusting or discarding elements that are not serving all students well.
- Establish and track early outcomes with key performance indicators.

## **Global Projects**

### **Student Voices**

- In collaboration with the Equity and Inclusion department, student focus groups, ongoing collection of student feedback will be collected throughout the 22-23 Academic Year to drive the work of Guided Pathways.

### **Communication**

- Ongoing forums, workshops, and training will be developed to ensure that the campus is in the loop of the success of Guided Pathways transformation.

### **Website Redesign**

- Publish Areas of Interests with clearly defined Program Maps linked to career and transfer outcomes.
- Easy to navigate application processes, with clear onboarding steps to CORE, Jumpstart, advising milestones, and College 101.

#### **Submitted By:**

Dr. Chantal Carrancho, Associate Dean – Guided Pathways, Outcomes & Assessment  
Dr. Kerry Levett, VPSLS

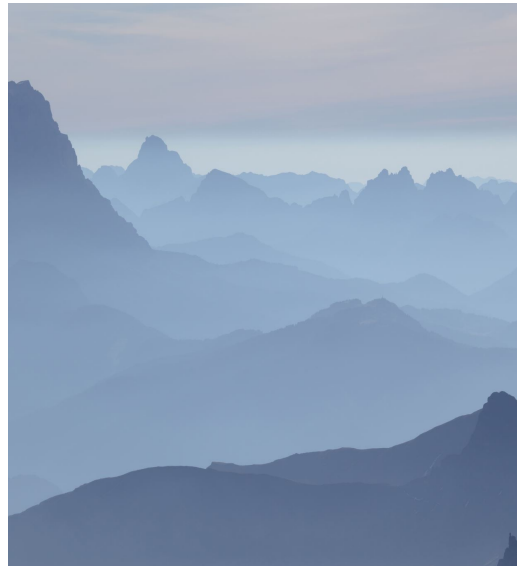
**Cascadia College Board of Trustees**  
**Information Items (5)**

**Subject: Strategic Plan Update**

**Justification:**

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

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



# 2022-2023 Strategic Initiatives

*We are the community's college.  
We deliver accessible, equitable,  
and superior educational  
experiences to inspire every  
person to achieve their  
educational and career goals.*



# The Plan: 2022-2023

[2022-2023 Accessible Initiatives \(page 3\)](#)

[2022-2023 Equitable Initiatives \(page 5\)](#)

[2022-2023 Superior Learning Experience Initiatives \(page 7\)](#)



The purpose of this section is to provide a summary of the development of the 2022-2023 Initiatives Plan.

**Accessible** refers to student enrollment gaps with a focus on:

- Inclusive access for individuals from a variety of backgrounds and abilities.
- Improved educational access for all and dismantle the barriers to higher education.

**Equitable** is identifying disparities among race/ethnicity, gender, and all underrepresented and marginalized groups and working to reduce the achievement gaps among groups of student and employees

- Reduce the disparities in student success across race/ethnicity, socioeconomic status, gender, and other groups.

**Superior Educational Experiences** is at the core of student achievement and our mission fulfillment.

- Ensure high-quality educational experiences, which includes student participation, faculty interaction, and instructional quality.
- Ensure that each student receives the support needed to be successful.

[Notes for the 2022-2023 Addendum](#)

[Status Definitions for Initiatives](#)

- **Transitioned to operational or completed:** These are initiatives, actions, or programs that were initiated in 2021-2022 and are either completed or now considered operationalized, as part of our regular practice.
- **Continued:** These are initiatives, actions, or programs that were initiated in 2021-2022 and were not completed due to specific reason (noted in the plan) and continued for this year.
- **New:** These are initiatives, actions, or programs that were identified as what matters most to positively influence our mission metrics for this coming year.

[Enrollment recovery vs. SEM](#)

Like many of our community colleges, throughout the pandemic Cascadia College has experienced enrollment decline, especially with systemically non-dominant students. Consequently, we have adopted **Enrollment Recovery** as our enrollment approach. **Enrollment Recovery** conveys a sense of urgency for enacting initiatives to retain our current students, reconnect with those who have left, and purposely introduce our College to communities we have not yet met.

