



# CASCADIA COLLEGE BOARD OF TRUSTEES

Wednesday, June 12, 2024



June 5, 2024

Dear Trustees and Community Members:

The June meeting of the Trustees marks the end of the regular meeting schedule and is the prelude to our summer session. There is a lot to celebrate this year including:

- our students (at Commencement)
- our employees (at the End of Year Celebration)
- our enrollment and budget stability (with the passing of the 24-25 budget)
- a new building with UWB (Innovation Hall)
- our commitment to sustainability (as seen in a national award)
- the growth of our Foundation (think Pay It Forward and the Rose' Revival)
- and our ever-expanding footprint to solidify equity and inclusion on this campus

These accomplishments and all of the ones that don't get as much recognition are a result of a hard-working team involving every employee, community members and our Trustees. This summer will see us once again plan for a successful 2024-25.

Eric Murray  
College President

Activities over the last month...

#### Campus

- Foundation-related meetings (x2)
- Rose' Revival Foundation Event
- College Advisory Council
- VP Admin Services Search Candidates (x3)
- Coffee for Three w/ New Employees (x1)
- End of Year All-Employee Celebration
- Spring DIA #2: Equity & Inclusion Themed
- Commencement

#### Community / State

- Leadership Eastside (x3)
- Bothell Kenmore Chamber of Commerce (x5)
  - Helping lead search for new Executive Director
  - Finalists Interviews
- WACTC Meetings (x2)
- City Manager Meeting
- Kirkland Art Council Visit to view student art
- WASHDOT, Sound Transit Grand Opening in Bothell
- Meeting with Northshore Rotary President

#### UWB

- UWB Chancellor (x2)

## **From the Interim Vice President for Administrative Services, Shawna Pitts:**

### **FINANCE**

- The Finance team continues to grow their skills and manage more tasks as we approach the year end. Our newest members to the team, David, and new hire Patrick are doing well. Nara, who was promoted to Assistant Accounting Manager has been managing the bank reconciliations and working with some of our consultants to clean up and balance our funds.
- Our open office hour meetings for the campus community are becoming very short as issues are now being mitigated and/or not as frequent. We are going to shift gears and use the office hours as training sessions on common topics and we will still field any questions staff might have.
- We are preparing for the month and year end.
- The budget is ready to go once the Board approves it.

### **PAYROLL**

- Payroll is processing the balloon payments for Full Time Faculty who elected this option in the fall. Under this option, faculty receive smaller paychecks during the academic year but receive a bigger “balloon payment” in June to help them financially during summer when they are not teaching.
- In addition to the balloon payments, Payroll is processing the pre-payments of summer benefits for all faculty as well as the cyclic staff that are not working during the summer. This ensures that their coverage is taken care of even though they are not working.

### **FACILITIES**

A new Welcome Desk was installed in CC1/2 near Kodiak Corner. The team is also working on converting a small classroom into a 3 person office configuration for the Outreach/Admissions team. Miles, Interim Director of Facilities attended the Operations and Facility Council meeting. Cascadia and UW-Bothell were awarded our certificate for meeting the requirements of the Clean Buildings Act from the Department of Commerce. This certificate is for the first phase that is due in 2026 and have met the benchmarks.

Capital Update: The CC5 Gateway Request for Qualifications was posted on the DES website. Thirteen contractors submitted their Standards of Qualifications. The team reviewed and scored the submittals, and the top 3 contractors will be invited to Proprietary meetings in June.

We have three smaller renovation projects starting on campus. The renovation of the chemistry lab to a biology lab; the doors the E&I Center and the former Stopwatch Cafe space. The architect is currently working with the folks from those areas and drawing up the designs.

## **From the Vice President for Equity & Inclusion, Chari Davenport:**

We had a great DIA in May that focused on affinity groups and equity in accommodations. We also started a new affinity group as well. The group, chaired by Dr. Eric Murray, will focus on support for employees in caregiver roles helping their parents. There are a significant number of employees who are helping support their aging parents and there is much information that we can share with each other. We are delighted to see this group form and thank Dr. Murray for taking on the role of Chair.

The City of Bothell will honor Juneteenth with a proclamation and celebrations during the week of June 10. Chari Davenport will accept the proclamation on behalf of Cascadia College during the celebration on June 11 at 6pm at Bothell City Hall.

**Foundations of E&I Course** – The Office of Equity & Inclusion will offer an accelerated Foundations of E&I course over the summer as well as a Foundations Refresher course. We are also excited to offer content to folks outside of Cascadia, who will pay an agreed fee to take the course. This will be the first ‘income’ earned for the Office of E&I and all monies will be used to support our efforts.

**Diversity & Equity Center** – For the month of June, the Diversity & Equity Center will focus on PRIDE Month and Caribbean American Heritage Month. On May 31, the Office of E&I and the Outreach office participated in the first Pride parade of the City of Bothell: City of Bothell Pride in the Park. The event included local resources for the community and several speakers. It was a very festive (and sunny) celebration!

On June 18, the LGBTQIA+ Affinity group will host an arts and crafts event at the Diversity & Equity Center to celebrate Pride Month. We continue to work within the campus community as well as our community partners to bring events and awareness of our diversity in the Center.

**Cascadia Scholars** – We are delighted that two Cascadia Scholars presented during the Cascadia Celebration of Learning event. The Scholars offered a reflection of the Student of Color Conference at Grand River Community College in addition to a discussion on Disparities in Health Care in Western Washington. We are excited to see our Scholars active in campus efforts.

Also, the fall application cycle has begun and we are already getting applications for both the Scholars Program and the scholarship. We are preparing for our largest cohort in the fall and working to ensure that we will have trained mentors as well as resources like textbooks, lab, and art supplies. We are also planning to hire a student employee for fall and of course will welcome the return of our ambassadors for both the Cascadia Scholars Program and the Diversity & Equity Center.

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

### **COMMUNICATIONS/MARKETING**

#### **Communication**

We've been adding to the featured stories on the website, and just posted an [alumni story](#) that proves 'age is just a number, not a predictor of performance'!

#### **Marketing/Web**

We are in the middle of our first run of the Summer/Fall Enrollment Campaign which ends June 30. The [website](#) continues to improve, as we work through web help requests and find additional ways to support the new space.

### **INTERNATIONAL PROGRAMS**

#### **Marketing and Recruitment**

The Marketing team met with and onboarded agents from Taiwan, China, Indonesia, South Korea, Central Asia, and Africa in May. A new quarterly agent newsletter has been launched to keep our partner agents informed and engaged with the latest information, updates, and happenings at Cascadia College.

We are also pleased to announce that IP published four graduating students' testimonials on IP [YouTube website](#).

#### **International Advising, Support, and Study Abroad**

The IP advising team met with 62 students for drop-in advising and 105 students by appointment for academic, transfer, immigration advising in May.

The team also hosted the Donuts Social on May 22<sup>nd</sup> to strengthen the sense of IP community, with approximately 40 students attending.

For study abroad, IP and Office of E&I co-hosted a Study Abroad Workshop for Cascadia Scholars students on May 8<sup>th</sup> to increase awareness of scholarship opportunities and diversify the study abroad applicants.

Four Cascadia students returned from Berlin for Spring 2024. For Summer 2024, two students are participating in the South Korea program. For Fall 2024, seven students are going to Lyon, France, taught by Dr. Jessica Ketcham from Cascadia.

## **From the Vice President for Student Learning, Dr. Kerry Levett:**

### **Celebration of Learning (June 3-6, 2024)**

The last week of the academic year featured an array of student learning from the year. Faculty and students collaborated along with UWB faculty and students to plan and offer events around our shared campus. Some Cascadia events include:

- Sustainable Practices Capstone Projects and Presentations (SUPR 490)
- Children's Books in Spanish (Spanish 221/222/223)
- Dynamics and Mechanics of Material Projects
- English Foundations 55: Environmental Science Environmental Topics, Problems and Solutions
- Dramatic Elements Reimagine performance
- Color and Typography digital displays (Art 120)

### **Welcome Dr. Vice**

We will be welcoming Dr. Tasha Vice as the Dean of Student Learning – Transitional Studies on July 1, 2024. I am excited for the depth and breadth of talent and experience Tasha brings to Cascadia including but not limited to:

- Experience in diverse communities, including urban and rural, Latinx and Anglo, first-generation, Running Starting, International, and returning student populations,
- Experience in developing community partnerships with K-12 systems and community colleges – universities,
- Successful grant development and management,
- Faculty leadership, including serving as President of a Faculty Senate,
- An effective administrative practice of building relationships, acting for equity and inclusion, and supporting student success through access and inclusion.

### **Cascadia Academy – Summer College 101**

As the result of a grant from the City of Kenmore, we are welcoming students from Inglemoor High School to attend a free 3 credit summer College 101 course. Students and their parents are attending a special overview event on June 6 in Mobius Hall to learn more about this opportunity to begin their college journey. Shannon Bath, Dr. Chantal Carrancho, Dr. Sarah Tsai, Chari Davenport, Kelly Leahy, and Dr. Kerry Levett serve as the planning team for the over program, which will continue into the 2024-2025 academic year.

