



# CASCADIA COLLEGE BOARD OF TRUSTEES

Wednesday, October 18, 2023



October 11, 2023

Dear Trustees and Community Members:

This month we'll see many of our standard topics at the meeting. Additionally, you'll hear a Year-in-Review from both the Foundation and External Relations & Planning.

Of critical importance this month is the authorization to hire additional staff to help bolster resources in the college. This discussion and requested approval will happen after the finance update. Please note that the 10<sup>th</sup> Day Enrollment numbers and their associated revenue are not in the packet. Those are being calculated this week. We will present them at the Board meeting.

The executive team is aware that the amount potentially approved will come at the discretion of the Trustees.

We've had a good start to the quarter. The hallways and parking lots are bustling!

See you soon. This month's activities listed below.

Eric

#### Campus

- Foundation-related meetings (x2)
- Jumpstart Orientation Welcome (x2)
- New Faculty Orientation
- Guided Pathways Coaching meeting
- Navigators
- Indigenous People's Day Welcome
- BOT Finance Sub-Committee

#### Community / State

- WACTC monthly meeting, Centralia
- Leadership Eastside (x2)
- One Redmond Board Meeting
- Bothell Kenmore Chamber of Commerce (x2)
- Kyle Stannert, Bothell City Manager
- Susan Leach, Riverview School District Superintendent
- Angela Kugler, Executive Vice President Digipen
- Regional Community College Presidents Luncheon
- City Council Candidates Forum: Bothell (Host)
- City Council Candidates Forum: Kenmore (Host)
- City of Bothell: State of the College Address

#### UWB

- UWB Meetings (x1)

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

### **HUMAN RESOURCES/ PAYROLL**

We are pleased to announce that we hired two Human Resources Directors, Jason Rue and Ifrah Mohamed, both of which began employment on 10/18/23. Their roles will be defined as follows:

Jason:

- First point of contact for classified and faculty employees, including demands to bargain, mandatory notices, information requests, etc.
- Lead for Title IX and all employee-related investigations.
- Lead for Public Records Requests as it relates to employee information.
- Facilitator of the RCW-defined Campus Hazard & Safety Committee.
- Back-up and support for employee search committees.

Ifrah:

- First point of contact for exempt employees, including contracts, market reviews, and salary equity monitoring.
- Supervisor of our Equity Advocate program.
- Search Coordinator for all roles and working with the HR staff to prioritize and execute those searches.
- Manager of professional development opportunities and programming, including being the liaison to the Foundations of E&I Course.
- Compliance expert for all required employee state training.

### **FINANCE**

- The finance office restaffing is in progress with our new Director of Finance Ginny Jackson and two contractors (accounting manager and AR/grants billing) onboarding as of October.
- The team continues to streamline vendor payment workflows to keep up with high volume of cases to manage the payable process with college requestors and external vendors.
- Our external auditors are now focused on assessing records related to FY20-21 outstanding fiscal audit.

### **INFORMATION SERVICES**

- The start of the fall quarter found the Information Services team busy as usual! The team responded to more than 300 student questions during the month of September, primarily assisting students with gaining access to their Cascadia email accounts and lending them equipment for their use during the quarter. All available student laptops were checked out in the first few days of the quarter, even with our expanded pool available – the demand for this service continues to grow.
- Cascadia has finally reached the end of our phone system upgrade! I.S. has a few more steps to complete behind the scenes (implementing the new e911 service replacement and updating our phone lines to current technology, both at a cost savings for the college) but all employees except one have been migrated to the new system and are all successfully using it.
- The initial technology deployment at the new Redmond Together Center classroom was completed including installation of Cascadia specific internet and wireless, set up of a classroom lectern with a projector and sound system and basic printing service. The I.S. team will continue to expand additional technology services to this location as we continue to develop strategies to get the students, faculty and staff the technology they need to be successful.

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

**Office of Equity & Inclusion** – I am delighted to welcome our new Director of E&I Programs, Ana Nina, to Cascadia and to the Office of Equity & Inclusion. Ana is originally from Rio de Janeiro, Brazil. Her commitment to equity and social justice began with her law studies in Rio, assisting communities impacted by environmental pollution. Ana has combined a passion for education and learning with walking alongside the most vulnerable. Her experience as an immigrant mother of children who did not speak English taught her the value of cultivating safe spaces where her family could feel included and valued. Welcome Ana!

**E&I Drop-In Sessions for Fall** - We have been listening to folks around and across our community and continue to make space for 1:1 and dedicated drop-ins. The drop-in sessions to answer questions will be on the third Monday of each month from 10am to 11am, beginning October 16. Employees are encouraged to drop by CC3-134, or can also email me at [cdavenport@cascadia.edu](mailto:cdavenport@cascadia.edu).

**Cascadia Scholars** – The process to hire a new Cascadia Scholars Program Lead is underway and we continue to review candidate applications and conduct interviews. I hope we will have a new Program Lead on staff by November 1. As of Tuesday, October 10, we will welcome 32 new Cascadia Scholars to our campus. We have 28 returning Scholars, for a total of 60. We will offer a winter application round as well and are on track to have up to 75+ Cascadia Scholars for 2023/2024. We also welcomed four new Cascadia Scholars mentors to our program and now have a total of 17 active mentors. We plan to have 20-25 mentors by the end of 2024. In addition, we are getting new requests for textbooks and resources and glad this program is working so well.

**Diversity and Equity Center** – We are off to a good start for fall term. We helped to support the Indigenous People's Day event on Monday, October 9. The event was organized by Victor Begay, who coordinated with the Northshore School District, City of Bothell, and the Muckleshoot Tribe. We also hired our first Diversity & Equity Center Student Ambassador. The Student Ambassadors will help with programming, workshops, activities, and events related to the Diversity & Equity Center. Student Ambassadors will help also promote and encourage student participation.

**Student of Color Conferences** - I am excited to share that Northshore, Lake Washington, and Riverview School Districts – Student of Color and Student Justice Conferences will return to Cascadia for 2023/2024. Both Northshore and Lake Washington bring about 250 students (per conference) to the campus. The Riverview conference grows each year and they hope to bring even more students in 2024. These are wonderful opportunities talk about what it means to be a Cascadia student and to join Cascadia Scholars as well.

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

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

#### **Communication**

We sent out three media releases: [Redmond classroom](#), [BASSP students studying abroad](#), and [Indigenous Peoples' Day Celebration](#). We published another Student Spotlight video highlighting the BASSP program and current employee, [Allen Flaa](#).

#### **Outreach**

Outreach doesn't slow down, especially in the fall. We attended five major events, connected with students via email and on tours, and interacted with approximately 300 prospective students and 200 counselors.

#### **Marketing/Web**

The Summer/Fall enrollment campaign finished its second run from August to mid-September. Almost \$2 million impressions, 7,347 clicks, and 245 conversions, we ended strong and found that the strongest digital ads were with keyword searches, Google Ad buys, and social media.

We are also continuing website redesign work: development pages are coming alive, the new [faculty bio pages](#) are already live on our current website, and the Area of Interest (AOI) icons are in design.

### **FACILITIES & CAPITAL PROJECTS**

#### **Facilities**

Facilities focused on getting space ready for fall quarter. Redmond classroom final preparations were completed, and faculty tours were given. A consultation with a preferred architect was conducted on the projects slated for the 2023-2025 Minor Works projects.

#### **Capital Projects**

Innovation Hall– Certificate of Occupancy was received on September 28! The grand opening plan is well underway. The logistics for moving 13 faculty offices and 1 chemistry laboratory have begun.

CC5 Gateway Building– During the month of September, the architects worked on the design documents, while utilizing the feedback provided from stakeholder groups on campus.

### **INTERNATIONAL PROGRAMS**

#### **Marketing and Recruitment**

Recruitment season is in full swing in October. We finished 10 visits this fall, including: Bangladesh, Brazil, Cambodia, Japan, Nepal, Pakistan, Singapore, Sri Lanka, South Korea, and UK. We will end with 13 countries after visiting the Philippines, Taiwan, and Mexico. These trips focus on study abroad fairs hosted by the US government, high school and university visits, and U.S. Government and agent meet-and-greets. Our newly updated [e-brochure](#) and paper brochure has been shared with thousands of prospective students worldwide.

#### **Academic/Immigration Advising & Support Services / Study Abroad**



43 new students arrived for fall quarter. Top countries are Turkmenistan, China, Japan, South Korea, and Taiwan. Advisors are busy registering all international students in SEVIS, checking in for their wellness, and assisting them with STAQ assignments. Two Cascadia students are currently studying in Japan and one student is in Chile for a quarter-long program through WCCCSA.

### **EQUITABLE PLACEMENT: MATH AND ENGLISH**

Cascadia Math faculty and advising will be participating in an SBCTC led Math Placement Grant project for the 2023-2024 school year funded by [College Spark](#) to support collective efforts towards implementing more equitable math placement methods, including the adoption of common practices in the areas of coding and tracking math placement in ctLink.

Incoming students for fall quarter had an expanded range of English placement options. In addition to AP, IB, SmarterBalanced, and Accuplacer test scores, students without these options used Directed Self-Placement through a tool developed by Cascadia faculty. This option will now be offered as a broader alternative for Winter and Spring.

### **CELEBRATING INDIGENOUS PEOPLES DAY**

Dr. Victory Begay, Tenure track Faculty (year 2) in American Indigenous Studies, has coordinated a campus event with a local native cultural educator from the Muckleshoot Tribe focused on building bridges among neighboring communities.

### **BOCK LEARNING CENTER**

- Student visits: Within the first 6 days of fall quarter students surpassed the total of summer visits.
- Name changes: To maximize student understanding of learning support resources, the Bock Center team as transitioned services from “Supplemental Instruction” to “Guided Student Sessions,” which parallels the structure used by regional universities. The aim is to promote increased student transfer success experience.
- Expanding service to meeting students’ needs: As a result of the newly implemented course fee in English 101, 102, and 235, we have increased the use and coordination of embedded writing tutors in these fall courses. A summary report with a possible permanent recommendation will be provided in spring.

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

It was a busy and successful start to the fall quarter. The first classes were held in the Redmond Together Center. There are currently five courses being offered: English 101, College 101, Nutrition 101, Communication Studies 101 and ESL Levels 1-3 (one section).

We had volunteers from across the college serve as greeters as we hosted greeter tables in both Cascadia academic buildings. They welcomed new students, helped direct them to classes, and answered questions – while giving out Cascadia swag and flyers about upcoming events and resources.