# ACCESSIBLE

STATUS	MISSION OUTCOMES	PLANNED WORK				INTENDED RESULTS			
		OBJECTIVE	OWNERS	INITIATIVE, ACTIVITY, PROGRAM	GOVERNANCE BODY & EXECUTIVE	PERFORMANCE INDICATORS	MEASURE: SHORT-TERM RESULT	MEASURE: LONG-TERM OUTCOMES	DATA SOURCES
TRANSITIONED	1. Increase student success 2. Increase student diversity 3. Increase equity outcomes	Create student accessible curriculum	Guided Pathways Committee	initial mapping work <b>(Completed)</b>	Student Learning Council, VPSLS	1 <sup>st</sup> 15, 30, 45 credits Student registration	# Maps completed by the target date	Decrease time to complete	ctcLink student data
	1. Increase student success 2. Increase student diversity 3. Increase equity outcomes	Create a stronger student support network	Enrollment Recovery Team	Implement and market expanded BFET program <b>(Completed)</b>	VPSLS, VPERP	Increase in BFET program	Number of students enrolled in BFET program	Increase enrollment	ctcLink student data
CONTINUED	1. Increase student success 2. Increase student diversity 3. Increase equity outcomes	Create a stronger student support network	Guided Pathways Committee	Develop a plan for intrusive and culturally relevant advising <b>(continued from 21-22, linked to EAB navigate implementation)</b>	VPSLS	Systemically non-dominant students: Progression Rate Retention Rate	Increase student support participation of systemically non-dominant students	Increase completion	ctcLink student data
			Enrollment Recovery Team	Implement CRM software to better communicate with prospective and current students <b>(continued from 21-22)</b>	VPERP, VPSLS	Increase in the conversion of prospective to enrolled students	Percentage of students who enroll	Increase enrollment	ctcLink student data
	1. Increase student success 2. Increase student diversity 3. Increase equity outcomes	Create student accessible curriculum	Guided Pathways Committee	Collaborate with External Relations to design a web application that connects areas of interest with academic plans and maps <b>(delayed launch due to work backlog)</b>	VPSLS, VPERP	1 <sup>st</sup> 15, 30, 45 credits Academic plan completions Student confidence	Rate of web hits	Decrease time to complete	Web metrics ctcLink student data Internal survey

<b>NEW</b>	<b>1. Increase student success</b> <b>2. Increase student diversity</b> <b>3. Increase equity outcomes</b>	<b>Create new student access points</b>	Enrollment Recovery Team	Expand enrollment partnerships with UWB	VPSLS	New FTE Transfer Rate	Enroll UWB non-admits Develop new 1+3 and 2+2 transfer programs	Increase enrollment Increase completion	ctcLink student data Clearinghouse
			VPSLS Guided Pathways	Create new certificate and degree options (AS, BS Com Sci)	VPSLS, SLC	New FTE	NWCCU and WA State program approval	Increase new FTE	ctcLink student data
			EDE&I, VPSLS	Open an auxiliary site in Redmond	EDE&I	NEW FTE	Hold first term classes	Increase new FTE Increase enrollment of systemically non-dominant students	ctcLink student data