## From the Vice President for Student Success Services, Erin Blakeney:

### Enrollment Services

Admissions applications are up over 40% compared to last year at this time (May 31<sup>st</sup>). The Cascadia Orientation & Registration sessions are full, and we have over 330 new running start applications.

Here's O&A's May Board Report:

- The Outreach & Admissions Specialists started May 16<sup>th</sup>! Welcome Nina Jouval and Kayleen Gill!
- Participated in the Cinco de Mayo event in Redmond, hosted by Centro Cultural Mexicano
- Cheered on students and tabled at the Husky 5k and Pups and Cubs 1k races, with special appearance from Kody!
- We visited Monroe High School to build our relationship with their Career Center and learn about their student needs
- Collaborated with Cascadia Scholars for the Student Justice Conference for Lake Washington School District
- Attended the UWB College Awareness Day tabling event
- Collaborated with Cascadia Academy to share information about Cascadia to Inglemoor High School students
- Collaborated with the Equity and Inclusion office to attend and table at Bothell's first Pride event, Pride in the Park, to celebrate LGBTQIA+ Pride Month along with about 10 community partners
- 44 prospective students attended a Campus Tour in May
- 133 students have attended a Cascadia Orientation and Registration Experience (CORE) session for Summer and Fall 2024 quarter registration so far

### Student Accessibility Services (SAS)

- In May, SAS participated in two different Outreach events this month with the Northshore School District (NSD).
  - On May 8<sup>th</sup>, SAS staff attended a meeting for NSD High School Counselors. SAS presented to more than 30 counselors about how students can register for accommodations with SAS, the differences between high school and college accommodations, and how SAS can work with the counselors when they have a student who is considering attending Cascadia and may need accommodations. We are grateful that this presentation has become a yearly tradition. Strengthening this collaboration is essential for the student experience of applying for accommodations at Cascadia.
  - On May 23<sup>rd</sup>, SAS staff attended the Northshore Community Agency and Resource Fair. The resource fair was designed for community members to discuss resources and options for students with disabilities transitioning out of the public education system. The fair was well attended with over 50 parents and students in attendance. SAS was invited to discuss how accommodations work at the college level and what students can do if they are interested in attending Cascadia.
- On May 15<sup>th</sup>, the Mental Health Awareness Panel was held. This event was a collaboration between the Office of Equity & Inclusion and SAS. The panel consisted of community members from the City of Bothell, the National Alliance for Mental Illness (NAMI)'s Seattle office, the Counseling Center, and two students who serve as Health Educators Reaching Out (HEROs). Topics ranged from how Cascadia students can access mental health services, how we can all take part in de-stigmatizing mental health, and how mental health affects everyone. The panel was extremely engaging and it was an excellent reminder as to why mental health needs to be addressed more.
- The [Americans with Disabilities Act \(ADA\) was updated](#) this past month to ensure that digital content (websites, mobile apps) are accessible. SAS has been working with members of the Technology of Accessibility Committee (TAC) to monitor what these new guidelines mean for Cascadia and how the college can provide training opportunities to employees to meet the new rule's compliance date (April 26<sup>th</sup>, 2027).

### Student Advising & Support Services

- During the Spring Quarter, Transfer Advisors had 1123 (scheduled and drop ins) with 839 distinct students. This is an increase of 29% over Spring 2023 when Kodiak Corner Advisors had 869 appointments (scheduled and drop-ins) with students.
- 11 students attended Transfer 101 information session



## From the Executive Director of the Foundation: Brittany Caldwell:

### WELCOME NEW FOUNDATION BOARD MEMBER:

- Carmin Dalziel, Dirt Cheap Sewer - General Manager

We are always 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 16, 2024:

Thank you to everyone who supported our Annual Rosé Revival...and Cool White Wines event where all proceeds benefited students through the Cascadia College Foundation! Special thanks to our partners The Woodmark Hotel & Seattle Uncorked, and our amazing volunteers, raffle donors, 38 participating wineries, and 300+ guests!

([view event photos](#))



### 2024-2025 FUNDRAISING PRIORITIES & BUDGETING:

In addition to fundraising year-round for scholarships and other Foundation programs, each year the Foundation Board of Directors reviews and selects recommended fundraising priorities to support College programs. At our May meeting, the Foundation Board confirmed our top priorities as presented by the College's Executive Team.

#### 2024-2025 Top College Fundraising Priorities:

- Emergency Support Grants
- Cascadia Scholars Scholarships
- College and Career Foundations Scholarships & Grants
- Support for Cascadia College Redmond (scholarships, tuition assistance, transportation, operations)

Our Board will be reviewing and approving our full 2024-2025 budget at our June 21 Board meeting.





### **Board of Trustees Meeting Agenda**

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

**Executive Session & Regular Meeting**  
**Wednesday, June 12, 2024**  
**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 12, 2024  
4:00 p.m.**

**AGENDA**

**1. PUBLIC MEETING CALL TO ORDER**

**2. CONSENT AGENDA**

1. Meeting Agenda
2. Minutes from last meeting – May 15, 2024

**3. PUBLIC COMMENTS**

*Cascadia College reserves up to 30 minutes for members of the public to comment on topics related to the meeting's agenda. Each speaker is allotted up to three minutes to provide their comments.*

*At the discretion of the Board Chair, comments about topics not on the agenda may be heard. Those who wish to provide comment to the board outside of the agenda's allotted time or its designated topics may submit their remarks in writing up to seven calendar days after the conclusion of the meeting. Written comments will be distributed to all board members.*

**4. NEW EMPLOYEES/PROMOTIONS**

Introduction of New Employees/Promotions

**5. INFORMATION ITEMS**

1. Parking Rates
2. Assessment of Curriculum

**6. DISCUSSION & PRESENTATION ITEMS**

1. Student Success Story: Kalyani Raghavan, Pay It Forward Speaker

2. Student Success Story: Amina Babajanova and Fellow Turkmenistan Students
3. Strategic Plan Focus (KL)

## **7. ACTION ITEMS**

1. Monthly Finance Focus: College Budget (EM)
2. Financial Investments (AL)
3. Board Self-Assessment (EM)
4. Board Calendar (EM)

## **8. OTHER REPORTS**

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

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

## **10. NEXT MEETING**

The next meetings of the Board will include a July special session to adopt rules for Title IX and the Summer Retreat, with dates still to be determined.

## **11. EXECUTIVE SESSION (post-meeting)**

**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.

*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 15, 2024**

**Cascadia College  
19345 Campus Way NE  
Bothell, WA 98011**

**BOARD OF TRUSTEES**

Present: Angie Hinojos, Chair; Dr. Colleen Ponto, Vice Chair; Meghan Quint; Alex Lee; Norman Seabrooks (excused)

**EXECUTIVE STAFF**

Chari Davenport, Dr. Kerry Levett, Erin Blakeney, Meagan Walker, Shawna Pitts, Dr. Eric Murray, Ellen Evans, AAG.

Susan Thomas (recorder)  
Thais Lima (presentation assistant)

**AREA REPRESENTATIVES**

CCCFT Representative – David Shapiro, Senior 2 Tenured Founding Faculty  
Student Representative – Miyuki Sandoval, EAB Advocacy Chair  
WPEA Representatives – Ryan Higgins

**AUDIENCE**

Audience members in-person and via Zoom included: See Addendum A

**1. CALL TO ORDER – PUBLIC SESSION (4:00 PM)**

Chair Angie Hinojos called the meeting to order at 4:03pm

**2. CONSENT AGENDA**

Chair Hinojos asked for approval of the consent agenda.

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

APPROVED. Unanimously. No Abstentions.

**3. PUBLIC COMMENTS**

Becky Riopel provided a public comment – See Addendum B

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

**New Employees**

- Ysidoro Ramos, Basic Needs Navigator
- Mika Gerard, Student Learning Administrative Assistant 3
- Maya Colden, Customer Service Specialist 3
- David Tinto, Instructional Support and Classroom Tech 1 (not present)

## 5. INFORMATION ITEMS

- N/A

## 6. DISCUSSION/PRESENTATION ITEMS

- **Strategic Success Story – Srividhya Venkatraman**

Erik Tinglestad introduced Srividhya Venkatraman, Math Faculty, who recruited a team of students to participate in the Western Washington Community College Student Math Conference (WWCCSMC) held Saturday 2/24/24. She introduced each student presenter who shared their topics with the Trustees.

- Luca Benoit and Taylor Kang presented on *Chaos Theory*.  
Taylor presented – *connected knowledge*
- Sophia Sasouvanh presented on the *Golden Ratio and Leonardo Vinci*
- Shiori Nakayama presented *Gravitational time dilation*
- London Paris gave a presentation on *Stochastic Optimization in High-Frequency Trading: Computational*.