### **Enrollment Services**

Enrollment Services is working with Communications & Marketing to implement the new Recruitment module within the EAB software. This new software will allow our outreach/admissions to provide better communication with prospective students to assist them through the admissions process.

### **Student Accessibility Services**

- Student Accessibility Services (SAS) has had a busy start to the fall quarter. We've had a 52% increase in new students registering/requesting accommodations compared to Fall 2022.
- SAS has also experienced a high demand for note-taking services through [Glean](#). Glean allows students to take audio notes and while those notes are being recorded, they can label important topics to come back to and review. Offering Glean to eligible students has allowed them to take control of their note-taking experience, take better notes, and has made notes more accessible.
- The Disability Employment Awareness Panel will be held on Thursday, October 12<sup>th</sup> at 12pm via [Zoom](#). The panel will feature members from the community who have a unique lens in regard to disability and employment. This panel will discuss a variety of topics ranging from preparing students with disabilities for the workplace to addressing systemic barriers. This event will be a great way to acknowledge Disability Employment Awareness Month which is held every October.

### **Student Advising & Support Services**

- Student Advising & Support Services implemented their new advising model where they are assigning students to advisors and the advisors will be engaging students through ongoing communication throughout the quarter and tracking progress. There are about 275 students assigned to each advisor.

### **Student Financial Services**

- Student Financial Services is beginning their outreach services to the community. The first event is a collaborative presentation with UW Bothell at Jackson High School during the week of Oct. 9<sup>th</sup>. They are offering two 30-minute sessions to families at the High school and Beyond Family Night.

### **Student Life**

- Samantha Penjaraenwatana, Student Life Advisor, was recently selected as a National Association for Campus Activities (NACA) Leadership Fellow. Only seven Fellows are selected from across the country to serve a two-year term. The NACA Leadership Fellows Program provides leadership development and related opportunities to new professional members from underrepresented populations (including but not limited to: ability, age, sexual orientation, religion, socioeconomic status, race, ethnicity, sex, gender, etc.).
- Jumpstart Orientation welcomed 196 new students to Cascadia over 2 days, with remarks from Dr. Murray, Chari Davenport and Chantal Carrancho highlighting our culture and Guided Pathways, “get to know you” activities and making the most of your Cascadia experience with Student Life and a resource fair with 17 departments representing the many support services available to aid their success. A big thank you to all the staff who helped bring this event together. The supplemental Canvas course will be available later in October.



**Board of Trustees Meeting Agenda**

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

**Regular Meeting  
Wednesday, October 18, 2023  
4:00 p.m.**

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



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

**Wednesday, October 18, 2023  
4:00 p.m.**

**AGENDA**

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

**2. CONSENT AGENDA**

- Meeting Agenda
- Minutes from last meeting – Sept 20, 2023

**3. PUBLIC COMMENTS**

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

**4. NEW EMPLOYEES/PROMOTIONS**

- Introduction of New Employees/Promotions

**5. INFORMATION ITEMS**

- Mission Fulfillment Moment (KL)

**6. DISCUSSION & PRESENTATION ITEMS**

- 1) Strategic Story (KL)
- 2) Year-in-Review: External Relations and Capital Planning (MW)
- 3) Year-in-Review: Cascadia College Foundation (BC)
- 4) 10<sup>th</sup> Day Enrollment Report (MH)
- 5) Monthly Finance Report (JB)

## **7. RECOMMENDED ACTION ITEMS**

- 1) Incremental Staffing Plan (EM)

## **8. OTHER REPORTS**

- Cascadia Events & Advocacy Board (EAB)
- Cascadia Community College Federation of Teachers (CCCFT)
- Cascadia Classified Union Washington Public Employees Association (WPEA)
- Board Chair and Individual Board Members
- President

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

## **10. NEXT MEETING**

- Next regularly scheduled Board meeting is Wednesday, November 15, 2023

*The facilities for this meeting are free of mobility barriers. Interpreters for hearing-impaired individuals and taped information for visually impaired individuals will be provided upon request when adequate notice is given.*

**Minutes Regular Meeting  
Cascadia College Board of Trustees  
September 20, 2023**

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

**BOARD OF TRUSTEES**

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

**EXECUTIVE STAFF**

Dr. Jashoda Bothra, Chari Davenport, Dr. Kerry Levett, Erin Blakeney, Dr. Eric Murray, Lana Smith (AAG, outgoing) Ellen Evans (incoming AAG), Meagan Walker not present.

Teya Viola (recorder) present.  
Thais Lima (presentation assistant) present.

**AREA REPRESENTATIVES**

CCCFT Representative – David Shapiro, Senior 2 Tenured Founding Faculty present.  
Student Representative – Miyauki Sandoval, EAB Advocacy Chair present.  
WPEA Representatives –Julia Williams present. Ryan Higgins was absent

**AUDIENCE**

Audience members attending in person and via Zoom included:  
Kelly Leahy, Ifrah Mohamed, Jason Rue, Michael Horn, Becky Riopel, Shandy Stomieroski, Larissa Tikhonova, Linda Richards, Erik Tingelstad, Bryan Fauth, Chantal Carrancho, Victor Begley, Thuy Pham, Robyn Ferret, Jessica Ketcham, and Kristina Young  
EAB students present: Miriam Alhassani, Zuah Han, Brandon Lai, Veronica Martinez, Anthony Rodgers, Selina Wu, Julianna Lin, Hiya Mehta, Monica He

**1. CALL TO ORDER**

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

**2. CONSENT AGENDA**

Chair Colleen Ponto asked for approval of the consent agenda.

MOTION: Trustee, Angie Hinojos made a motion to approve. Trustee Alex Lee seconded the motion.

APPROVED. Unanimously. No Abstentions.

**3. PUBLIC COMMENTS**

Julia Williams, WPEA representative, read the following statement (submitted via email 9/21/23):

*Thank you for your time. As many of you know, I am Julia Williams the union representative for the Washington Public Employees here at Cascadia College. I am entering a public comment because Dr. Murray made it clear to my supervisor that I was not welcome to speak during the WPEA union*

portion of this board meeting.

*In June I came a spoke of the union concerns around Cascadia's approach and response to diversity equity and inclusion on campus. I had hoped to come here today to deliver an overwhelmingly positive report of the collaborative efforts taken since June.*

*I cannot do that. I will report that there has been some meaningful movement on one specific formal union filing. The college and the office of financial management and the union continue to make progress on that one issue. Though the process has been bumpy. I cannot say there has been no progress there.*

*Shortly after my last appearance to the board, Dr. Murray launched false accusations against me to the president of the WPEA. (I will happily supply this with my public comment documentation after the meeting.) This letter suggested that I, personally, should not represent the WPEA members at Cascadia College, because of my former employment with the institution, which you might recall the president was overly eager to share with the board. I need to be clear, I no longer work for Cascadia College, I work for the members of the WPEA who are currently employed by Cascadia College.*

*The college suggested that my address to the board in June negatively impacted whether and how students and staff access the services offered by the Equity and inclusion office. But that is the point I am making, staff are indicating that they are already experiencing negative impacts. That they are limited on their ability to access Equity and Inclusion services. They are afraid to speak up. They are silenced. The reason I came to speak in June was to raise the concerns on behalf of those I work for, the staff of Cascadia.*

*Everyone deserves to feel safe, everyone. Staff, faculty, students at Cascadia, deserve to feel safe, especially at work. The college has not taken steps toward addressing this, but rather responded by attempting to silence the voice who brought forth the concerns.*

*I ask, board, that you consider these actions. I ask that you help return Cascadia to the safe space it once was. So that the entire Cascadia community can share openly. If Dr. Murray is willing to take these actions against the union representative for whom he has no authority over, no wonder staff and faculty who work for him feel like they are silenced or are otherwise afraid to speak openly.*

*I hope, with the new leadership in HR, the union and the college might return to a more collaborative relationship focused on the true issues that face this college.*

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

- **Welcome to New Trustee, Alex Lee**

- Eric Murray introduced Alex Lee, incoming trustee. His nomination was approved by Governor Inslee over the summer. Alex comes in with Cascadia experience as a former Foundation Chair. Alex's background is as a financial advisor, and he lives in Kirkland. The group welcomed Alex.  
AAG Lana Smith reminded the trustees that Alex should go through the formal trustee training process sometime before the next Board meeting.

- **Introduction of New Employees/Promotions**

- Kristina Young introduced Kelly Leahy, our new Instructional Designer. Kelly is a former librarian, and comes to us with a background in curriculum development.
- Erik Tingelstad introduced Thuy Pham, new Prof-Tech Program Advisor. Thuy is a graduate of the CCF English Language program and former student ambassador. Thuy is excited to begin working with students as a former student herself.
- Eric Murray introduced our two new co-directors of Human Resources, Ifrah Mohamed and Jason Rue. Both are excited to join Cascadia – and are especially about this new co-director model. They look forward to working together toward building and improving HR structures and processes.
- AAG Lana Smith introduced the new AAG Ellen Evans who will be serving as Cascadia's AAG upon their upcoming retirement. Ellen's background in English Literature and she also has a PhD in Higher Ed Curriculum and Instruction and

now blends these with a legal degree from Seattle U. Lana is confident that Ellen will be an excellent AAG for Cascadia.

There were a number of employee promotions that occurred over the summer and those were included with this month's board packet:

- Alia Mahdi – Executive Assistant to Operations Manager
- Chantal Carrancho – Associate Dean to Dean of Student Learning
- Chari Davenport – Executive Director to Vice President of Equity & Inclusion
- Daniel Tran – IT Support Analyst to Systems Administrator
- Erin Blakeney – Dean to Vice President of Student Success Services
- Huda Sarhan – Program Specialist 3 to Assistant Director of Enrollment Services
- Jacqueline Webb – Program Assistant to Program Specialist 2
- Linda Richard – Tenure Track Faculty to Tenured Faculty
- Nara Tseesuren – Fiscal Technician 2 to Fiscal Analyst 2
- Nicholas Eddington – IT Support Analyst to Systems Administrator
- Rachel Druck – Customer Service Specialist 3 to Program Specialist 3- Credentialing

- **Student Leader Introductions**

Becky Riopel provided an overview of what the Student Events and Advocacy Board does, and the new student members introduced themselves:

- Miyuki Sandoval – Advocacy Chair Miriam Alhassani – Programming Chair
- Zuah Han – Clubs Coordinator
- Brandon Lai – Events Coordinator
- Veronica Martinez - Events Coordinator
- Anthony Rodgers - Events Coordinator
- Selina Wu – Outreach & Marketing
- Julianna Lin - Outreach & Marketing
- Hiya Mehta - Outreach & Marketing
- Monica He – Graphic Designer

Eric Murray also introduced Miyuki Sandoval who is the new EAB Student Advocacy Chair. Eric and Miyuki will meet monthly to share information and ask questions. Eric is especially excited to continue this mode of ongoing and transparent two-way communication between students and leadership. Miyuki is excited for the opportunity to represent students, participate in these conversations, and provide information in this body.