# EQUITABLE

STATUS	MISSION OUTCOME	PLANNED WORK				INTENDED RESULTS			
		OBJECTIVE	OWNERS	INITIATIVE, ACTIVITY, PROGRAM	GOVERNANCE BODY & EXECUTIVE	PERFORMANCE INDICATORS	MEASURE: SHORT-TERM RESULT	MEASURE: LONG-TERM OUTCOMES	DATA SOURCE
COMPLETED	1. Increase student and employee diversity 2. Increase equity outcomes for students and employees	Create a sense of belonging and establish a support network	EDEI, HR	Establish employee affinity groups	EDEI, E&I Advisory Council	Employee retention	# Affinity groups that meet for the year	Increase hiring and retention rates among systemically non-dominant employees	ctcLink data HR data
	1. Increase employee diversity 2. Increase employee equity outcomes	Ensure an equitable starting point for employees	EDEI, HR	Remodel the hiring process through an E&I lens	EDEI, E&I Advisory Council	Employee demographics Employee year-by-year retention rates	<ul style="list-style-type: none"> <li># Of policies updated policies</li> <li># Job descriptions updated with equity statements</li> </ul>	<ul style="list-style-type: none"> <li>Increase hiring and Retention of systemically non-dominant employees</li> </ul>	HR data
			EDEI, HR	Implement the Equity Advocate program for hiring committees	EDEI, E&I Advisory Council	Candidate demographics for semi-finalists and finalists	# Of searches Advocates support	<ul style="list-style-type: none"> <li>Increase hiring of systemically non-dominant employees</li> </ul>	HR data
	1. Increase student and employee equity outcomes	Connect with Indigenous Community	Land Acknowledgment Task Force, EDEI	Co-create a land acknowledgment with Indigenous Community	EDEI, E&I Advisory Council	Progression & retention rates	Integrate E&I knowledge, ideas, and concepts within the fabric of the institution	<ul style="list-style-type: none"> <li>Increase sense of belonging</li> <li>Indigenous students and employees</li> <li>Retention of Indigenous students &amp; employees</li> </ul>	ctcLink data HR data Student & employee surveys
	CONTINUED	1. Increase student and employee diversity 2. Increase equity outcomes for students and employees	Create a sense of belonging and establish a support network	Cascadia Scholars Team	Expand the Cascadia Scholars Mentorship Program ( <b>second year, 1<sup>st</sup> year of full program</b> )	EDEI, E&I Advisory Council	1 <sup>st</sup> 15, 30, 45 credits	# participants/term	<ul style="list-style-type: none"> <li>Increase retention and completion rates amongst systemically non-dominant students</li> </ul>
E&I				Expand High School Students of Color/Social Justice Conferences	EDE&I	# Participants	Increased number of events	<ul style="list-style-type: none"> <li>Increase new FTE</li> <li>Increase enrollment of systemically non-dominant students</li> </ul>	Event data ctcLink data
1. Increase student success 2. Increase equity outcomes for students		Guarantee an equitable starting point for students	Enrollment Recovery team	Translate CCF and other program materials into additional languages ( <b>delayed due to funding</b> )	VPSLS, VPERP	Increase in BEdA enrollment	Increase in BEdA prospective students	<ul style="list-style-type: none"> <li>Increased enrollment in BEdA</li> </ul>	ctcLink student data

	<ol style="list-style-type: none"> <li>1. Increase employee diversity</li> <li>2. Increase employee equity outcomes</li> </ol>	Ensure an equitable starting point for employees	E&I Council	E&I Foundations Expansion to reach 50% of employees (program expansion)	EDE&I	# New participants	Increase in cohorts	<ul style="list-style-type: none"> <li>• Increase sense of belonging</li> <li>• retention of systemically non-dominant employees</li> </ul>	Program data
	<ol style="list-style-type: none"> <li>1. Increase student success</li> <li>2. Increase equity outcomes for students</li> </ol>	Guarantee an equitable starting point for students	Guided Pathways Committee	Conduct an English and Math placement and success data review (delayed due to capacity)	VPSLS	Initial placement levels by placement source	# Of improvements to placement options	<ul style="list-style-type: none"> <li>• Completion rate of program level Math &amp; English at 45 credits (disaggregated)</li> </ul>	Placement data ctcLink data
NEW	<ol style="list-style-type: none"> <li>1. Increase student and employee equity outcomes</li> </ol>	Connect with Indigenous Community	VPSLS	Hire an AIIS Faculty Program Coordinator and launch program	VPSLS, EDE	Enrollment 1 <sup>st</sup> 15, 30, 45 credits	<ul style="list-style-type: none"> <li># Outreach to partners</li> <li># Outreach strategies for students</li> </ul>	<ul style="list-style-type: none"> <li>• Improve sense of belonging for American Indian and Indigenous students</li> <li>• Increase retention and completion rates amongst systemically non-dominant students</li> </ul>	Student Voices Program Assessments ctcLink Data
	<ol style="list-style-type: none"> <li>1. Increase student and employee diversity</li> <li>2. Increase equity outcomes for students and employees</li> </ol>	Create a sense of belonging and establish a support network	E&I Council	Community Voices: Annual climate and experience feedback	EDE&I	# Responses	Increased sense of belonging	<ul style="list-style-type: none"> <li>• Increase retention and completion rates amongst systemically non-dominant students</li> </ul>	Program Assessments ctcLink data