- **Financial Aid Update**

Erin Blakeney introduced Deann Holliday who presented an update on the FAFSA Simplification process. Deann referred to the presentation in the packet and opened it up for discussion and to answer questions on what the status is of financial aid today.

- Federal Update
- State Update
- College Update

Question: How can we best help the students in this difficult situation?

We're all in it together and can work as a team. We feel optimistic that on June 8<sup>th</sup> they will update the system and can award students for summer. We're setting aside 3.5% of incoming tuition per state guidelines; this should cover deficits we may encounter. What they made "easier" for students, has changed our jobs completely. We are relearning how to do our job.

Question: Are we seeing less financial aid to families of dreamer students?

Yes, as students without SSNs were unable to complete the FAFSA

Comment: Thank you for taking care of students who may fall through the cracks

Erin: we are a unicorn in the system; many of our team have been here for 8 or more years. Deann has created a great team.

- **Parking Fee Discussion**

Dr. Murray reintroduced Martin Arroyo, UWB Director of Transportation Services, and introduced Gowri Shankar, UWB Vice Chancellor for Planning & Administration. The Trustees' decision on the proposal to increase parking fees comes next month. This was a chance for them to get answers to questions and further discussion.

Questions:

- Have you looked at any other alternative ways or avenues to build resources? Have all solutions been explored?
- Have we connected with Meta, Amazon, etc. to see if they are options?
- Have you looked at cutting routine maintenance or other places to lower costs?
- How do prices and utilization compare to UW Seattle?
- Students may not come on non-class days because of the additional cost. Has there been an analysis of bringing costs down and getting more people parking?

Martin and Gowri shared some answers: UW has looked at Chateau Ste Michelle overflow parking, but found it would create more costs with additional security, etc. Staff has taken decrease in pay and they have deferred maintenance to increase reserves. Peak occupancy is about 70%, but should be 85%. UW Seattle prices are much higher, and they have maintenance backlogs. UW pays for employee parking as part of their benefits. UWB started free weekend parking to bring more student engagement on the weekends.

Miyuki shared a student survey for parking which received many responses. Cascadia students have already been parking off campus because of the cost of parking. We appreciate you looking at weekends, but that doesn't really affect Cascadia. Student life doesn't have anything on campus on weekends. A good portion of students pay for quarterly more than daily. This affects enrollment; resulting in students taking more online classes, and changing their enrollment patterns based on parking price.

- **ASCC Budget (1<sup>st</sup> Read)**

Becky Riopel and Miyuki Sandoval presented the slide deck "Services & Activities Fee Proposal". The budget is included in packet.

- What is the S&A Fee? – all decisions are made by students
- How can S&A Fees be Used?
- Process Begins Requests
- 5% of projected revenue is automatically held
- A committee of at-large students and an EAB rep hear presentations, then EAB votes on them and presents to the Board of Trustees
- After final BOT approval Student Life manages the funds
- Current fund balance is 1.4 million

Motion to approve budget

**MOTION:** Vice Chair Ponto made a motion to approve. Trustee Lee seconded the motion.

**APPROVED.** Unanimously. No Abstentions.

- **Monthly Finance Focus: College Budget (1<sup>st</sup> Read)**

Dr. Murray presented the updated Finance Update slide deck.

- Assumptions
- Projected 24-25 Budget dated 5/7/24



Could these numbers change in the next 4 weeks? Shawna, yes. There could be an increase in allocations. Will get this spreadsheet in the June packet and update again for June's meeting.

## 7. RECOMMENDED ACTION ITEMS

- N/A

## 8. OTHER REPORTS

- **Cascadia Events & Advocacy Board (EAB)**  
Advocacy Board Chair Miyuki Sandoval shared information about recent student events and advocacy.

### **Events:**

- Wonka Movie Night also featured mystery candy bags that were a hit
- Spirit Week is always big on creating community

### **Advocacy:**

- Parking
- Voice Academy

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

David Shapiro presented the CCCFT's legislative priorities now and in the future:

- Full funding for 85% Contingent Faculty parity pay.
- Professional Staff salary increases above the increasing L&I overtime thresholds.
- Continuity of benefits for when Contingent Faculty do non-instructional work.
- Cost-Free College for all students

- **Cascadia Classified Union Washington Public Employees Association (WPEA)**

Ryan Higgins shared that the UWASU strike happened and has been resolved. Our union WPEA bargaining meeting happens on May 3<sup>rd</sup> and is expected to take several months.

- **Board Chair and Individual Board Members**

**Vice Chair Ponto** attended the last NSD board meeting; she always enjoys going. The meetings are always packed, and they are having to make tough decisions on budget cuts. She shared the touching story that was in Eric's Friday letter.

**Trustee Lee** attended LWSD board meeting and got updates.

**Chair Hinojos** shared that Dr. Horn and Dr. Levett met regarding accreditation; it was a good conversation including data and story-telling.

### **President**

- School district notes will be out on Monday
- Dr. Murray is leading a search committee for the Chamber of Commerce

- Executive Director, conducting the final interviews with three finalists
- Cascadia is in the midst of hiring a VP for Admin services. Shawna is one of the three finalists.
- Today Cascadia's Executive Eeam is meeting with Ellen to review contract signing
- On Wednesday of next week Cascadia has our All Employee Celebration
- Commencement is on Friday, June 7<sup>th</sup>; please arrive by 3:15. We have the Regalia ready.
- At June's BOT meeting, there will be an executive session. Discussion of meal preferences by the Trustees.
- There may need to be a July special session meeting with Ellen regarding the new Title 9 regulations. We need to update WACS and be in place by August 1<sup>st</sup>. We will send a poll to determine a date.
- The Board Summer Retreat will be in August
- Cascadia is hosting the WACTC meeting in October; this will bring 34 Presidents and state board staff to our campus.

#### **9. OTHER BUSINESS/ANNOUNCEMENTS**

No other announcements.

#### **10. MEETING ADJOURNMENT**

Chair Hinojos adjourned the meeting at 6:08pm.

#### **11. Minutes Approved and Adopted on, June 12, 2024.**

\_\_\_\_\_  
Angie Hinojos, Board Chair

Attest:

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

Bdminutes05/15/2024

**Addendum A**

<b>Board of Trustees Meeting Attendance</b>	<b>Present</b>
Eric Murray, President	X
Shawna Pitts, Acting VP	X
Chari Davenport, VP	X
Kerry Levett, VP	X
Erin Blakeney, VP	X
Meagan Walker, VP	X
Ellen Evans, AAG	X
Angie Hinojos, Chair	X
Colleen Ponto, Vice Chair	X
Meghan Quint, Trustee	X
Alex Lee, Trustee	X
David Shapiro	X
Ryan Higgins	X
Miyuki Sandoval	X
Susan Thomas	X
Thais Lima	X
Maya Colden	X
Jason Rue	X
Ana Nina	X
Erik Tinglestad	X
Ysi Ramos	X
Teya Viola	X
Mika Gerard	X
Kristina Young	X

Becky Riopel	X
Deann Holliday	X
Shannon Bath	X
Martin Arroyo	X
Gowri Shankar	X
Srividhya Venkatraman	X
Taylor Kang	X
London Paris	X
Luca Benoit	X
Sophia Sasouvanh	X
Shiori Nakayama	X

#### **Addendum B**

Public Comment provided by Becky Riopel

Good evening,

I know you have a lot of important decisions ahead of you in the next couple months that could have significant impact on the students, staff and faculty here at Cascadia. Financial decisions are never easy and I appreciate the thoughtfulness I have seen in your decision making when I attend these meetings each month. In April you heard about proposed increases to campus parking rates. Miyuki has done a great job collecting student feedback and concerns, the faculty and classified unions have some great protection mechanisms in place when it comes to parking costs, so I wanted to take this opportunity to briefly speak to you as an exempt staff member.

I have been thinking about this quite a bit, not just because I'm supporting EAB and the advocacy work they do, but also because of what this impact is going to look like for staff. Just this year we have seen significant global increases in groceries, health insurance and interest rates, not to mention rent, gas and other general costs we pay to be an average person. I am grateful for the COLA increases we have seen at Cascadia, as I know that is not always an option for everyone. Unfortunately salaries and COLAs are not keeping up with inflation so as hard as we try we are always behind. While many of these global increases are out of our control, parking doesn't have to be.

After hearing the UWB proposed rate increase presentation several times, I have

some key takeaway thoughts I hope you will consider as you make this decision.