**Amended Agenda Item:**

Trustee Chair Colleen Ponto submitted an amendment to the agenda for approval.

Eric Murray presented an amendment to recognize, commend, and thank Lana Smith for the excellent service they have provided to Cascadia as AAG since 2005.

Motion to approve: Colleen Ponto

Seconded: Angie Hinojos

APPROVED: Unanimous- with a standing ovation. No abstentions

## 5. INFORMATION ITEMS

- **Strategic Story: City of Kenmore Learning Gaps Program**

Dr. Kerry Levett presented information about this new grant-funded program that will provide typically underrepresented students with resources and instruction to help them overcome learning gaps experienced as a result of the covid pandemic. The coordinator from the City of Kenmore is a Cascadia graduate, as is her son, so all partners are excited about the support and opportunities this program will provide.

Questions:

Trustee Hinojos asked for clarification on which schools this program will work with.

This program will serve juniors and seniors in the Kenmore City Limits. Trustee Lee asked whether mental health services will be provided as part of this program. Yes, students will be partnered with Cascadia faculty or staff as mentors who will be able to provide various resources for full wrap-around support.

Trustee Hinojos asked how students will be identified for the program. We will be working with high school counselors to help identify and admit hopefully up to approximately 100 students in the first year. The hope is to be able to grow for future years.

- **Policy Overview (EM)**

Dr Eric Murray reminded the Board members about the process for reviewing Cascadia Policies. Eric will be sending the second section (of three total sections) to the members via email. They are expected to read through and provide updates and feedback on these policies for final revisions and approval at the November meeting. More detailed instructions will be provided in the email.

- **Campus Safety Overview (EM)**

Meagan Walker is out of the country on a student recruitment trip so Eric Murray provided an update on the status of the Campus Safety Committee and its activities. Considering national events related to public interactions with police officers, Cascadia and UWB are collaborating and discussing what Campus Safety on campus should look like. They will have a formal recommendation finalized in December. A slideshow was provided ahead of this meeting with more detail on this.

## 6. DISCUSSION/PRESENTATION ITEMS

- **Year-in-Review: Equity & Inclusion (CD)**

Chari Davenport provided more information on the programs and services managed by the Office of Equity and Inclusion such as the Cascadia Scholars Program, Diversity & Equity Center, the Foundations of E&I course, as well as upcoming Cascadia (Kenmore) Academy and developing a relationship with Leadership Eastside.

- These programs have grown exponentially from 21-22 to 22-23 and now to 23-24.
- The Instagram Campaign designed and run by Cascadia Scholars to highlight students, events and workshop was immensely successful. The E&I Office will begin open drop-in office hours for anyone to come in to discuss issues or concerns.
- The college is growing its Affinity Groups for staff and faculty and this year will be adding several Affinity Groups specifically for students.

More detail on these programs is available in the slideshow provided with the packet.

**Questions:**

- Trustee Hinojos appreciated the efforts that have gone into these programs and enjoys seeing their success and expansions.
- Trustee Lee echoes that sentiment. Figuring out how to manage such success and growth is a wonderful problem.
- Eric Murray read part of an email from representatives of the Riverview School District asking to participate in the Foundations of E&I course. This is an example of how Chari and our programs are becoming a beacon for E&I in this community.

- **Mission Fulfillment Update (KL)**

Dr Kerry Levett reported that now that we are in our third year of this Strategic Mission, it is exciting to actually have two years of data upon which we can reflect and assess.

- It is important to be able to clarify what we do and also be able to show how we

do it. For example, what does we **really** mean when we talk about mission fulfillment?

- We need to be able to show and describe how we have operationalized our strategic initiatives
- An important next step is figuring out how we tell our story, and look at what have we done successfully so we can make way for new initiatives.

More detail on these programs is available in the slideshow provided with the packet

**Questions:**

- Trustee Hinojos asked in relation to Operationalizing these strategies that sometimes this means some may also need to be retired. What would that look like? KL: we would look at the data to determine whether a program or an initiative is still relevant, and write a narrative explaining why it is or isn't, and from there determine if it should be sunsetted or possibly evolved into something else.
- Trustee Lee commented that it was great to hear that important decisions will be guided by data and with the continued paradigm of assessment and evaluation.
- Trustee Ponto commented that looking forward, it will be great to eventually see the data that will become available on the new programs and initiatives that are being implemented this year.
- Eric Murray provided an example of a major change that happened last year that we now have data to assess. Last year we began opening registration for both Winter and Spring quarters at the same time. Looking at those enrollment numbers and when the enrollments occurred we can see that this move-enabling and encouraging students to enroll in both terms together- significantly increased the numbers of students that enrolled in those terms overall.

- **Risk Mitigation: Staffing Stability (EM)**

Eric Murray used the theater as a metaphor to set the stage regarding the precarious position we are in related to staffing troubles and the great resignation that- for various reasons- has hit Cascadia especially hard this last year.

- We've been fortunate that while not untouched, faculty positions have remained relatively stable. Eric re-confirmed the college's commitment to faculty and to bringing sabbaticals back hopefully as soon as 24-25 academic year, and to refilling the vacant full-time faculty positions.
- The good news is that the board approved an operational budget anticipating enrollment declines that would necessitate cuts, but it now looks like enrollment for Fall is actually up by approximately 12%. We'll know the real numbers in early October after our 10th day headcount is final.
- The college is reinvesting in staffing incrementally in multiple ways for example with internal promotions, restructures (especially the new co-director model in HR that aims to improve professional development, and hiring practices) and creating several new positions.
- We still have vulnerabilities- it will be some time before the Finance office is stable. We are way behind on audit compliance, but slowly but surely those will be completed.

**Questions:**

- Trustee Hinojos asked when we'll have enrollment numbers for Winter and Spring. Enrollment for those quarters begins in early November so that data won't be available until early next year.
- Trustee Lee asked how far behind we are on the finance audits. Auditing a fiscal year can take 3-5 months, so it may be a full year before we are fully caught up and have clean and navigable data.
- Trustee Lee asked what activities are happening above us related to

accountability on ctcLink? Eric explained that he led a team of other ctc presidents that formally demanded accountability and action from the state board on the havoc that this software conversion has created. That complaint is travelling slowly through the state boards' various governing bodies. Eric will keep us updated on these developments.

## 7. RECOMMENDED ACTION ITEMS

- **1) 2023-2024 Election of Chair and Vice Chair**  
Meghan Quint Chair and Angie Hinojos Vice Chair  
Motion to approve: Alex Lee  
Seconded: Norman Seabrook  
APPROVED: Unanimous. No abstentions
- **2) 2023-2024 Legislative Action Committee BOT Rep**  
The Board of Trustees Vice Chair will now typically pick up this role of legislative representative to ACT. This year it will be Trustee Angie Hinojos.  
Motion to approve: Alex Lee  
Seconded: Angie Hinojos  
APPROVED: Unanimous. No abstentions
- **3) 2023-2024 Sub-Committee Membership (Finance, Strategic Planning)**  
For the Finance Committee, Alex Lee and Colleen Ponto will serve as reps.  
For Strategic Planning Committee, Norm Seabrooks and Angie Hinojos will serve as reps  
Motion to approve: Angie Hinojos  
Seconded: Alex Lee  
APPROVED: Unanimous. No abstentions
- **4) 2023-2024 School District Reps**  
Representatives for the local school districts board meetings are typically decided by geographic locations. School district board meetings are typically held once a month. Cascadia designates a primary and a backup for each district.
  - Lake Washington: Norm Seabrooks and Alex Lee
  - Northshore: Colleen Ponto and Meghan Quint
  - Riverview Primary: Angie HinojosMotion to approve: Alex Lee  
Seconded: Angie Hinojos  
APPROVED: Unanimous. No abstentions

## 8. OTHER REPORTS

- **Cascadia Events & Advocacy Board (EAB)**  
Student representative Miyuki Sandoval shared information on upcoming events the EAP is sponsoring and planning.
  - The always popular ice cream social is coming up
  - Jumpstart Orientations begin tomorrow (Sept 21). Students and staff are working to create an inclusive, welcoming, and accessible environment for our incoming studentsEric Murray re-affirmed to Miyuki that her participation at these Board of Trustees meetings is important, appreciated, and welcome, and that the board members will be calling on her often for input!



- **Cascadia Community College Federation of Teachers**  
David Shapiro reflected on the timeliness of the message of yesterday's keynote speaker, Dr Jeremiah Sims, who spoke on Radical Inclusivity and Radical Love. He also acknowledged and appreciated Dr Murray's earlier commitment to faculty and bringing sabbaticals back as soon as possible.
- **Cascadia Classified Union Washington Public Employees Association**  
No report, Julia Williams was no longer in the meeting.
- **Board Chair and Individual Board Members**  
No reports at this time
- **President**  
No additional reports

**9. OTHER BUSINESS/ANNOUNCEMENTS**

No other announcements.

**10. MEETING ADJOURNMENT**

Chair Ponto adjourned the regular meeting at 5:53 pm.

**Cascadia College Board of Trustees**  
**NEW EMPLOYEES and/or PROMOTIONS**

**Subject: New Employees and/or Promotions**

**Background:**

The Board has requested to meet all new employees to campus and become aware of those who have received promotions.

**Details:**

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

Shannon Bath, Senior Operations Manager for Student Learning

Shannon comes to Cascadia College from the SBCTC where she was a Functional Analyst for HCM and Faculty Workload. Prior to her work at the State Board, Shannon spent 10 years at Edmonds College serving in various capacities, including Faculty Workload Manager, Administrative Services Manager for the Humanities & Social Sciences Division, and the Program Manager for STEM & HSS Divisions. She teaches at Edmonds in the Business Division as an Associate Faculty as well. Prior to her career in Education, Shannon spent many years as an Accountant, working in various industries from retail and food service to telecommunications and banking/finance. Her recreational interests include knitting, reading, listening to podcasts, traveling, hiking, camping, and kayaking. She lives in Monroe, WA, with her wife Boston, son Rowan, and 3 dogs, Sage, Pepper, and Cody. Her daughter, Willow, is a former student at Cascadia and currently works as an Operations Assistant for a local small business.