# SUPERIOR EDUCATIONAL EXPERIENCES

STATUS	MISSION OUTCOME	PLANNED WORK				INTENDED RESULTS			
		OBJECTIVE	OWNERS	INITIATIVE, ACTIVITY, PROGRAM	GOVERNANCE BODY & EXECUTIVE	PERFORMANCE INDICATORS	MEASURE: SHORT-TERM RESULT	MEASURE: LONG-TERM OUTCOMES	DATA SOURCE
COMPLETED	1. Increase student success 2. Increase equitable outcomes	Ensure Student Learning	Assessment Committee	Implement new course instructor evaluation process	Assessment Committee, SLC, VPSLS	Rate of student response	Successful fall quarter implementation	Increase: <ul style="list-style-type: none"> <li>Response rate</li> <li>Successful course completion</li> </ul> Student satisfaction	EvalKit (Assessment tool)
		Supporting Students toward Completion	Guided Pathways Committee	Deepen shared understanding of how faculty and advisors work with student interventions (21-22 pilot, 22-23 year 1)	VPSLS	Progression Rate Retention Rate	Increase student support participation	Increased completion	ctcLink student data
CONTINUED	1. Increase student success 2. Increase equitable outcomes	Ensure Student Learning	Assessment Committee	Implement pathway/program continuous improvement	Assessment Committee, IEC, VPSLS	Equity disaggregated: Progression Rate Retention Rate Completion Rate	Faculty participation in assessment	Increase: <ul style="list-style-type: none"> <li>Completion</li> <li>Shortened time to completion</li> </ul> Especially for systemically non-dominant students.	Program Review Data Set
		Supporting Students toward Completion	Enrollment Recovery	Develop a new Satisfactory Academic Progress policy to provide more support for students on academic probation.	VPSLS	Progression rate for students who earn a quarterly GPA of less than 2.0	Number of students on academic probation who return to good academic standing	Increased completion	ctcLink student data
		Supporting Students toward Completion	Guided Pathways Committee	Plan a series of advisor-faculty summits	VPSLS	1 <sup>st</sup> 15, 30, 45 credits	Participation rate	Increase student referrals to wrap-around success support	ctcLink student data
NEW	1. Increase student success 2. Increase equitable outcomes	Supporting Students toward Completion	Student Learning, UWB STEM Partnership	Remove barriers to completion and transfer for Engineering students	STEM Partnership cohort/CC and UWB	Percentage of low-income and underserved student transfer and completion	Increase in transfer	Increase in completion	Program Review, UWB admission data, National Clearinghouse

**Cascadia College Board of Trustees**  
**Discussion/Presentation Items (1)**

**Subject: Monthly Finance Report: FY22-23 September Update**

**Justification:**

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

**Background:**

The BOT met on Sep 7 to review additional details regarding the FY21-22-year end and revised projections for FY23 which includes 10% reduction in state tuition enrollment reflected as ~2.3% reduction in revenue year over year due to the increase in state allocations and other tuition. During her update to the board, Jashoda Bothra will share key financials and ongoing progress regarding refined revenue projections, fiscal compliance (internal & external), business continuity measures and current update on the spend of approved expenses from our local reserve funds.

**Discussion:**

During the September 28<sup>th</sup> meeting Jashoda will share contextual information to support the slides included in this package. She invites the Board to review and respond to any missing elements, especially those related to business continuity and fiscal recovery plans. We invite the board to discuss the implications of the downward trend in enrollment. We invite the Board to ask questions about the frugal measures we are taking to refine the approved expenses for this year, especially the drawdown of expiring stimulus funds (\$1.5M) and estimated \$1.1M our local reserve funds.

Starting this fall the new sub-committee members agreed to kick off a monthly finance review meeting in October. This is soon after we have the 10<sup>th</sup> day enrollment numbers. If the Board members have any specific questions regarding revenue projections and upcoming audit costs, please share them with the sub-committee and Jashoda in September to ensure we have them ready for review in October.