- An operational budget built solely on fees and fines is not sustainable long term if people are pushed off campus to avoid paying higher rates. I recognize the commuter services department plays an important role on campus, however alternatives need to be considered.
- If parking lots are not full/barely half full; why would we raise rates? Shouldn't we be incentivizing people to park on campus? Wouldn't that increase the fees collected, thereby increasing the budget? It seems we would want to keep our community parking on campus to maintain that revenue rather than pushing them into downtown Bothell, further stressing their own parking challenges and straining our relationship with the city.
- Yes, we share many resources with UWB but we are also a community college. So often it seems we are powerless to stop increases and changes implemented by them for many reasons and I recognize it is just part of this partnership sometimes. However, this time I feel the need to speak up when I see real, viable alternatives dismissed and not being explored.
- It's easier to just raise rates rather than take the time to research other possibilities. I get it. But I don't see the sense of urgency and crisis to raise them when there is a significant reserve, almost equal to the current operating budget available. Rather than increasing rates 4%, why not use 4% of the reserves for one year and take the time to research alternative solutions?
- The decision to consider increases was shared broadly during the last week of winter quarter, in a rush, with little ability to assess true impact or collect campus feedback outside of 2 community forums that had little advertising. I have to imagine the plan to raise rates was being considered for several months so why wasn't time for due diligence factored in? Why wasn't Cascadia part of the conversation long before it seemed UWB had already made the choice for us?
- For my own context and curiosity, I did a review of employee annual parking pass rates for the 5 star consortium schools and Bellevue College. Of the 5 star schools, Everett is the only other community college that charges for an employee parking pass. Their annual permit is \$202.77. This year I paid \$900 for my annual pass. Bellevue College charges \$22.50 annually.
- Returning from Covid was hard for everyone, especially coming back to campus to work when much of it could be done remotely and without paying

for parking, but we knew returning to campus was in the best interest of the students. We saw a mass exodus of Cascadia employees leaving for higher paying jobs and new opportunities, and many do not have the ability to take an alternative form of transportation to campus.

- We have been working really hard to rebuild our community so we can go back to making a safe, welcoming and affordable place for students, staff and faculty. Please consider the idea of exploring alternative options before implementing rate increases as a way to support the employees who continue to show up every day to create a better experience for students. Thank you.

DRAFT

**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 and become aware of those who have received promotions.

**Details:**

The following employees have joined Cascadia since the last Board meeting:

Patrick Wall, Fiscal Analyst 2

Hello, my name is Patrick Wall. I graduated from Cascadia College back in 2019 and went on to obtain my degree in accounting at Central Washington University. While in college I enjoyed volunteering at the United Way tax clinic to give back to my community. I have spent almost 5 years as a math tutor for K-12 and have discovered a passion for helping others learn. Returning to campus, I hope that my knowledge in finance can help allow others to learn at Cascadia College. I have been an accountant for 3 years now and I was also a real estate agent for a short time. In my free time I love to go rock climbing, cooking a savory meal, or going on a refreshing hike. I hope to see you out in the beautiful summer weather.

Tasha Vice, Dean for Student Learning – Transitional Studies

I am excited to share that Dr. Tasha Vice will be joining us July 1, 2024, as the Dean of Student Learning-Transitional Studies. Tasha currently serves as the Pullman Campus Branch Manager for Spokane Falls Community College. She previously served at Texas A&M -San Antonio, and South Plains College (community college) among other educational organizations in a variety of teaching and administrative positions. Tasha holds a doctorate in Language and Literacy from Texas Tech University. Tasha brings a passion for accessible and equitable teaching and learning in serving her community and possesses an excellent portfolio of community and university partnerships.

The following employees have changed positions or been promoted since the last Board meeting:

Kayleen Gill, Outreach & Admissions Specialist

Kayleen is the proud holder of an associates in integrated studies degree from Cascadia College, as well as a Bachelor of Arts from the Evergreen State College and an Associate of Applied Science in Human Resource Management from Lake Washington Institute of Technology. She has worked at Cascadia for the past five years—first as the Program Coordinator for Student Financial Services and most recently as a Human Resource Generalist, and she is thrilled to start her new role as Outreach & Admissions Specialist. When she's not working, she spends her free time traveling, playing Dungeons & Dragons, and reading—and writing—fantasy and sci-fi novels.



### Nina Jouval, Outreach & Admissions Specialist

Nina started her college journey as a student at Cascadia College and later transferred to UW Bothell to major in Media & Communication Studies. She has worked in Outreach at Cascadia since 2019. Her hobbies include watching movies and shows with her two cats Baloo and Bagheera, reading books, being creative, spending time with family/friends, and playing cozy games like Animal Crossing.

### Brett Eyer, HR Generalist Data Analyst

The HR team is excited to announce that Brett Eyer is our new HR Data Analyst (Permanent, Exempt). Brett, our go-to data expert, has a Bachelor of Science in Mathematical Science and has served as our Payroll Coordinator.

We are excited about this transition and are looking forward to achieving a more streamlined approach to handling our data!

### Marion Heard, Customer Service Specialist 3

I would like to make a belated formal announcement about our permanent part-time hire of Customer Service Specialist III, Marion Heard!! We are excited for her to be a permanent member of Cascadia College, specifically to the Kodiak Corner. Marion started her position on May 15<sup>th</sup>.

Marion comes with many years of experience from working within Cascadia College. She is an asset to our staff, faculty, and students. Now with a new welcome desk area she'll shine brighter!

## **Cascadia College Board of Trustees**

### **Information Item 1**

**Subject:** Parking Fee Rate Increase

**Justification:**

The Trustees must approve all fees and increases.

**Background:**

Over the last two meetings, the Trustees have heard from Cascadia constituents as well as UWB leadership about the financial situation in Commuter Services, i.e., parking rates, expenses, and revenues. Multiple topics have been discussed with regard to reserves, alternative sources of income, and the burden of the West Garage loan repayment.

After the May 17 BOT meeting, Cascadia and UWB Leadership met to discuss a path forward given the various feedback received from students, administrators, staff and the Board. The joint leadership acknowledged and agreed to the following:

- No fee increase will be requested for FY25.
- Reserves will be used to cover any operating loss in FY25.
- Administrators from both institutions will work with the Commuter Services Task Force to brainstorm and explore alternative revenue streams.
- Administrators will monitor parking usage this fall to see if patterns of usage or permit sales are changing for the positive.
- An increase of 4% for FY26 could be possible based on the above actions, thereafter followed by increases parallel to the amount tuition increases. This would provide a predictable and stable increase to revenues.

At this time, there is not action required of the Trustees.

## **Cascadia College Board of Trustees**

### **Information Item 2**

**Subject:** Assessment Brief – Year End Update

**Justification:**

To inform the Trustees of the Assessment Committee Year End Update and continued work towards good accreditation outcomes.

**Background:**

The Student Learning Deans and Vice President Levett will be available if there are questions. We invite you to click the link below to review the progress.

<https://create.piktochart.com/output/67125acc1f94-modern-shades>

## **Cascadia College Board of Trustees**

### **Discussion Item 1**

**Subject:** Success Story: Kalyani Raghavan

**Justification:**

Success Stories are the way we illustrate progress on the strategic plan and provide examples of ways we share Cascadia with others. Each month we bring the Trustees a story.

**Background:**

On February 28, 2024, the College Foundation hosted their first fundraising event in the post-pandemic era. Brittany Caldwell will be present to talk briefly about the success of that event plus introduce Kalyani Raghavan who will share her story with the Trustees. She was a keynote speaker at the event.

Kalyani is currently a second-year student at Cascadia. She is on track to get an associate degree in biology this summer and is planning to continue her academic journey at a 4-year institution this fall.

While at Cascadia, Kalyani has received multiple scholarships through the Foundation including her most recent, the first ever awarded Ostrows – Wolfgang Memorial Endowed Scholarship. This scholarship is extra special because it is sponsored by Cascadia College alumnus, Matt Binder.

Matt received a scholarship through the Foundation while at Cascadia and wanted to “pay it forward” by helping students in perpetuity through an endowed scholarship.

Kalyani has overcome many barriers throughout her educational journey and through tremendous perseverance, the support of Cascadia staff and faculty, and the generous support of scholarships through the Foundation, she has a very bright future ahead!

## **Cascadia College Board of Trustees**

### **Discussion Item 2**

**Subject:** Success Story: Students of Turkmenistan

**Justification:**

Success Stories are the way we illustrate progress on the strategic plan and provide examples of ways we share Cascadia with others. Each month we bring the Trustees a story.

**Background:**

Recently, the many Cascadia students who come from Turkmenistan shared their story, history, and culture with the campus. President Murray thought that having them spend 10-15 minutes with the Trustees would help share how international students find their way to Cascadia and the successes they achieve once arriving.

## **Cascadia College Board of Trustees**

### **Discussion/Presentation Item 3**

**Subject:** Mission Fulfillment: Our 2024-2025 Strategy

**Justification:**

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

**Background:**

Our strategic plan captures the essence of our mission with initiatives in three areas: access, equity, and superior learning. Several significant actions over these three years include:

- Narrowing the scope of strategic initiatives to focus us on our three mission areas, and
- Developing an evolving data infrastructure to understand the impact of our initiative on our mission metrics, including 2 annual summary reports.

**Discussion:**

This month we are providing an overview of our “year in review”, an update on continuing strategic development, and our focus for the upcoming year, including deliverables for the annual Board of Trustee summer retreat.

Dr. Kerry Levett and Dr. Michael Horn will be available to answer questions.