Ana Nina, Director of Equity and Inclusion Programs

Ana joins Cascadia College to oversee the Diversity & Equity Center and will transition to overseeing the Cascadia Scholars Program over the next year. Ana is originally from Rio de Janeiro, Brazil, but has made Seattle her home. Ana's commitment to equity and social justice began with her law studies in Rio, assisting communities impacted by environmental pollution. She has taught and practiced public interest law in the United States and Brazil. As an attorney for Benefits Law Center, she advocated for clients with disabilities facing multiple barriers to access justice. Ana holds a PhD from the Pontifical Catholic University of Rio de Janeiro and a LLM from Harvard Law School. In her trajectory, Ana has combined a passion for education and learning with walking alongside the most vulnerable. Her experience as an immigrant mother of children who did not speak English taught her the value of cultivating safe spaces where her family could feel included and valued. Ana is very excited to work with the Cascadia community to nurture environments where all belong

Ginny Jackson, Director of Finance

Ginny joins Cascadia College as the new Director of Finance. Ginny was born and raised in Washington State and has worked as an Accountant in multiple capacities, from manager through Controller/Director. Ginny has also spent many years at non-profits, Catholic Community Services, Deaconess Children's Services, Seattle Youth Symphony, PATH, First Place School, United Way and Workforce Snohomish. Ginny lives in Bothell with her husband, Chet, and their two Chiweenies, Heidi and Rosco. Both of her children attended Cascadia College and UWB! When not at work, Ginny enjoys reading, crocheting, bird watching, playing on the computer, and going to the grandchildren's sports events and watching the Seahawks. They own a Seahawk decorated truck and enjoy going to events and parades.

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

Kaiya-Mae Agag, Part-time hourly to Fiscal Technician 2

Amy Yi, Program Coordinator to International Student Advisor

## **Cascadia College Board of Trustees Information Item 1**

**Subject:** Mission Fulfillment Moment: 2023-2024 Strategic Plan

**Justification:**

The Trustees are responsible for staying up to speed on the college's Strategic Plan.

**Background:**

In response to NWCCU's standard 1, we created a new strategic planning process that allows us to articulate meaningful strategic objectives, initiatives, and report on results. We have adopted an annual strategic plan (a working plan) that overviews work and outcomes. The Assessment Committee has successfully created a student learning assessment process that is yielding results.

Action items from the Strategic Plan that have been successfully initiated and are being sustained are categorized as "Operational". Those are listed in the attached chart. As well, continuing and new initiatives are also listed for 2023-24.

Next month, we'll discuss the Effectiveness Framework which is the last remaining component that will ensure standard 1 success.

The Framework defines our commitment to excellence. With oversight from the Student Success Council, the Framework demonstrates our data-driven, systematic evaluation process. It is the handbook for using data to improve learning, achievement, close equity gaps, and support resource decisions. Starting this fall, the Framework will be implemented.

**Related Documents:**

- 2023-2024 Strategic Plan



CASCADIA  
COLLEGE  
BOTHELL

# We are the community's college

Strategic Initiatives 2023-2024

October 2023

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

# We are working The Plan: 2023-2024

[2023-2024 Accessible Initiatives \(page 4\)](#)

[2023-2024 Equitable Initiatives \(page 5\)](#)

[2023-2024 Superior Learning Experience Initiatives \(page 7\)](#)

**The purpose** of this section is to provide a summary of the development of the 2023-2024 Initiatives Plan.

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

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

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

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

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

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

[Notes for the 2023-2024 Addendum](#)

[Status Definitions for Initiatives](#)

- **Definitions of Strategies**
  - **Strategic initiatives** – are designed to be change oriented and impact our mission outcomes. Initiatives included in the 2023-2024 are labeled as “**new**” (initiatives launched in 23-24) or “**continued**” (initiatives launched in previous years and have not reached operational or completed status).
  - **Operational initiatives** – are previous strategic initiatives that have transitioned to regular operations and that continue to impact our mission outcomes.
- **Continued:** These are initiatives, actions, or programs that were initiated in previous year and were not completed due to specific reason (noted in the plan) and continued for this year.
- **New:** These are initiatives, actions, or programs that were identified as what matters most to positively influence our mission metrics for this coming year.
- **Completed:** previous initiatives that are longer operational. These initiatives will be noted in the master strategic plan, and not in the annual plan.

[Governance](#)

**The Cascadia Board of Trustees** provides oversight and guidance on mission fulfillment including strategic planning and resource allocation. The Board of Trustees approves the annual strategic plan and budget.

- **Board of Trustees Strategic Planning Sub-committee** works directly with the Accreditation Liaison Officer and the Director of Institutional Effectiveness providing direction and guidance in planning and resources.

**The Student Success Council (SSC)** is responsible for general operational oversight of mission fulfillment. The SSC reviews strategic and program data and is responsible for providing guidance on the College's Guided Pathways work, including state allocated budget oversight, and Continuous Improvement through sub-committees.

**The Equity & Inclusion Council (EIC)** is responsible for providing guidance on strategic initiatives including the state allocated E&I budget.

**The Budget Proposal Council (BPC)** is responsible for providing recommendations to the Executive Team on new spending requests for initiatives without grant, state allocation, or other funding.

[2023-2024 Mission Fulfillment Timeline \(this section will be reviewed at the November Board of Trustees meeting\)](#)

# ACCESSIBLE

STATUS	MISSION OUTCOMES	PLANNED WORK				INTENDED RESULTS			
		OBJECTIVE	OWNERS	INITIATIVE, ACTIVITY, PROGRAM	GOVERNANCE BODY & EXECUTIVE	PERFORMANCE INDICATORS	MEASURE: SHORT-TERM RESULT	MEASURE: LONG-TERM OUTCOMES	DATA SOURCES
OPERATIONAL	<ul style="list-style-type: none"> <li>1. Increase student success</li> <li>2. Increase student diversity</li> <li>3. Increase equity outcomes</li> </ul>	Create a stronger student support network	SSC Guided Pathways Sub-Committee	Develop a plan for intrusive and culturally relevant advising	VPSSS	Systemically non-dominant students: Progression Rate Retention Rate	Increase student support participation of systemically non-dominant students	Increase completion	ctcLink & Navigate student data
CONTINUED	<ul style="list-style-type: none"> <li>1. Increase student success</li> <li>2. Increase student diversity</li> <li>3. Increase equity outcomes</li> </ul>	Create a stronger student support network	Enrollment Recovery Team	Implement CRM software to better communicate with prospective and current students	VPERP, VPSLS	Increase in the conversion of prospective to enrolled students	Percentage of students who enroll	Increase enrollment	ctcLink student data
	<ul style="list-style-type: none"> <li>1. Increase student success</li> <li>2. Increase student diversity</li> <li>3. Increase equity outcomes</li> </ul>	Create new student access points		Expand enrollment partnerships with UWB	VPSL, VPSSS	New FTE Transfer Rate	Enroll UWB non-admits Develop new 1+3 and 2+2 transfer programs	Increase enrollment Increase completion	ctcLink student data Clearinghouse
			SL Deans	Create new certificate and degree options (AS, BS Com Sci)	VPSL, Student Learning Council	New FTE	NWCCU and WA State program approval	Increase new FTE	ctcLink student data
				Open an auxiliary site in Redmond	VPSSS, VPSL, VPEI	New FTE	Increase FTE each quarter	Increase new FTE Increase enrollment of systemically non-dominant students	CtcLink student data
	<ul style="list-style-type: none"> <li>1. Increase student success</li> <li>2. Increase student diversity</li> <li>3. Increase equity outcomes</li> </ul>	Create student accessible curriculum	Guided Pathways Committee	Collaborate with External Relations to design a web application that connects areas of interest with academic plans and maps <b>(delayed launch due to work backlog)</b>	VPSLS, VPERP	1 <sup>st</sup> 15, 30, 45 credits Academic plan completions Student confidence	Rate of web hits	Decrease time to complete	Web metrics ctcLink student data Internal survey



# EQUITABLE

STATUS	MISSION OUTCOME	PLANNED WORK				INTENDED RESULTS			
		OBJECTIVE	OWNERS	INITIATIVE, ACTIVITY, PROGRAM	GOVERNANCE BODY & EXECUTIVE	PERFORMANCE INDICATORS	MEASURE: SHORT-TERM RESULT	MEASURE: LONG-TERM OUTCOMES	DATA SOURCE
OPERATIONAL	1. Increase student and employee diversity 2. Increase equity outcomes for students and employees	Create a sense of belonging and establish a support network	VPEI, Scholars Program Lead	Expand the Cascadia Scholars Mentorship Program	VPEI, E&I Council	1 <sup>st</sup> 15, 30, 45 credits	# participants/term	Increase retention and completion rates amongst systemically non-dominant students	ctcLink data
	1. Increase employee diversity 2. Increase employee equity outcomes	Create a sense of belonging and establish a support network	VPEI	Expand High School Students of Color/Social Justice Conferences	VPEI	# Participants # Cascadia enrollments	Increased number of events	<ul style="list-style-type: none"> <li>Increase new FTE</li> <li>Increase enrollment of systemically non-dominant students</li> </ul>	ctcLink Data
CONTINUED	1. Increase student and employee diversity 2. Increase equity outcomes for students and employees	Create a sense of belonging and establish a support network	E&I and SSC Councils	Community Voices: Annual climate and experience feedback	VPEI	# Responses	Increased sense of belonging	<ul style="list-style-type: none"> <li>Increase retention and completion rates amongst systemically non-dominant students</li> </ul>	Program Assessments ctcLink data
			VPSL, Deans	Hire an AIISS Faculty Program Coordinator and launch program	VPSLS, EDE	Enrollment 1 <sup>st</sup> 15, 30, 45 credits	# Outreach to partners # Outreach strategies for students	<ul style="list-style-type: none"> <li>Improve sense of belonging for American Indian and Indigenous students</li> <li>Increase retention and completion rates amongst systemically non-dominant students</li> </ul>	Student Voices Program Assessments ctcLink Data
	1. Increase student success 2. Increase equity outcomes for students	Guarantee an equitable starting point for students	CCF Team	Translate CCF and other program materials into additional languages <b>(delayed due to funding)</b>	VPSL	Increase in BEdA enrollment	Increase in BEdA prospective students	<ul style="list-style-type: none"> <li>Increased enrollment in BEdA</li> </ul>	ctcLink student data
	1. Increase employee diversity 2. Increase employee equity outcomes	Ensure an equitable starting point for employees	E&I Council	E&I Foundations Expansion to reach 50% of employees <b>(program expansion)</b>	EDE&I	# New participants	Increase in cohorts	<ul style="list-style-type: none"> <li>Increase sense of belonging</li> <li>retention of systemically non-dominant employees</li> </ul>	Program data

	<b>1. Increase student success</b> <b>2. Increase equity outcomes for students</b>	<b>Guarantee an equitable starting point for students</b>	Guided Pathways Sub-Committee	Conduct an English and Math placement and success data review <b>(delayed due to capacity)</b>	VPSLS	Initial placement levels by placement source	# Of improvements to placement options	<ul style="list-style-type: none"> <li>• Completion rate of program level Math &amp; English at 45 credits (disaggregated)</li> </ul>	Placement data ctcLink data
<b>NEW</b>	<b>1. Increase student outcomes</b>	<b>Create a sense of belonging and establish a support network; Guarantee an equitable starting point for students</b>	VPSL & VPEI	Establish a learning gaps recovery program with the City of Kenmore and Northshore School District	VPSL & VPEI	# participant Applications to college  Initial placement levels by placement source	# Students in Wednesdays @ Cascadia # Students in Summer Academy	<ul style="list-style-type: none"> <li>• Increase in new FTE</li> <li>• Increase senses of belonging</li> </ul>	Participant data ;ctcLink data

# SUPERIOR EDUCATIONAL EXPERIENCES

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

## **Cascadia College Board of Trustees Discussion Items 1**

### **Subject: Strategic Story**

#### **Justification:**

Our strategic plan represents actions we take as we collectively seek mission fulfillment. This month we are focusing on a strategic initiative: Advising – shifting to a caseload model. This overview sets the framework for this strategic story.