CASCADIA  
COLLEGE

ADMINISTRATIVE SERVICES

# September Finance Update



September 2022

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



Expenses Update  
(September)

Revenue Update (October)



Financial Operations  
Compliance



		22-Aug	Sep-22
<b>REVENUES - Operating Budget</b>		<b>FY22 Actuals</b>	<b>FY23 Projections</b>
	SBCTC Allocation	\$ 13,800,000	\$ 14,483,127
	Tuition	\$ 8,270,000	\$ 8,108,067
	Preliminary Revenue	\$ 22,070,000	\$ 22,591,194
<b>EXPENSES - Operating Budget</b>			
	Preliminary Expenses	\$23,870,000	\$24,879,630
<b>REVENUES (minus) EXPENSES</b>			
	Deficit	\$ (1,800,000)	(\$2,288,437)

# FY22-23 PRELIMINARY ACTUALS & PROJECTIONS

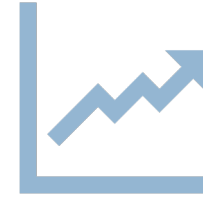




FY21-22 Audit  
Updates



Team Business  
Continuity

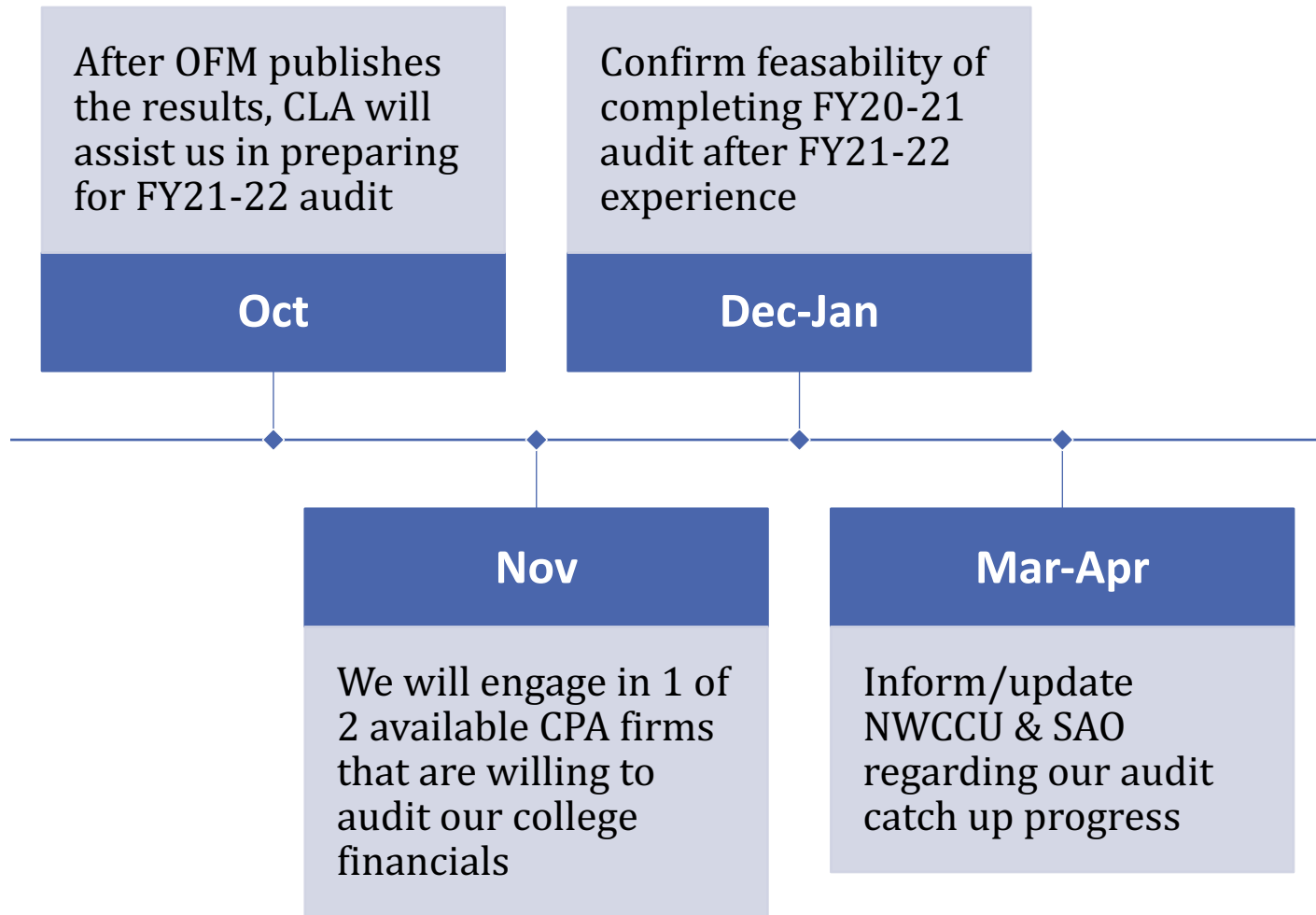


Fiscal Monitoring  
Updates

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# Compliance & Business Continuity Updates