**Related documents:**

- DISC 3a: “Our Strategy 24-25” slide deck





# Our Strategy 24-25

Board of Trustees

Strategic Planning Sub-Committee

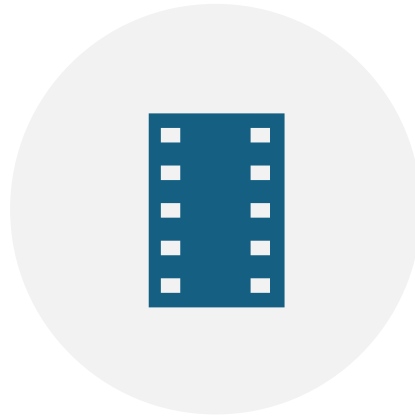
May 10, 2024



# Overview



OUR STRATEGIC EFFECTIVENESS  
YEAR IN REVIEW



“STRATEGIC PACKAGE” – STILL  
BUILDING IT



FOCUS FOR 24-25

# Thinking Specific to 2023-2024 (From Sept. 2023)

## Focused

- Minimizing initiative generation
- Time to consume and make meaning of data
- Set exceptions

## Clarifying

- Clarifying what the Trustees want and need:
  - Mission Fulfillment
  - Resource Allocation
  - Public vs internal
- Example: Strategic Stories: Demonstrating a full strategic cycle from planning through outcomes with analysis (monthly meetings)

# Year in Review 2023-2024: Strategic Effectiveness



## Strategic Updates

Accreditation cycle  
Accreditation planning calendar  
Role of Student Success Council  
Data plan overview  
Data reports (i.e. Continuing Students)  
Sample Mission Metric report



## Strategic Stories

October: Caseload Advising  
January: Integrated Learning  
February: Cascadia Scholars (closing the loop from strategic to operational)  
April: AIIS



## Strategic Updates: Community

Cascadia Redmond  
Cascadia Academy  
Library





Onward...



# “Strategic Package”: Thinking towards 2027

## Lessons Learned

- Keeping things tight is challenging
- Unclear external requirements are driving forces
- There are many parts
- We strive to continue to be nimble and adaptive
- We have seen bits and pieces elsewhere, but not the “full package”

## Moving forward

- Create a single “package” easy for consumption is our challenge
- Must be accessible and transparent
- Demonstrate progress toward mission fulfillment



# Summer BoT Retreat

- Data report - mission metric focused (high level)
- Strategic initiative review
  - Discussion on status (new, continuing, operational)
- Action Plan for our 2026-2027 accreditation evaluations

# Example from draft Strategic Plan data report

## Mission “domain”: Accessible

*Accessible Education is fulfilling the promise of participation in higher education for everyone.*

- **Metric:** Enrollment
- **Goal:** Increase
- **Initiatives** (strategic or operational):
  - Articulation agreements with UWB
  - Cascadia Academy

	Headcount 2021-2022	Headcount 2022-2023	WA Peers Average % Change	Cascadia % Change
<b>New Running Start</b>	298	348	-0.7%	16.8%
<b>New HUSOC</b>	224	233	--	4.0%
<b>Total HUSOC</b>	665	665	-7.4%	0.0%
<b>New International</b>	43	80	-8.9%	86.0%
<b>Total Disability</b>	253	200	-19.3%	-20.9%
<b>New overall total</b>	1255	1273	7.8%	1.4%





# Monthly Board of Trustee Meeting Plan

Continue

- 10<sup>th</sup> Day Enrollment Data
- Strategic Stories and one pagers
- Strategic Status updates

Enhancement

- Quarterly data pager

Data theme:

- “who is not...”

## Cascadia College Board of Trustees

### Action Item 1

**Subject:** Monthly Finance Report, Budget Approval

**Justification:**

The Board has the responsibility for approving the college's 24-25 budget.

**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 Admin Services and College President to review and plan the FY24-25 budget. Based on the current year's actuals, the leadership team refined estimated revenues, state allocations and expenses to prepare the attached budget. Based on current estimates, the college is requesting the board to approve the use of \$1M of our reserves to balance next year's budget. 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 FY24-25 Budget."*

**Action:**

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

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

**Vote:**

	Yes	No	Abstain
Hinojos			
Lee			
Ponto			
Quint			
Seabrooks			

CASCADIA  
COLLEGE

ADMINISTRATIVE SERVICES

# Finance Update



June 12, 2024

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

FEB

6-MONTH REVENUE AND EXPENSES (23-24)

MAR

RESERVES

APR

DRAFT EXPENSE AND REVENUE PROJECTIONS (24-25)

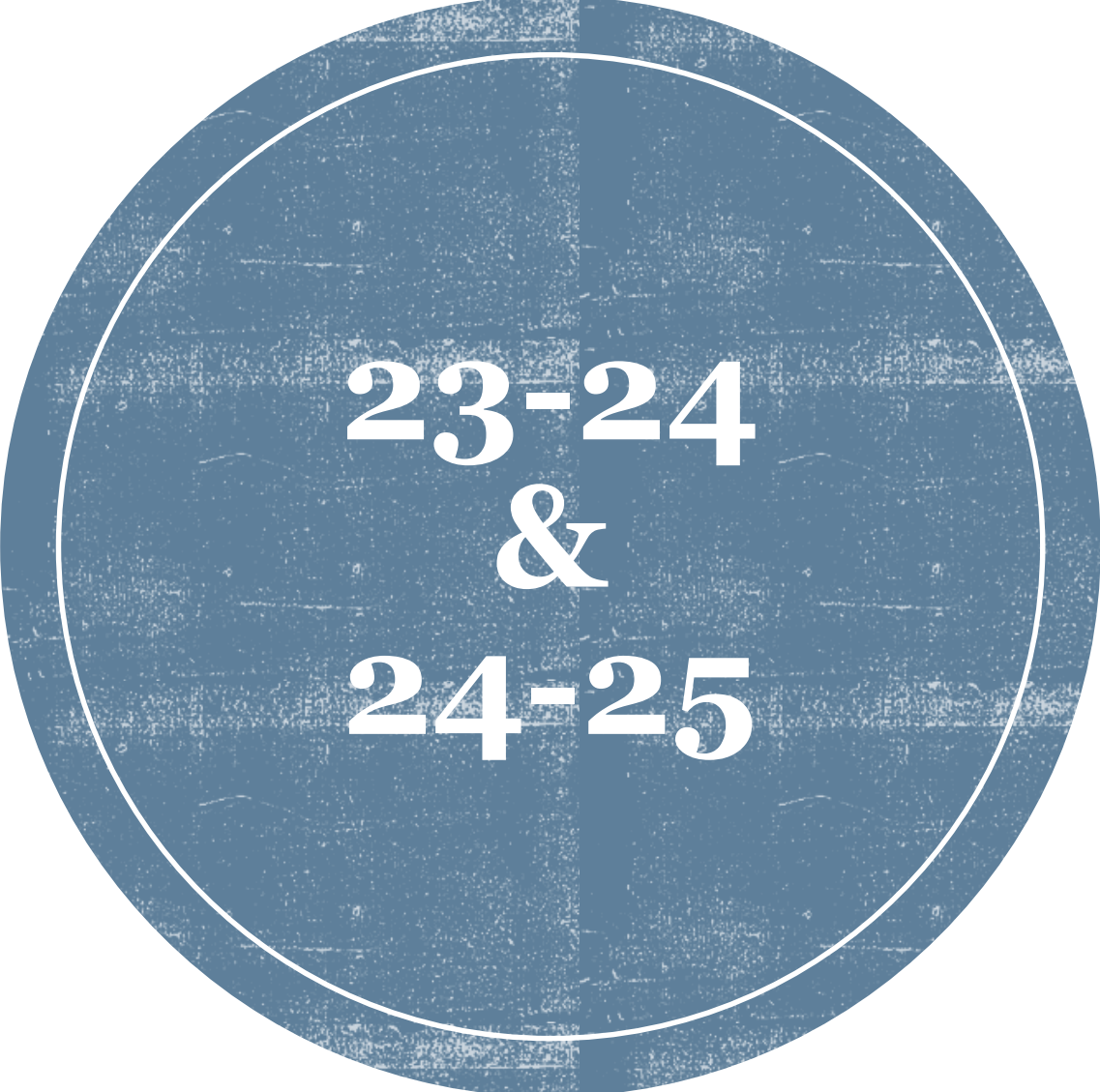
MAY

BUDGET FIRST READ

JUN

BUDGET APPROVAL





**23-24  
&  
24-25**

**Examining  
Revenues & Expenses**

**23-24 Year-to-date  
24-25 Projections**



		23-24 PROJECTED	23-24 PROJECTED	24-25 PROJECTED
GENERAL OPERATIONS		(June 2023)	(May 2024)	(a/o June 2024)
	Revenue			
	State Allocation	15,192,146	15,692,878	16,625,666
	Tuition	10,264,213	12,216,353	12,902,496
	Fee & Other Income	275,000	531,423	510,000
	Reserve R&R			1,164,000
	Operating Drawdown			1,000,000
	<b>TOTAL</b>	25,731,359	28,440,654	32,202,162
	Expenses			
	Salaries & Benefits	19,683,619	20,726,437	23,079,284
	Est Vacancy Savings			(500,000)
	Goods & Services	6,936,058	7,500,946	8,030,240
	Other	319,400	-	-
	Innov+FA Fee+S&A			301,577
	Reserve Expenditures		-	1,164,000
	<b>TOTAL</b>	26,939,077	28,227,383	32,075,101
<b>GRAND TOTALS</b>				
	Revenue	25,731,359	28,440,654	32,202,162
	Expenses	26,939,077	28,227,383	32,075,101
	<b>NET</b>	(1,207,718)	213,271	127,061