#### **Background:**

Embedded in our Guided Pathways work are specific projects designed to simplify, support, and empower students. Our Advising Team has been working to improve our model by moving to a caseload advising model (CAM).

#### **Caseload Advising Model**

- The CAM goal is to ensure that students are on an educational pathway and progressing. The model is to engage students, build an advisor-student relationship, then ensure that students have academic plans and progress across quarters.
- Implement a caseload model that allows advisors to track student engagement and progress.
- Advising services assessed what was working and tried to improve those processes, rather than adopt an existing advising caseload model<sup>1</sup>.
- Another improvement goal was to capitalize on the capabilities of Navigate.
- Advisors have a caseload of students which they review and then individually contact as needed.
- The full-time advisors' caseload is currently 245 students per advisor.
- Academic plan status will be recorded in Navigate using a tag. Advisors will review Navigate records to ensure students have an academic plan by 30 credits<sup>2</sup>.

Gordon Dutrisac, Director of Student Advising and Support Services, and Vice President Erin Blakeney will be available to answer questions.

#### **Related Documents:**

- DISC 1a Caseload Advising (ppt.)
- DISC 1b Project Overview: Caseload Advising

A collage of hands holding graduation caps against a blue background. The caps are dark blue with yellow tassels. The hands are of various skin tones, suggesting a diverse group of graduates. The caps are held in various orientations, some pointing up, some down, and some to the side.

# Assigned Advising

Cascadia College  
Board of Trustees  
October 18, 2023

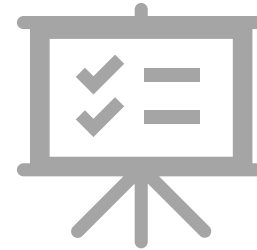
# Why the move to assigned advising



## **Build Connections with students**

Formalize relationship through out students tenure at Cascadia

When students are connected to an advisor they are more likely to persist



## **Intentional Advising**

Advisors have a list of students that they can check on to ensure that they are making progress

Overview	Success Progress	History	Courses	Path	Academic Plan	More ▾
Course Grade D/F	Repeated Courses	Withdrawn Courses	Missed Success Markers	Cumulative GPA		
1 ▾	0	3 ▾	0	2.040 ▾		
Total Credits Earned	Credit Completion % at this Institution					
55.00	73%					

# EAB Navigate

- EAB Navigate
  - Easy to assign students to advisor, track student progress and to manage communications between students and advisors.
  - Provides data and dashboards to track student progress and identify students at risk of falling behind.

## Fall 2023 Caseloads

- FT Transfer advisors - ~ 285 per advisor
- PT Transfer advisor - ~80 per advisor
- Director and Assistant Director - ~150 per advisor
- Prof/Tech – 23 to 41 per advisor depending on enrollment
- F-1 Advisors – 140 combined for all advisors
  - F1 advisor provide academic and visa advising



# Fall 2023 Outreach Schedule

- First Day of Quarter – Welcome email
- Week 1 – confirm Fall Quarter Registration
- Weeks 2-3 – success meetings with students needing Academic intervention
- Weeks 4-5 – Review degree programs and pathways
- Weeks 6-7 – Next Quarter Registration
- Weeks 8-10 – Registration campaign for students who have yet registered, Contact students without declared pathway or have not taken College 101.
- Throughout – respond to Academic Alerts, College 101 Transfer and Ed Plan meetings.



## Project Overview: Caseload Advising

### Current Purpose

To develop a formative assessment of Caseload Advising as it is being developed.

### Caseload Advising Model

- The CAM goal is to ensure that students are on an educational pathway and progressing. The model is to engage students, build an advisor-student relationship, then ensure that students have academic plans and progress across quarters.
- Implement a caseload model that allows advisors to track student engagement and progress.
- Advising services assessed what was working and tried to improve those processes, rather than adopt an existing advising caseload model<sup>1</sup>.
- Another improvement goal was to capitalize on the capabilities of Navigate.
- Advisors have a caseload of students which they review and then individually contact as needed.
- The full-time advisors' caseload is currently 245 students per advisor.
- Academic plan status will be recorded in Navigate using a tag. Advisors will review Navigate records to ensure students have an academic plan by 30 credits<sup>2</sup>.

### Previous Condition

- Previously, students were not assigned to advisors making it difficult to identify students who were not progressing.
- A part of the advising process: within a Coll101 course, students complete an assessment (STAQ) to help them explore career pathways and transfer options.<sup>3</sup>
- Estimated that of all students, 85-90% complete a pathway assessment survey in Coll101.
- Estimated that of all students, 75% meet with an advisor.
- From Canvas, advisor looks up past information on when a student made an appointment.
- Not able to search records to identify students who are not on an academic plan. Academic plan information is written in advising notes, in the student's file.
- Advisors were able to determine if a student completed an advising appointment, but there was no systematic process to identify students who did not complete an appointment.

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<sup>1</sup> Although information from NACAD was used to inform the advising process in general (NACAD is the *Global Community for Academic Advising*).

<sup>2</sup> "By 30 credits" will be further defined (operationalized) this fall.

<sup>3</sup> Additionally, new student with no prior college experience must attend a CORE session (Cascadia Orientation and Registration Experience) before the beginning of the quarter.

## Fall 2023 Enhancements

- Developed an advising process check list.
- Increased the use of EAB Navigate to capitalize on this technology.<sup>4</sup> Previous to Navigate, advisors only used email and Excel files.
- Created a calendar for reaching out to students to confirm an academic plan.
- Advisors will review a caseload summary report to ensure their students all have a program plan, transfer plan, or referral.
- Advisors will review student records to ensure they are on an academic pathway. Advisors can determine if a student has had a previous advising appointment or needs one. Advisors will search Navigate records to identify students who need to have an academic plan and engage with those students.
- Advisors also determine if the student needs supports (e.g., laptop access, textbook, etc.)
- Student academic plan will be recorded in Navigate
- As before, a student completes coll101, in which they identify their academic area of interest. For fall, advisors will engage with caseload students, ensure they have an academic plan, and record (“tag”) the academic plan in Navigate.<sup>5</sup>
- Adding success markers into Navigate this term. If coll101 was not taken or not passed, there will be a flag in the student’s Navigate record.

## Future Enhancements

- Additional tags within Navigate will allow advisors to check on other student information (using advanced search).
- An upcoming upgrade to Navigate, “Academic Planner”, will integrate with Navigate. Planner will let an advisor run a report to identify the caseload students who are not following their academic plan and the advisor will reach out to have a conversation.
- English and math success markers will be developed this year and implement next year.

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<sup>4</sup> [Navigate](#) “workflow solutions help academic advisors, faculty, and other staff scale interventions”. It is a student CRM technology used by Cascadia’s Advising department.

<sup>5</sup> The “concentration” field in Navigate is the same as the ctsclink “Subplan”.

## Monitoring<sup>6</sup>

- Percentage of students who completed an area of interest plan within Coll101
- Percentage of students who met with an advisor
- Student's understanding how to access advising and their primary advisor
- Student perceived relationship with advisor
- Advisor perceived relationship with students
- Count of how many meetings were conducted between advisors and students (median, range)
- Reasons students were not able to meet with advisors
- Number of different advisors that students met with (median, range)
- Percentage of students with no academic plan tags that converted into 'ed plan completed' tags
- Percentage of students who receive a coll101 grade where the student 1) met with an advisor or 2) did not meet with an advisor
- Development of English and math success markers
- Caseload Contact Rate: Percent of caseload that has been advised
- Alert Rate: Percent of caseload that has an elevated alert
- Academic Standing: Percent of caseload in good standing (not on probation, or on dismissal)

## Outcomes

- Completion of Coll101, English, math by student's first 30 credits attempted<sup>7</sup>
- Percentage of students with an academic plan by 30 credits attempted
- Average fall to winter persistence rate (persistence across quarters)
- fall-to-fall persistence rate (by cohort, persistence across years)
- average accumulated credit hours at time of degree completion (x% excess credits)
- average time to degree completion

## Questions for Possible Further Study

- What specific student types are to be advised and what are their advising needs?
- Are others besides professional advising staff a part of this model (e.g., faculty, others)?
- Caseload size, present level, and final expectation<sup>8</sup>
- Are advisors accessible when and where students seek guidance?
- What other responsibilities would an advisor have that might limit an appropriate case load?
- Are financial, personnel, and other resources available to support advisors, managers, and staff?
- For advisers, are training and development opportunities and resources available?
- What is the administrative, managers' burden for CAM?

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<sup>6</sup> In the process of determining feasibility of these monitoring measures.

<sup>7</sup> Percent of 'ed plan completed' in Navigate.

<sup>8</sup> the median number of advisees per full-time advisor is 296 students (NACADA 2011 Survey. [NACADA > Resources > Clearinghouse \(ksu.edu\)](#)).

- To what extent is Caseload Advising Model (CAM) a good fit between with Advising, our faculty, and other organizational elements (e.g., Financial Services, student services, placement, etc.)?
- Is the organizational structure conducive to sharing information and collaborating with advising, academic, and service units to promote student success?
- To what extent does CAM promote communication and cooperation across campus?
- How is momentum sustained with students who are newly on their academic pathway?