# FISCAL AUDIT COMPLIANCE

Complete two years of missing audits by January 2023

Prepare for 4-year accountability audit with SAO Jan-Mar 2023



# Financial Training Roadmap

Focus Area	2022 Timeline	Impact	Mitigation
Cash/Bank Recon	October	Visibility to liquid & non-liquid assets	Training/Outsourced support
Successful Fiscal Monthly Close	Mid-November	Precursor to our ability to manage finances internally	Training/Outsourced & SBCTC support
Complete FY21-22 Fiscal Audits	October-November	Opportunity to reset our financial framework to get back on track to meet accreditation	SAO/SBCTC/NWCCU support
Budget Tracking & Planning Services	December	Internal controls for ongoing future compliance	SBCTC Support





# Finance Business Continuity Training Update



## Visibility

Identify gaps so we can work to reduce them  
Quantify workload



## Accountability

Clear division of labor  
Clear deadlines/timelines



## Traceability

Training progress  
Completion of tasks

1	A	B	F	G	H	I	J	K	L
7	Quarterly	Acct Mgr	N/A			Post RunningStart invoices after they are entered			N/A
18	As needed	Acct Mgr	joella	30-Aug	80 0	Creating new combo codes			Payroll, Various
29	Monthly	Acct Mgr	joella	10-Aug	CD 10	Dispatch 1st payroll on payday (after email from Viv)			Payroll
30	Monthly	Acct Mgr	joella	24-Aug	CD 25	Dispatch 2nd payroll on payday (after email from Viv)			Payroll
31	Weekly	Acct Mgr	joella	10-Sep	CD 10	Post JE's (by month end cutoff at latest)			N/A
36	Annually	Acct Mgr			N/A	Appt Review closing ticket & confirm with SBCTC by May 20th to how the revenue statement accounts close to the balance sheet at the end of the year			N/A
82	Annually	Acct Mgr			N/A	Review Budget and adjust payroll management for the next fiscal year (only 1 implementation)			N/A
89	Monthly	Acct Mgr				Make direct funds disburse			Financial aid
90	Monthly	Acct Mgr				Make direct funds disburse			Financial aid
97	Monthly	Acct Mgr			N/A	Email the team in March to ask that they use their PTO before it expires			N/A
115	As needed	Acct Mgr			N/A	Providing combo code details/Approval for HR forms			Payroll, Various
121	Monthly	Acct Mgr				Review and update payroll and time sheet for the previous pay period (monthly review)			N/A
128	Annually	Acct Mgr			N/A	Updated salary/expense information for in-kind contribution calc			Foundation
129	Annually	Acct Mgr			N/A	Inactivate combo codes for programs and projects (grants & capital projects) whose period has ended, creating new ones as applicable			Various
135	Annually	Acct Mgr			N/A	New program codes & update second journal set template (BG, CB, FB, FC, FF, FG, FN, FP, FS, LR, LS, LU, OR, OS, PP)			Financial aid
137	Annually	Acct Mgr			N/A	New program codes			Various
148	Annually	Acct Mgr			N/A	Confirm due to/from contacts with Annmarie.Wilson@cfm.usa.gov			SBCTC



# Fiscal Monitoring of Our Reserve Drawdown

Spend Category	Type of Expense	Reporting Period	Spent to-date	Available Funds/Approved Budget ~\$4.5M
HEERF/Stimulus Funds	Federal Grant expiring 6/30/23	Quarterly	\$1.8M	\$1.5M
Employee Parking	Fees	Quarterly	\$19,843	\$119,000
Facilities Repair & Replacement	Furniture	Monthly starting December 2022	\$133,378	\$249,244 (vs. \$516,000)
Facilities Repair	Skybridge	Monthly Oct-Dec	\$0	\$21,000 planned (vs. \$35,000)
Labs Repair & Replacement	Equipment	TBD	TBD	\$136,754
Information Services	Equipment	Monthly Ongoing	TBD	\$393,000 (TBD reallocation to HEERF)



# THANK YOU

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QUESTIONS



SUGGESTIONS



**Cascadia College Board of Trustees**  
**Discussion/Presentation Items (2)**

**Subject: Academic Program Update**

**Justification:**

For State and accreditation process, The Board of Trustees approve academic program changes (activation, deactivation, closure, etc.).