# Reserve Implications

## SUMMARY

\$	18,650,407	Available
\$	1,093,499	23-24
\$	2,164,000	24-25
\$	15,392,908	<b>TOTAL</b>

# Reserve Philosophy

Teaching & Learning	INV Hall
Recruitment	Redmond Center, Outreach
Retention	Scholars, Bock Center, Advising
Infrastructure	Repair & Replacement, ctcLink
Values	Art, Sustainability, Campus Appeal







**Next  
Month**



**Budget First Read**

## Cascadia College Board of Trustees

### Action Item 2

**Subject:** Financial Investments

**Justification:**

The Board needs to approve any action taken to invest local operating dollars

**Background:**

Trustee Lee and Vice President Pitts have met with the college's financial advisors and will discuss with the Board possible new investment strategies. Should the Board wish to take on a new investment, an appropriate motion will need to be made.

**Recommendation:**

*"Based on the recommendation of Trustee Lee and after discussion among the Trustees, I move that the Trustees approve...(TBD)"*

**Action:**

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

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

**Vote:**

	Yes	No	Abstain
Hinojos			
Lee			
Ponto			
Quint			
Seabrooks			

## Portfolio Details - Sorted by Maturity

<u>Sec Desc 1</u>	<u>Weight</u>	<u>Par Value</u>	<u>Coupon *</u>	<u>Settle Dt</u>	<u>Mat Dt</u>	<u>Nxt Call Dt</u>	<u>Rating ***</u>	<u>YTM **</u>
FHLMC	19.7%	1,255,000	0.400	9/10/2020	9/10/2024	6/10/2024	AA+	0.37
FHLB	20.5%	1,300,000	0.400	1/15/2021	7/15/2025	6/7/2024	AA+	0.45
FHLMC	19.7%	1,250,000	0.500	12/30/2020	12/30/2025	12/30/2024	AA+	0.50
FHLB	20.5%	1,300,000	0.600	1/28/2021	1/28/2026	7/28/2024	AA+	0.60
					3/31/2026			
JPMORGAN CHASE & CO	19.7%	1,250,000	3.200	7/30/2021	6/15/2026	3/15/2026	A-	1.15
T		2,235,000		6/6/2024	6/30/2027		AAA	4.33
T		2,235,000		6/6/2024	6/30/2028		AAA	4.28

## Cascadia College Board of Trustees

### Action Item 3

**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.

Last year, the Trustees asked for an adjacent measurement for each question of “How Important is This Item.” Dr. Horn created a version that evaluates the importance of each section and a longer version that evaluates the importance of each question. He will explain both and the Trustees can decide which direction to go.

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-Assessment.

Your responses are anonymous. Results will only be shared with the President, the Executive Assistant to the President, and the Board of Trustees.  
Thank you for your thoughtful reflections.

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
The Board understands and adheres to its roles and responsibilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board relies on board policy in making decisions and in guiding the work of the institution.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board ensures that the institution's plans are responsive to the community's needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Agenda items provide sufficient information to enable good board decision-making.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board sets and communicates clear expectations for president's performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Board meetings and study sessions provide sufficient opportunities to explore key issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trustee development activities are available to the Board members.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How important is this section to your work as a Trustee?

Not important

Somewhat Important

Very Important

Neutral or Unsure

Comments:

Board of Trustees / President Relationship

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
Board members' behavior exemplifies ethical behavior and conduct that is above reproach.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New members participate in a comprehensive orientation to the board and college.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board maintains a positive working relationship with the president.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The board regularly reviews the president's contract to assure appropriate support and compensation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board regularly evaluates the president.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Disagreements among members are carefully handled by the Board Chair.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Chair serves as the voice of the Board when dealing with the public and media.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The roles and responsibilities of the Chair are clear and supported by all trustees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How important is this section to your work as a Trustee?			
Not important	Somewhat Important	Very Important	Neutral or Unsure
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comments:			
<div></div>			

Board Meetings and Efficiency

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



How important is this section to your work as a Trustee?

Not important

Somewhat Important

Very Important

Neutral or Unsure

Comments:

Institutional Effectiveness Information					
In this section, please indicate the level of consideration that has been given to each indicator over the last three years.					
	Not considered at all	Somewhat considered	Moderately considered	Highly considered	N / A
Student Achievement Data	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Program Review Reports	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trustee activity in the community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Data review (Transfer data, Graduation data, Retention data)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Positive media coverage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Enrollment Monitoring	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Disaggregated student cohort data on successful completion of Basic Skills courses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Student data on completion and placement by occupational programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Data on the effectiveness of customized and/or short-term workforce training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fostering success and equity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employee satisfaction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How important is this section to your work as a Trustee?

Not important  
☐

Somewhat Important  
☐

Very Important  
☐

Neutral or Unsure  
☐

Comments:

Readiness - Level of Implementation

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

	Not implemented at all	Somewhat implemented	Mostly implemented	Completely implemented	Do not know
The Board regularly receives and reviews reports on student outcomes (OAC, Measuring Up, Surveys).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Board members participate in trustee development activities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board participates in an evaluation process that is used to help enhance its performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board measures its accomplishments against its goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How important is this section to your work as a Trustee?

Not important  
☐

Somewhat Important  
☐

Very Important  
☐

Neutral or Unsure  
☐

Comments:

**Readiness - Level of Agreement**

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
The Board is aware that the college routinely evaluates the effectiveness of efforts to improve student success and uses the results to improve policy and practice.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board is aware that there is alignment and extensive collaboration of efforts to improve student success.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board is aware that the College has established a strategic planning and accreditation process based on data to create objectives for measuring student success.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Decisions about budget allocations are based on evidencing effectiveness and support of mission fulfillment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How important is this section to your work as a Trustee?

Not important	Somewhat Important	Very Important	Neutral or Unsure
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments:

Future Professional Development

In this section, please choose your best answer to each question.

	No	Yes	I would like more information
Do you understand the role/responsibilities of the president?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you understand the time commitment as a Trustee?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Are you knowledgeable about Strategic Planning?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you read and understand the organization's financial statements?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Are you knowledgeable about the institution's programs and services?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you advocate for the institution with local, state, and federal governing bodies?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you understand your roles and responsibilities as a Trustee?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you understand shared governance?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you understand and support the mission of the organization?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How important is this section to your work as a Trustee?

Not important	Somewhat Important	Very Important	Neutral or Unsure
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comments:			
<div></div>			

Trustee Satisfaction						
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	N / A
The quality, amount, and frequency of information provided to the board are satisfactory.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall I receive satisfaction serving as a board member.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Board members adhere to confidentiality.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My contributions to the Board are valued.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall effectiveness of board management and organization is satisfactory.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My time as a board member is used effectively.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How important is this section to your work as a Trustee?			
Not important	Somewhat Important	Very Important	Neutral or Unsure
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comments: <div></div>			

**My main area(s) of expertise that I contribute to the Board are**  
please select no more than three (3) areas.:

- ☐ My connections to elected officials as a way to advocate for the College
- ☐ Expertise in finance, budget, and management
- ☐ My significant experience in education and curriculum development
- ☐ Connections to business and industry
- ☐ Connections to the local community
- ☐ Construction and facilities management
- ☐ 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, the Executive Assistant to the President, and the Board of Trustees.

**Board of Trustees Self-Assessment.**

Your responses are anonymous. Results will only be shared with the President, the Executive Assistant to the President, and the Board of Trustees. Thank you for your thoughtful reflections.

**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
The Board understands and adheres to its roles and responsibilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board relies on board policy in making decisions and in guiding the work of the institution.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board ensures that the institution's plans are responsive to the community's needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Agenda items provide sufficient information to enable good board decision-making.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board sets and communicates clear expectations for president's performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Board meetings and study sessions provide sufficient opportunities to explore key issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trustee development activities are available to the Board members.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Roles and Responsibilities				
Please indicate how <b>important</b> the item is to your work as a Trustee.				
	Not important	Somewhat Important	Very Important	Neutral or Unsure
The Board understands and adheres to its roles and responsibilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board relies on board policy in making decisions and in guiding the work of the institution.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board ensures that the institution's plans are responsive to the community's needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Agenda items provide sufficient information to enable good board decision-making.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board sets and communicates clear expectations for president's performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Board meetings and study sessions provide sufficient opportunities to explore key issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trustee development activities are available to the Board members.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments on Roles and Responsibilities:
<div></div>



### Board of Trustees / President Relationship

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
Board members' behavior exemplifies ethical behavior and conduct that is above reproach.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New members participate in a comprehensive orientation to the board and college.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board maintains a positive working relationship with the president.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The board regularly reviews the president's contract to assure appropriate support and compensation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board regularly evaluates the president.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Disagreements among members are carefully handled by the Board Chair.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Chair serves as the voice of the Board when dealing with the public and media.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The roles and responsibilities of the Chair are clear and supported by all trustees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Board of Trustees / President Relationship

Please indicate how **important** each item is to your work as a Trustee.