Student case management embodies in two primary phases: Connection and Progress.

- Connection advising may begin prior to the start of the term. Advising continues with the required college 101 course, where students explore and create their Academic Plan (IP)
- In the Progress phase, students are assigned to an advisors' caseload. Advisors contact students to ensure students have an academic plan. This is to be completed prior to the critical 30-credit millstone.

**Cascadia College Board of Trustees**  
**Information Items**

**Subject: External Relations & Physical Planning Division Annual Update**

**Justification:**

To provide the Trustees a high-level overview of the key accomplishments in each department over the past year and a brief look into some of the goals for this academic year.

**Background:**

Meagan Walker has created a short PPT for you to review. At the meeting, each director will take 2-3 minutes to share a visual highlight.

- Shawna Pitts, Director of Facilities & Capital Projects will show you designs in development for Cascadia's Gateway Building (CC5);
- Sara Gomez Taylor, Director of Marketing & Communications will present some of the pages of our new website redesign;
- Yukari Zednick, Director of International Programs will use a world map to show you where are students come from and in which countries we are actively recruiting this year.

There will be time for questions and answers.

# Annual Update

Cascadia Board of Trustees

October 18, 2023

External Relations & Physical Planning

# Greatest Hits

of 2022-2023





Featuring stand - out work from...

Facilities & Capital Projects  
Marketing & Communications  
International Programs



# 1

# Facilities & Capital Projects

# Emergency Management

## Recently Released

- Met local police, fire, and emergency management officials
- Audited and replaced all emergency supplies on campus
- Updated Emergency Procedures and training guides
- Conducted CPR training and fire drills
- Submitted Risk Management Register to state

## New Work

- Finalizing FEMA grant documents for COVID expense reimbursement (\$455K)
- Planning, equipping, and training roles for Emergency Operations Center

# Capital Projects

## Recently Released

- Set up Redmond classroom
- Finishing Innovation Hall  
furniture, installation and finishing fixes, signage design, budget decisions
- Beginning Gateway Building (CC5)  
schematic design and design development

## New Work

- Closing out Innovation Hall  
experiential graphic design, office and lab move prep
- Preparing Gateway Building for city permitting  
construction documents, final stakeholder review on Oct 25
- Campus Crossing project

## Transit, Events, EH &S &Renos

### **Recently Released**

- Re-negotiated Master Service Agreement with UW
- Initiated transit relocation (coordinating with all transit agencies, City of Bothell, Dept of Transportation)
- EH&S inspection and new protocols
- Restructured Mobius Hall event rentals

### **New Work**

- Convert CC1 chemistry lab to biology lab
- Coordinate employee moves post-Innovation Hall

# 2

# Marketing & Communications

web · analytics · social media · advertising, enrollment & info <sup>56</sup> campaigns · emergency comms · media relations · internal & external comms

# Marketing & Communications

## Recently Released

- 2 enrollment campaigns
- 5 student spotlight videos
- 9 media releases
- 90 outreach events
- 270 social media posts
- 40 project requests (to support efforts for different Cascadia departments)
- 1,618 leads

## New Work

- Website redesign
- Transitioning Outreach to Enrollment
- Creation of Internal Communications

# 3

## International Programs

market research & materials · recruiting · academic & transfer advising · immigration/visa · community building · home away from home



# International Programs

## Recently Released

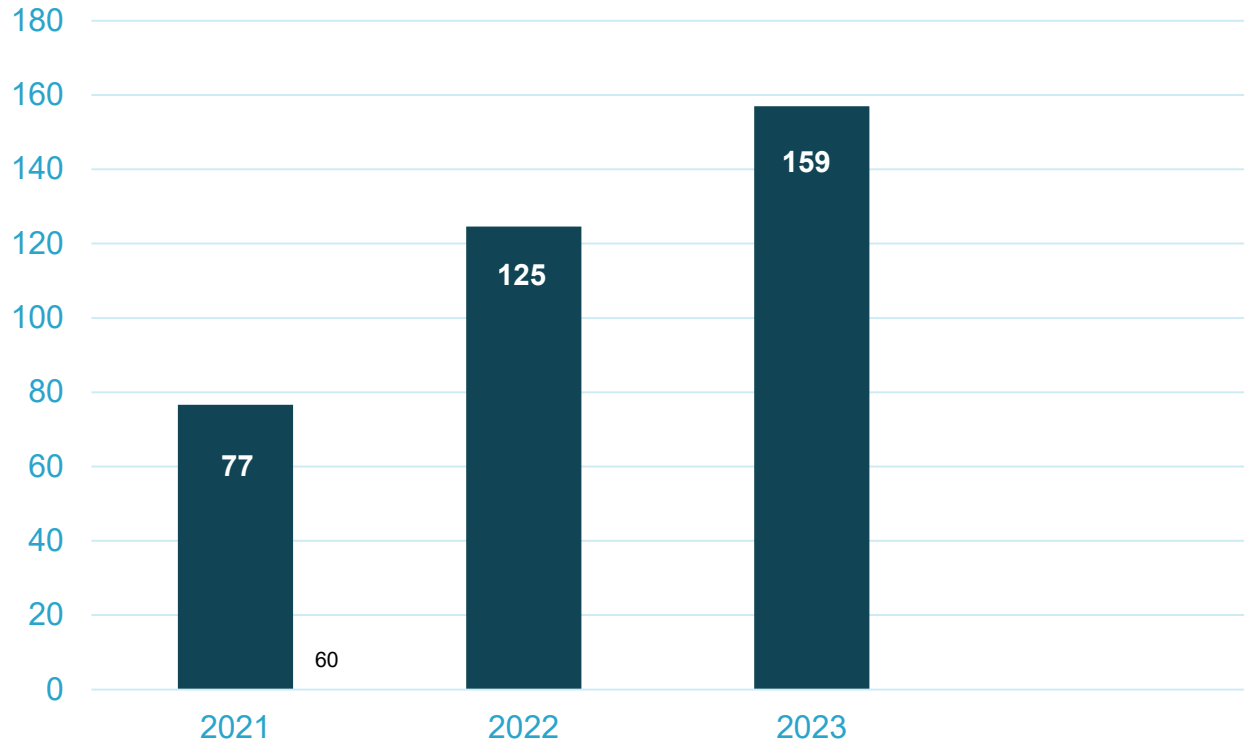
- New hires for existing roles
- Served 187 students
- Top Transfers: UW Bothell, UW Seattle, U Wisconsin, WSU
- E-brochure
- Viewbook
- Recruiting and new markets\*

## New Work

- Re-vamping quarterly orientation program
- Increase student activities and events

\*Yukari's show and tell will cover

## International Enrollment



A photograph of a concert crowd with a green overlay containing text. The background shows a large audience at a concert, with many people raising their hands in the air. The scene is lit with warm stage lights, and the overall atmosphere is energetic. A semi-transparent green rectangular box is overlaid on the left side of the image, containing white text. The text reads: "And now, live performances from..." followed by the names "Shawna Pitts", "Sara Gómez Taylor", and "Yukari Zednick" on separate lines.

And now, live performances from...

Shawna Pitts  
Sara Gómez Taylor  
Yukari Zednick

**Cascadia College Board of Trustees**  
**Information Items**

**Subject:       Foundation Annual Update**

**Justification:**

To provide the Trustees a high-level overview of the key accomplishments in each department over the past year and a brief look into some of the goals for this academic year.

**Background:**

Brittany Caldwell (Executive Director of the Foundation) and Kelly Snyder (Chair of the Foundation Board) will present on the activities of the Foundation for the last year and what is to come in 23-24.

There will be time for questions and answers.

CASCADIA  
COLLEGE

FOUNDATION

# Board of Trustees

## Update

October 18, 2023



# Foundation Executive Board Members

## **Kelly Snyder, Chair**

Snohomish County, Public Works Director



## **Alex deGolia, Vice Chair**

Al Ki Consultants, President & CEO

## **Grete Schultz, Secretary**

Solid Ground, Managing Attorney

## **Jackie Hizzey, Treasurer**

MainStreet Property Group,  
Co-President and CFO

# Welcome New Foundation Board Members

## **Nate Hill**

Smartsheet, New Business Account Executive, SMB



Cascadia College

Associate's Degree, Integrated Studies

Jan 2013 - Jun 2014

## **Gary Oertli**

South Seattle College, President Emeritus

## **Erin Price**

Microsoft, Chief of Staff | Exec Office, Global Channel Sales and Channel Chief

## **Deby Rourke**

John L. Scott Real Estate, Managing Broker

Total Active Board Members: 14

# Cascadia College Foundation Team



**Brittany Caldwell**  
Executive Director



**Mark Collins**  
Director of Operations





# Our Support Report

# 2022-23 *Our Support*

**Total Programs & College Fundraising Priorities**

**\$405,354**

**Total Students Who Received Direct Financial Support**

**302**

# 2022-23 *Our Support*

**\$228,412** **Student Scholarships**

Total Students Supported: 136 | Avg Award: \$1,680

# 2022-23 *Our Support*

**\$9,115** **Richard Grants**

Bus/Parking Passes, GED Testing for Basic Ed Adult Students  
in the College & Career Foundations Program

Total Students Supported: 75 | Avg Award: \$525

# 2022-23 *Our Support*

**\$1,287**

**Bookstore Vouchers  
For Running Start Students**

Awards students in the program who are qualified for the free and reduced lunch program at their high school to help pay for books and supplies.

Total Students Supported: 6



# 2022-23 *Our Support*

**\$76,817** **Emergency Grants**

The Foundation works with Cascadia's advising and financial aid offices to award grants to students at risk of stopping or dropping out due to a financial crisis.

Funded by United Way of King County & the Foundation

Total Students Supported: 85



# 2022-23 *Our Support*

**\$10,301 Outreach & Engagement**

The President's discretionary fund provides support for college-wide activities and events each year.

Excellence in Teaching, Learning & Service Award for faculty and Distinguished Service Awards for Exempt, Classified and PT Staff.

\$1,000 to 4 Faculty & \$500 to 4 Staff

# 2022-23 *Our Support*

**\$1,378** International Programs

Support marketing, hosting activity and events for the IP office.

**WHY  
CHOOSE  
CASCADIA  
COLLEGE?**



One of the most affordable tuitions in the U.S.



# 2022-23 *Our Support*

**\$78,044** **Other College Support**

Includes: Professional Development for Associate Faculty & Support for Cascadia College Redmond in the Together Center, Students of Color Conferences, and Innovation Hall raised in FY 2022-23.