**Background:**

Over the last 2 years, we have been evaluating and exploring our academic programs. This year we will be bringing recommended changes for action to the Board of Trustees. The purpose of this discussion to provide an overview of the status of programs in change process.

**Discussion:**

This chart overviews the status and actions required by the Trustees.

Program	Credential	State Status	NWCCU Status	BOT Action	Notes
ETSP - Environmental Technologies and Sustainable Practices	AAST	Deactivation	Deactivation effective July 1, 2022	Information Only	We must have an associate degree affiliated with our BAS in Sustainable Practices to offer the degree.
“Watershed management”	AAST			Requires approval	Erik Tinglestad is developing a new AAST focused on watershed management. <b>Target activation year: 23-24</b>
Computer Science	BS	Approval in progress	Approval in progress	Requires approval	This is a consortium program. We are waiting for the program colleges to complete documentation for approval. <b>Target activation year: 23-24</b>

**Degrees: AAST** - Assoc. in Applied Science – Transfer; **BAS** – Bachelor of Applied Science; **BS** – Bachelor of Science

Dr. Kerry Levett, Vice President for Student Learning and Success, and Dr. Erik Tinglestad, Dean of Student Learning, will be available to respond to questions.

**Resources:** [Cascadia academic programs website](#)

**Cascadia College Board of Trustees**  
**Action Items (1)**

**Subject:** 2022-2023 BOT Chair and Vice Chair

**Background:**

A new Board Chair and Vice Chair must be determined each September. Their duties begin after the conclusion of the September meeting.

**Action:**

The Board recommends that Trustee \_\_\_\_\_ will be the 2022-23 Chair of the Board, and Trustee \_\_\_\_\_ will be the 2022-23 Vice Chair of the Board.

**Vote/Adoption:**

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

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

	Yes	No	Abstain
Hinojos			
Kelly			
Ponto			
Quint			
Seabrooks			

**Cascadia College Board of Trustees**  
**Action Items (2)**

**Subject:** 2022-2023 ACT Legislative Representative

**Background:**

A new Legislative Representative to the Association of College Trustees must be determined each September. Their duties begin after the conclusion of the September meeting.

**Action:**

The Board recommends that Trustee \_\_\_\_\_ will be the Legislative Representative for 22-23.

**Vote/Adoption:**

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

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

	Yes	No	Abstain
Hinojos			
Kelly			
Ponto			
Quint			
Seabrooks			

**Cascadia College Board of Trustees**  
**Action Items (3)**

**Subject:** 2022-2023 Sub-Committee Membership

**Background:**

New sub-committee members must be determined each September. Their duties begin after the conclusion of the September meeting.

**Action:**

The Board recommends that:

- Trustee (Blank) and Trustee (Blank) serve on the Finance Sub-Committee.
- Trustee (Blank) and Trustee (Blank) serve on the Strategic Plan Sub-Committee.
- Trustee (Blank) and Trustee (Blank) serve on the Recruitment and Retention Sub-Committee.

**Vote/Adoption:**

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

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

	Yes	No	Abstain
Hinojos			
Kelly			
Ponto			
Quint			
Seabrooks			

**Cascadia College Board of Trustees**  
**Action Items (4)**

**Subject:** Date Change

**Background:**

The Board approved meeting dates for 2022-23 in June of 2022. The June 2023 date was set at June 21, 2023 and the college is requesting to move that date to June 14, 2023. This is the Wednesday after Commencement and traditionally when this last meeting is held. This allows Trustees and Staff a longer summer period and assures that the Faculty representative can attend while still on contract.

**Action:**

The Board moves to approve the meeting date change for June 2023 from the 21<sup>st</sup> to the 14<sup>th</sup>.

**Vote/Adoption:**

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

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

	Yes	No	Abstain
Hinojos			
Kelly			
Ponto			
Quint			
Seabrooks			