	Not important	Somewhat Important	Very Important	Neutral or Unsure
Board members' behavior exemplifies ethical behavior and conduct that is above reproach.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New members participate in a comprehensive orientation to the board and college.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board maintains a positive working relationship with the president.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The board regularly reviews the president's contract to assure appropriate support and compensation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board regularly evaluates the president.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Disagreements among members are carefully handled by the Board Chair.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Chair serves as the voice of the Board when dealing with the public and media.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The roles and responsibilities of the Chair are clear and supported by all trustees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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.

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	Do not know
Trustees come to each meeting prepared and ready to debate issues fully and openly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Board members avoid conflicts of interest and the perception of such conflicts.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Board meetings are conducted in an orderly, efficient manner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board's policy manual is up to date and comprehensive.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board clearly delegates the administration of the institution to the president.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board regularly receives and reviews reports on the financial status of the institution.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Board policies and practices assure effective fiscal management and internal controls.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board expects and supports faculty, staff, and student participation in college decision-making.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board clearly understands its policy role and differentiates its roles from those of the president and college staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board honestly debates the issues affecting its community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board speaks with one voice once a decision or policy is made.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### Board Meetings and Efficiency

Please indicate how **important** each item is to your work as a Trustee.

	Not important	Somewhat Important	Very Important	Neutral or Unsure
Trustees come to each meeting prepared and ready to debate issues fully and openly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Board members avoid conflicts of interest and the perception of such conflicts.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Board meetings are conducted in an orderly, efficient manner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board's policy manual is up to date and comprehensive.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board clearly delegates the administration of the institution to the president.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board regularly receives and reviews reports on the financial status of the institution.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Board policies and practices assure effective fiscal management and internal controls.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board expects and supports faculty, staff, and student participation in college decision-making.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board clearly understands its policy role and differentiates its roles from those of the president and college staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board honestly debates the issues affecting its community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board speaks with one voice once a decision or policy is made.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments on Board Meetings and Efficiency:

Institutional Effectiveness Information

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

	Not considered at all	Somewhat considered	Moderately considered	Highly considered	N / A
Student Achievement Data	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Program Review Reports	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trustee activity in the community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Data review (Transfer data, Graduation data, Retention data)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Positive media coverage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Enrollment Monitoring	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Disaggregated student cohort data on successful completion of Basic Skills courses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Student data on completion and placement by occupational programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Data on the effectiveness of customized and/or short-term workforce training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fostering success and equity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employee satisfaction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Institutional Effectiveness Information

Please indicate how **important** is information on each item, to your work as a Trustee.

	Not important	Somewhat Important	Very Important	Neutral or Unsure
Student Achievement Data	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Program Review Reports	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trustee activity in the community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Data review (Transfer data, Graduation data, Retention data)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Positive media coverage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Enrollment Monitoring	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Disaggregated student cohort data on successful completion of Basic Skills courses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Student data on completion and placement by occupational programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Data on the effectiveness of customized and/or short-term workforce training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fostering success and equity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employee satisfaction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments on Effectiveness Information:

Readiness - Implementation

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

	Not implemented at all	Somewhat implemented	Mostly implemented	Completely implemented	Do not know
The Board regularly receives and reviews reports on student outcomes (OAC, Measuring Up, Surveys).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Board members participate in trustee development activities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board participates in an evaluation process that is used to help enhance its performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board measures it accomplishments against its goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Readiness - Implementation

Please indicate how **important** each item is to your work as a Trustee.

	Not important	Somewhat Important	Very Important	Neutral or Unsure
The Board regularly receives and reviews reports on student outcomes (OAC, Measuring Up, Surveys).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Board members participate in trustee development activities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board participates in an evaluation process that is used to help enhance its performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board measures it accomplishments against its goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Comments on Readiness Implementation:

Readiness - Level of Agreement

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
The Board is aware that the college routinely evaluates the effectiveness of efforts to improve student success and uses the results to improve policy and practice.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board is aware that there is alignment and extensive collaboration of efforts to improve student success.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board is aware that the College has established a strategic planning and accreditation process based on data to create objectives for measuring student success.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Decisions about budget allocations are based on evidencing effectiveness and support of mission fulfillment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Readiness - Level of Agreement

Please indicate how **important** each item is to your work as a Trustee.

	Not important	Somewhat Important	Very Important	Neutral or Unsure
The Board is aware that the college routinely evaluates the effectiveness of efforts to improve student success and uses the results to improve policy and practice.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board is aware that there is alignment and extensive collaboration of efforts to improve student success.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board is aware that the College has established a strategic planning and accreditation process based on data to create objectives for measuring student success.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Decisions about budget allocations are based on evidencing effectiveness and support of mission fulfillment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Future Professional Development

In this section, please choose your best answer to each question.

	No	Yes	I would like more information
Do you understand the role/responsibilities of the president?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you understand the time commitment as a Trustee?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Are you knowledgeable about Strategic Planning?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you read and understand the organization's financial statements?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Are you knowledgeable about the institution's programs and services?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you advocate for the institution with local, state, and federal governing bodies?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you understand your roles and responsibilities as a Trustee?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you understand shared governance?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you understand and support the mission of the organization?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Future Professional Development

Please indicate how **important** each item is to your work as a Trustee.

	Not important	Somewhat Important	Very Important	Neutral or Unsure
Do you understand the role/responsibilities of the president?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you understand the time commitment as a Trustee?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Are you knowledgeable about Strategic Planning?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you read and understand the organization's financial statements?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Are you knowledgeable about the institution's programs and services?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you advocate for the institution with local, state, and federal governing bodies?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you understand your roles and responsibilities as a Trustee?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you understand shared governance?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you understand and support the mission of the organization?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments on Future Professional Development:

Trustee Satisfaction						
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	N / A
The quality, amount, and frequency of information provided to the board are satisfactory.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall I receive satisfaction serving as a board member.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Board members adhere to confidentiality.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My contributions to the Board are valued.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall effectiveness of board management and organization is satisfactory.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My time as a board member is used effectively.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Trustee Satisfaction**

Please indicate how **important** each item is to your work as a Trustee.

	Not important	Somewhat Important	Very Important	Neutral or Unsure
The quality, amount, and frequency of information provided to the board are satisfactory.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall I receive satisfaction serving as a board member.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Board members adhere to confidentiality.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My contributions to the Board are valued.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall effectiveness of board management and organization is satisfactory.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My time as a board member is used effectively.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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.:

- ☐ My connections to elected officials as a way to advocate for the College
- ☐ Expertise in finance, budget, and management
- ☐ My significant experience in education and curriculum development
- ☐ Connections to business and industry
- ☐ Connections to the local community
- ☐ Construction and facilities management
- ☐ 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, the Executive Assistant to the President, and the Board of Trustees.



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

**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 2024-25.

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			
Lee			
Ponto			
Quint			
Seabrooks			

## Board of Trustees Calendar 2024-25

24-Jul	<b>Special Meeting via Zoom</b>	4pm
22-Aug	<b>Summer Retreat</b>	<b>9a-2p</b>
18-Sep	Regular Meeting	4pm
16-Oct	Regular Meeting	4pm
20-Nov	Regular Meeting	4pm
4-Dec	<b>Executive Session Only *</b>	4pm
8-Jan	<b>Executive Session Only *</b>	4pm
15-Jan	Regular Meeting	4pm
19-Feb	Regular Meeting	4pm
19-Mar	Regular Meeting	4pm
16-Apr	Regular Meeting	4pm
21-May	Regular Meeting	4pm
13-Jun	<b>Commencement</b>	<b>3p-6p</b>
18-Jun	Regular Meeting	4pm

\* 1st Wednesday, not third

*Report to the Trustees  
June Meeting 2024  
Events & Advocacy Board  
Cascadia College*



*By Miyuki Sandoval, Advocacy Chair*

Events:

- Promenade Party: Due to the consistent comments from students, EAB brought back many of our same activities and food vendors from the past! Stretching from the CC3-Patio to down the promenade, there was cotton candy, balloon and body art, popcorn, mini golf in the Food Forest, bucket pong, and a petting zoo! We had an amazing turn out and it was evident that students had a great time in the sunny weather.
- Clubs Day: This event was a great way to allow clubs at Cascadia to choose an activity that best represents them. Ranging from Japanese calligraphy, to the live music from Music Club, graduation cap decorating, and fresh hwachae (Korean watermelon punch) there was an abundance of variety for students to get involved and chat with their peers. EAB greeted students with their notorious ice cream cart and invited them to chill with the clubs.
- AAPI Tabling: In honor of Asian American and Pacific Islander Heritage Month, EAB held a cultural tasting of different treats and beverages from the AAPI umbrella. From Fijian taro chips, to Japanese rice crackers, to Indian Masala chips – this was a unique opportunity for Cascadia to add some new flavors to their palate. Along with this tabling experience, EAB also put out a temporary display wall for students to read and interact with. It highlighted key AAPI figures in history, a poll for students to choose their favorite Asian fusion food and opportunities to share their own cultural traditions.