# Students of Color Conferences

\$4,500

## THANK YOU TO OUR SPONSORS

2023 Lake Washington & Riverview  
Students of Color Conferences

amazon

GOLD

2023 Northshore Student Justice Conference

Kelly Snyder

SILVER

  
NORTHSHORE  
SCHOOLS FOUNDATION

SUPPORTING

# Cascadia College Redmond

**\$155,092**

*Includes all contributions to date*

# Innovation Hall

**\$47,000**

# INNOVATION HALL (STEM4)



**HELP US REACH OUR GOAL THROUGH THE FOLLOWING NAMING OPPORTUNITIES:**

10-year terms for industry partners;  
75-year terms for individual donors

---

**\$75,000**

Chemistry Lab (2)

Organic Chemistry Lab

Engineering Lab

Network Lab

Computer Program Lab

---

**\$50,000**

Instructional Classroom (5)

---

**\$25,000-\$5,000**

Interdisciplinary Lab

# Fundraising: INNOVATION HALL (STEM4)



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Evaluating Cascadia College's Investment in the Foundation

# *Adequate Consideration Report*

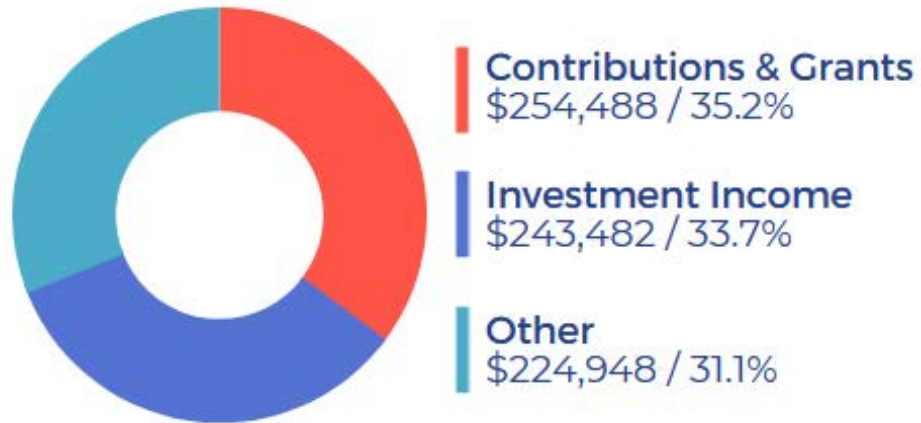
# Adequate Consideration Report

## Evaluating Cascadia College's Investment in the Foundation

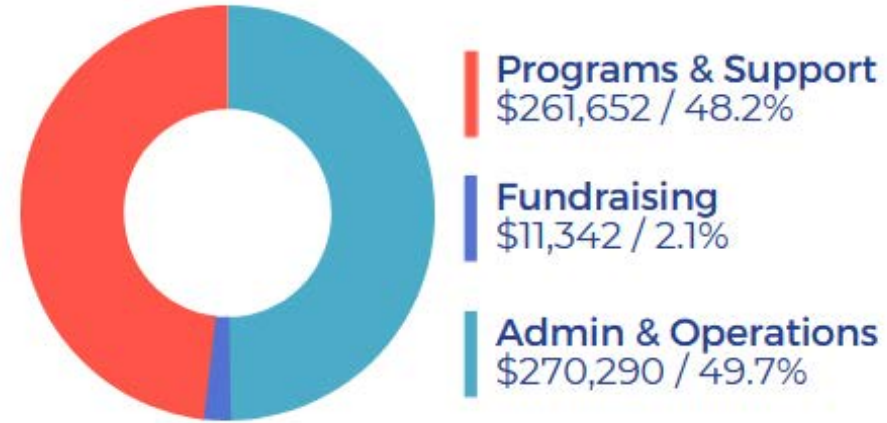
Total Programs (2023)	Total Programs 3-yr Average (2021-2023)	Total College In- kind Contribution (2023)	Adequate Consider- ation Ratio (must be < 70-80%)
\$405,354	\$336,968	\$220,809	66%

# Foundation Financials

2022-2023  
Revenue Mix



2022-2023  
Expenditure Mix



Total Endowment: **\$2,335,986**



---

*Moving into 2023-24*



# College Fundraising Priorities

Cascadia Scholars★

---

Cascadia College Redmond

---

Students of Color Conference

---

Innovation Hall

# Students of Color Conferences

**SOLD!**

**\$5,000**

**GOLD**



TURNING SPACES **INTO** PLACES

# Returning Programs

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

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

SCHOLARSHIPS  
ARE FOR YOU.

# Returning Programs



---

**Join Cascadia's Team Giving to support our students in need through scholarships, emergency grants, support for textbooks, bus passes and parking permits.**

Join Cascadia's Giving Team through [payroll deduction](#).

Make a gift to our General Fund through our [on line giving portal](#).

# Returning Programs

CASCADIA  
COLLEGE  
FOUNDATION

Cascadia College Foundation

EDUCATION OPENS THE DOORWAY TO NEW POSSIBILITIES

**DONATE TODAY**  
TO SUPPORT OUR STUDENTS



# Returning Programs

CASCADIA  
COLLEGE  
FOUNDATION



19th Annual  
**Rosé**  
**REVIVAL**  
...and cool white wines!

**May 16, 2024**  
Woodmark Hotel  
Carillon Point, Kirkland Waterfront

CASCADIA  
COLLEGE  
FOUNDATION

Seattle  
UNCORKED

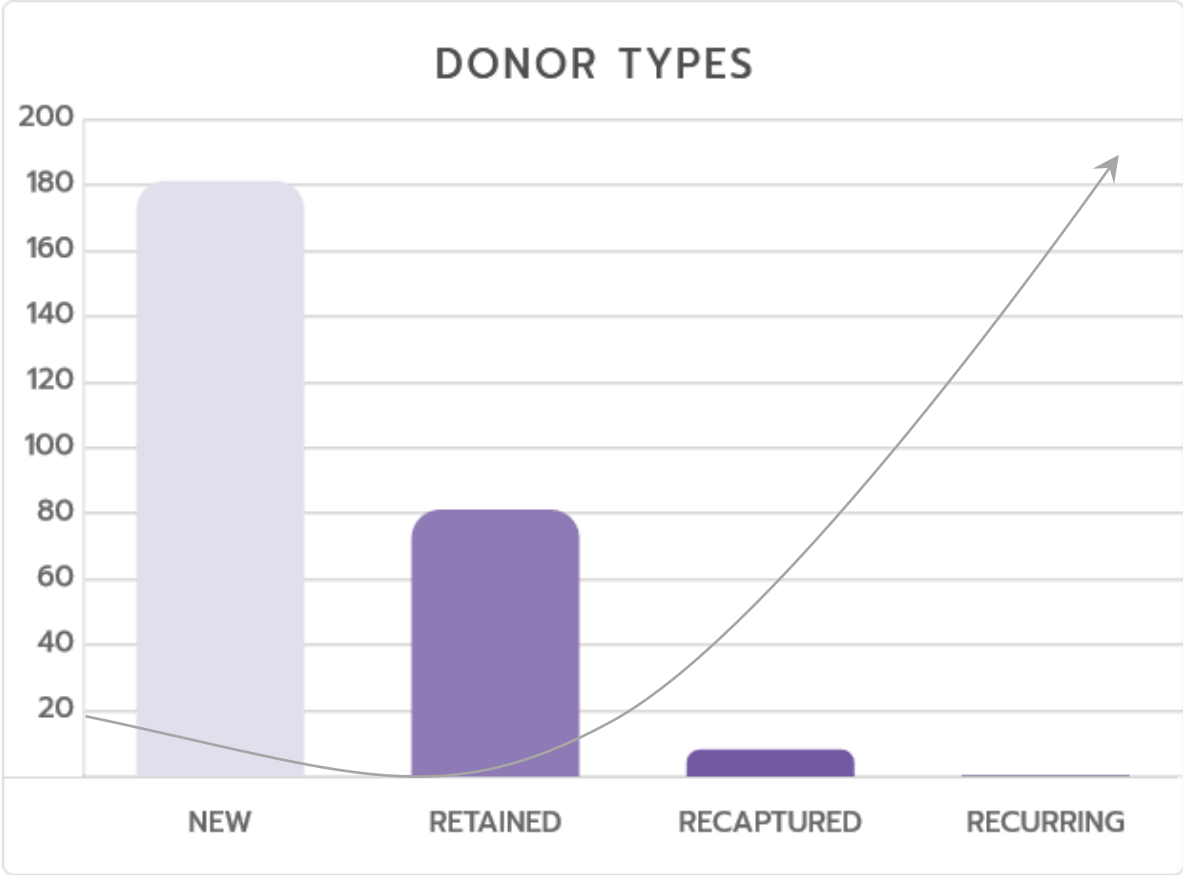
The poster features a large, dynamic image of a wine glass being filled with rosé wine, with a stream of wine pouring from the top right. The text is arranged in a clean, modern layout with a mix of serif and sans-serif fonts. The color palette is primarily white, blue, and red, with the wine itself providing a natural pinkish-red hue.

CASCADIA  
COLLEGE  
FOUNDATION

# New Programs



# Community Connections & Donor Cultivation



# New Programs

## Community Connections

CASCADIA  
COLLEGE  
FOUNDATION



# MEET THE CANDIDATES

Presented by: Cascadia College & UW Bothell

## **Bothell City Council**

Oct 11, 6-8pm @ Mobius Hall

## **Kenmore City Council**

Oct 12, 6-8pm @ Kenmore City Hall

[Cascadia.edu/CandidateForum](http://Cascadia.edu/CandidateForum)

# New Programs

## Community Connections

CASCADIA  
COLLEGE  
FOUNDATION

93

# You're Invited

+ +  
+ +  
+ +

CASCADIA COLLEGE  
PRESIDENT'S  
ADVISORY COUNCIL  
2023 - 2024



Dec 7, April 4, Aug 1  
8 - 9 AM

Cascadia College  
18345 Campus Way NE  
Bothell, WA 98011

Dr. Eric W. Murray

**RSVP to:**

Brittany Caldwell @  
bcaldwell@cascadia.edu

CASCADIA  
COLLEGE  
FOUNDATION



# New Programs

## Quarterly Newsletter

### Email Updates

### & Event Invitations

**Hello Board of Trustees**

**Welcome to the *first* Cascadia College Foundation newsletter!**

We are excited to begin offering this quarterly connector with our community partners and supporters.



# Support Report

## Scholarships & Bookstore Vouchers



The Foundation awards scholarships each spring and fall that support a variety of student groups and career interests, funded by individuals, community organizations, grants, and endowments.