#### Advocacy:

- Campus Safety: In order to get the faces of Campus Safety more familiar to our student body, Miyuki shot an interview for social media with Sergeant John! Interview questions included “What are some resources you wish more students knew about?”, and we made sure students were made aware of the resources of Safety Escorts as well. This was a friendly and exciting way to introduce Campus Safety to students, while also informing them of the resources available to them.
- As the year comes to an end, EAB is working to collect some final student feedback pertaining to the new website design.

1. Are the current parking rates affordable to you?

[More Details](#)

[Insights](#)

Yes	9
No	64



2. Have the parking rates made you want to enroll in less in-person classes ?

[More Details](#)

[Insights](#)

Yes	50
No	7
I have thought about it, but hav...	13
I would look into taking classes ...	3



3. Have the parking rates made you unable to attend EAB Events, Club Meetings, or Tutoring hours? If there is another extra-curricular/event you had wanted to attend, write that in "Other"

[More Details](#)

Event	45
Club Meeting	29
Block Learning Tutoring Hours	31
Other	24



4. In the event that the parking rates increase, how would this affect your method of transportation to school?

[More Details](#)

[Insights](#)

Taking the bus	9
Getting dropped off	8
Parking off campus, and then w...	42
I would continue to park on ca...	9
Other	5



5. Prior to this survey and the work EAB has done, have you heard of increased parking rates on campus from somewhere else?

[More Details](#)



6. If you selected "Yes" on the previous question, please share where you heard this information.

14 Responses

ID ↑	Name	Responses
1	anonymous	Campus tour guide
2	anonymous	N/A
3	anonymous	A professor
4	anonymous	A friend
5	anonymous	Through email.
6	anonymous	Flyers in the building and also a whiteboard sign in the library
7	anonymous	Parking forum at the end of winter quarter
8	anonymous	friends
9	anonymous	Just that they were thinking of increasing parking fees
10	anonymous	students
11	anonymous	I've only noticed the rates going up on the parking portal.
12	anonymous	Heard in passing
...		

13	anonymous	whiteboard in cc2
14	anonymous	Word of mouth



7. Anything else you would like to add? We would like to know your overall thoughts and feelings towards this potential raise in parking prices.

### 38 Responses

ID ↑	Name	Responses
1	anonymous	Its way too expensive
2	anonymous	It doesn't make sense because other community colleges dont make students pay for parking. It is super unreasonable that we pay the same price as UWB. Tuition is already expensive enough
3	anonymous	This is very upsetting for students with low income and sole money earning households. I already am tight on money and have to work 30 hours a week in addition to full time classes and which leaves me very little time and money for myself.
4	anonymous	Parking prices are large burdens on students that they oftentimes cannot afford.
5	anonymous	No
6	anonymous	This concept is ridiculous
7	anonymous	employees should get free parking!
8	anonymous	I don't like the potential of prices raising

9	anonymous	Parking should honestly just be free. We are here to learn and make futures for ourselves—not make profits for parking. Wherever the money is going I am sure it is not needed.
10	anonymous	Although I understand the increased parking rates may seem harmful to a lot of people, parking infrastructure is extremely expensive and I'm not opposed to shifting some of that cost onto the students. However, I would appreciate if the reduced rate transit pass were advertised while doing this survey.
11	anonymous	I understand this may be a way to deter people driving and using other modes of transportation, but punishing students who already have to pay tens of thousands of dollars and deal with financial insecurity is not it. Maybe have reward programs and expand options for transportation (like carpools, for instance). I am disappointed to hear that there is consideration to raise parking prices, I am sure the school and our college administrators make plenty of money off of us already.
12	anonymous	Parking is already way too expensive per quarter and the parking garages don't have that much space.

13	anonymous	I think whoever thought of increasing the parking rates needs to be locked up because that is highway robbery I'm sorry that I don't wanna take an hour bus ride when I couldn't take a nine minute drive and I pay \$800 a year and I'm a running student so I don't even have to pay for tuition and that's so much if you think about it that's like 80hrs worth of work for minimum wage like Bellevue called you so much cheaper and I think literally any other place parking in downtown Seattle is probably cheaper than that four dollars an hour still crazy like who do you think you are
14	anonymous	The current price is already insane. Please do not raise it. I make minimum wage and can't afford it
15	anonymous	everything is so expensive and becomes a constant concern. This quarter I couldn't find the classes I needed online and unfortunately needed to pay for parking on campus. Besides being extremely expensive and never having improvements and/or space to park on due to its size, it's certainly a financial burden every beginning of the quarter. I barely have money to pay for my tuition, which is already very expensive, imagine for a parking raise. It feels like college is getting accessible only for people that have money to bank it. Increasing rates is only going to make students opt for more online classes and going to less activities on campus.
16	anonymous	please dont increase the parking rates im dying as is
17	anonymous	You guys are money grubbin lol
18	anonymous	It's incredibly hard to pay this much for parking for a quarter on top of other expenses. My sister only pays \$45 for her college parking pass at Bellevue College.
19	anonymous	Please don't raise the parking rates.
20	anonymous	I'm not sure why the increase in parking is needed? Like what would it even go towards? If it's for sustainability maybe there can be incentives for taking the bus? Or like if you are going to increase parking rates please provide better support for other means of transportation - we have to get to campus somehow
21	anonymous	It's too expensive.
22	anonymous	I don't think raising prices for already broke college kids is a good idea. I also know that the tuition boost is stressing me and some others out. It doesn't seem helpful to raise the cost of attending classes we already pay for.



23	anonymous	The parking rates are very high and it is unfair to students to be paying so much for parking each day.
24	anonymous	It's RIDICULOUSLY expensive. And I think it is inequitable that Cascadia students will be paying more when the increase is due to UWB's decision to build an additional parking garage
25	anonymous	Parking should be free, especially individuals receiving financial aid
26	anonymous	I think the parking permit prices at Cascadia are very overpriced considering the prices for parking offered at other colleges. For example, Everett Community College has parking passes that are only \$50 per quarter while Cascadia's is \$150-300. Also, at Edmonds College, the parking permits are free and additional ones are only \$15 extra. Please do something about this as it's unfair to many students who come from different financial backgrounds.
27	anonymous	Nobody wants you to raise parking prices. Frankly the fact that it's even an option pisses me off because it's already too expensive. If you have to raise parking prices (you don't) then raise them for guests not students. Our tuitions are already too expensive, but the fact that we have to pay for parking on top of it is ridiculous.



28	anonymous	Parking is already expensive enough I like to park downtown and walk
29	anonymous	Greedy for no reason. We pay enough
30	anonymous	We are still students, make this affordable please!
31	anonymous	The school already makes us pay tuition, can't we just park for free? Community College is known for accessibility
32	anonymous	If you're going to charge high fees for campus parking, there should be more parking (and better signage for parking).
33	anonymous	The prices are already ridiculous and its amazing that some people are able to afford them. Many people attending cascadia may be full time students without jobs and higher parking rates will affect their ability to come to campus and learn
34	anonymous	It's too expensive and classes overlap by 5-15 minutes forcing you to pay for an additional hour every day.
35	anonymous	it's expensive:(
36	anonymous	fowl
37	anonymous	Make it free
38	anonymous	\$10 for a day pass is already a lot, no?

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



***Report to the Board of Trustees  
Cascadia Community College  
Meeting Date: June 2024***

### **❖ Excellent in Teaching Award Congratulations**

Congratulations to our CCCFT colleagues, Victor Begay, Tori Saneda, Sofia Marshak, and Kelley Briles for 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.

### **❖ CCCFT Steering Committee Elections**

Here is the CCCFT Steering Committee, elected for terms starting July 1, 2024 and going through June 30, 2026:

Coordinator: Dave Shapiro

Treasurer: Lelia Olson

Historian: Tasha Walston

Membership/Communications Co-Chairs: FTF: Marc Hyman; AF: Open

Contract Management Co-Chairs: FTF: Sharon Saxton, Lisa Citron; AF: Greg Campbell

Conflict Resolution Co-Chairs: FTF: Mike Panitz, AF: Kolya Rice

Activities and Opportunities Co-Chairs: FTF: Victor Begay; AF: Sofia Marshak