\$229,699

Bookstore vouchers are awarded to students in Running Start who qualify for the free and reduced lunch program at their high school.

## Emergency Support Grants



Thanks to funding from the United Way of King County, the Foundation works with Cascadia's advising and financial aid offices to award grants to students at risk of stopping or dropping out due to a financial crisis. Funds can be used for food, housing, utilities, and other fundamental necessities.

\$76,817

## Cascadia College Program Support



The Foundation raises funds to support Cascadia's growing programs including: Cascadia College Redmond, Innovation Hall (STEM4), Students of Color Conferences, and International Programs.

\$89,723

Support is also provided for Cascadia's Excellence in Teaching, Learning & Service Awards for faculty and Distinguished Service Awards for staff.

## Bus/Parking Passes, GED Testing



The Foundation supports students in Cascadia's College & Career Foundations (CCF) program by funding bus & parking passes and GED® testing. CCF is designed to help students improve their English and math skills so that they can move forward on pathways to high school diplomas, GED®, college coursework, and/or employment.

\$9,115

## OUR MISSION

The Cascadia College Foundation's mission is to support the college's efforts to enhance student success and strengthen our communities.

18345 Campus Way NE, Bothell, WA, 98011

425-352-8840

foundation@cascadia.edu

www.cascadia.edu/foundation

# New Programs Updated Annual Report

## CASCADIA COLLEGE FOUNDATION 2022-2023 Annual Report

### Hello! Message from the President

There's an excitement when it comes to working on a college campus. New students arrive each year starting their academic journey. They eventually graduate surrounded by thousands of supportive family members.

Cascadia gives access and opportunity to students every day who might not otherwise have this path. We invite some to campus through orientation and tours. Others come to us through special events, like our annual **Students of Color Conferences** that draw in more than 600 students. Others may start at our new Redmond facility located in **Redmond's Together Center**.

Once at Cascadia, many join the **Cascadia Scholars** mentorship program which provides support and encouragement to reach graduation. They participate in student life, get tutoring, interact with University of Washington Bothell students in joint academic buildings like **Innovation Hall** (our new STEM building), and learn that Cascadia means a bright future.

We do this well, our students succeed, and it takes an entire community. This is Cascadia.



Dr. Eric Murray  
Cascadia College  
President

With the support of our community, we will continue to transform lives and create opportunities for our students by increasing access to education!

Thank you!

## Foundation by the Numbers



Total Endowment: \$2,335,986

## OUR TEAM:

### Foundation Board Members:



Alex deGolia, Vice Chair  
At-It Consultants, President & CEO

Grete Schultz, Secretary  
Solid Ground, Managing Attorney

Jackie Hizey, Treasurer  
MainStreet Property Group, Co-President and CFO

Kelly Snyder - Chair  
Bentonville County Public Works Director

Deby Bourke  
Erin Price  
Gary Oertli  
Justin Gillings

Nate Hill  
Rob Karlinsky  
Ross Thomas  
Roy Captain

Stephanie Lizza  
Alex Lee, Director Emeritus  
Tom McAndrew, Director Emeritus  
Dr. Eric Murray, Ex Officio Director



Brittany Caldwell  
Cascadia College Foundation,  
Executive Director



Mark Collins  
Cascadia College Foundation,  
Director of Operations

## Student Spotlights



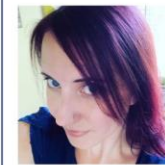
### ROSEMARY OKOTH

Years at Cascadia: 2022-Current

Scholarship Received: Fred Jackson Memorial Scholarship

Where are they Now: Rosemary is finishing her Associate degree at Cascadia and plans to transfer to pursue a degree in nursing. After that, Rosemary looks forward to becoming a nurse and making a difference in this world.

"The scholarship has really helped with my school tuition and has lessened the worry about where my next tuition is going to come from, helping me focus more on my school work." -Rosemary



### SHANNON SUAREZ

Years at Cascadia: 2022-Current

Scholarship Received: American Association of University Women (AAUW)

Where are they Now: Shannon is busy raising two children, substitute teaching in the Northshore School District, and taking a full load of courses at Cascadia. Shannon will graduate this winter and transfer to UW Bothell.

"This amazing scholarship has allowed me to focus on my studies while alleviating a significant financial stress. All of my classes for my final two quarters at Cascadia College were completely funded. I have the opportunity to show my daughters that it is never too late to follow your dreams, no matter how hard something feels. There is always a way to be successful in your goals, even if your path follows the road less traveled." -Shannon



### MATT BINDER

Years at Cascadia: 2010-2012

Scholarship Received: Allister O'Brien (pictured in photo with Matt to the left)

Where are they Now: Pharmacist and owner of three local pharmacies -- Ostroms Drug & Gift in Kenmore, Bob Johnson's Pharmacy, and Madison Park Pharmacy.

"The scholarship I received allowed me to continue to enroll in Cascadia and meet necessary expenses. I was lucky enough to get a great education at Cascadia on my way to applying to UW Pharmacy School." -Matt

Fun Fact: At the end of 2022 Matt was able to pay it forward, fully funding an endowed scholarship at Cascadia, Ostroms - Wolfgang Memorial Endowed Scholarship. This scholarship will support students in perpetuity! Thank you, Matt!

Education Opens the Doorway to New Possibilities  
Donate today to support access to education in our community!  
Learn more at: [Cascadia.edu/Foundation](https://www.cascadia.edu/Foundation)



# New Programs

## Fundraising



CASCADIA  
COLLEGE  
FOUNDATION

**PAY IT**  
*Forward*

**ANNUAL  
FUNDRAISING EVENT**

**Feb 28, 2024**

Supporting  
Access to  
Education  
for All



4-5:30pm  
Mobius Hall  
Cascadia College

**SAVE THE DATE!**



# Board of Trustees Update

# Thank You!

[www.Cascadia.edu/foundation](http://www.Cascadia.edu/foundation)



## **Cascadia College Board of Trustees Discussion Item**

**Subject:** Fall Quarter Enrollment Update

**Justification:** Each quarter the Board of Trustees reviews the enrollment as of the 10<sup>th</sup> day (post census) for changes in patterns and impact to budget.

**Background:**

Tenth day enrollment provides a snapshot of our current position compared to previous years and provides the foundation for understanding our enrollment pattern for the academic and fiscal year. The data presented will include data drawn on October 3, and supplemented with applicable updates after the 10<sup>th</sup> day census is complete.

Dr. Kerry Levett, Erik Blakeney, and Dr. Michael Horn will be available to respond to questions.

**Supplemental Document:** DISC 4a: enrollment slide deck



CASCADIA COLLEGE

BOTHELL • OUR COMMUNITY'S COLLEGE

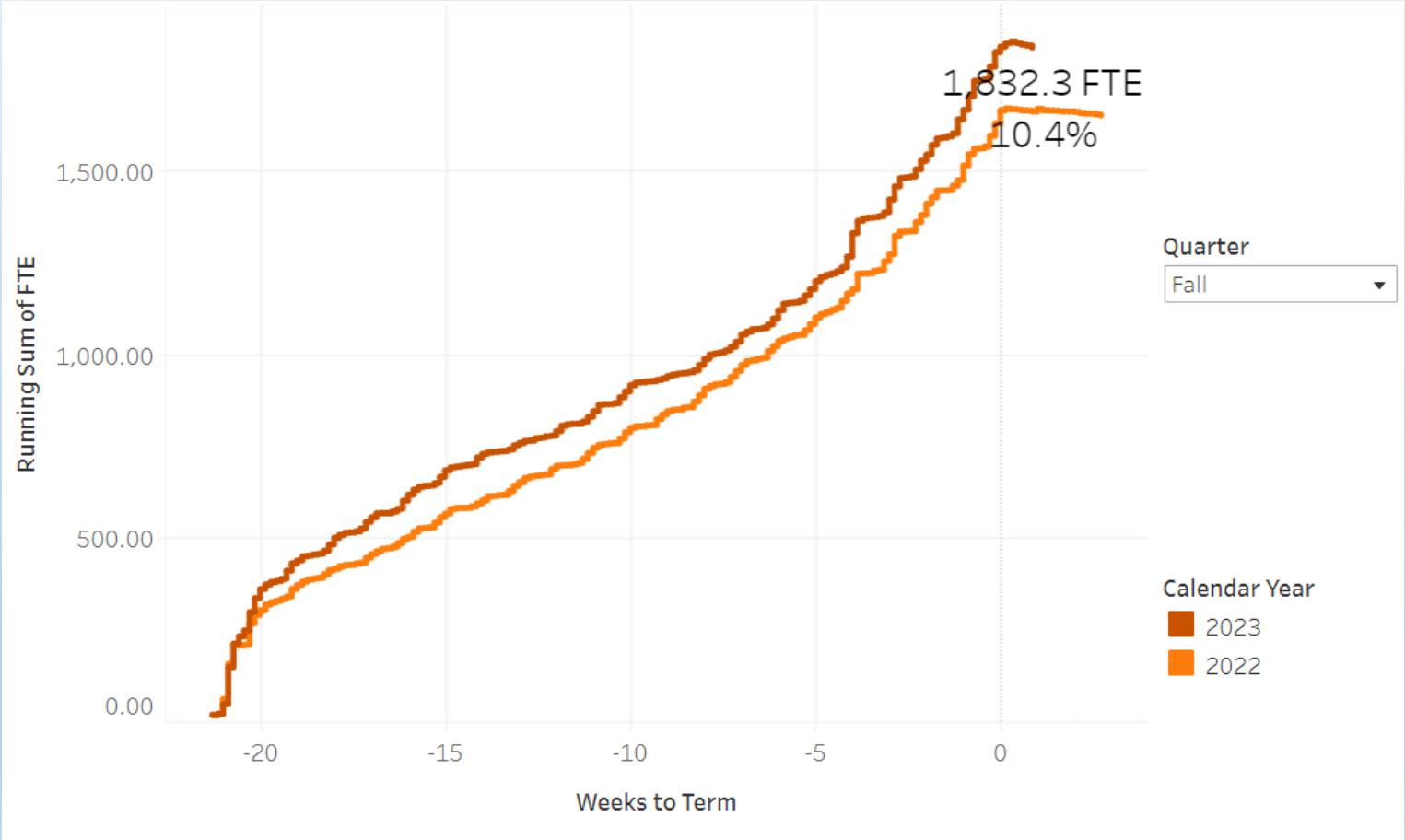
# Enrollment Update

Data as of Thursday October 5th, 2023

Enrollment as Full-Time Equivalency (FTE), unless otherwise noted

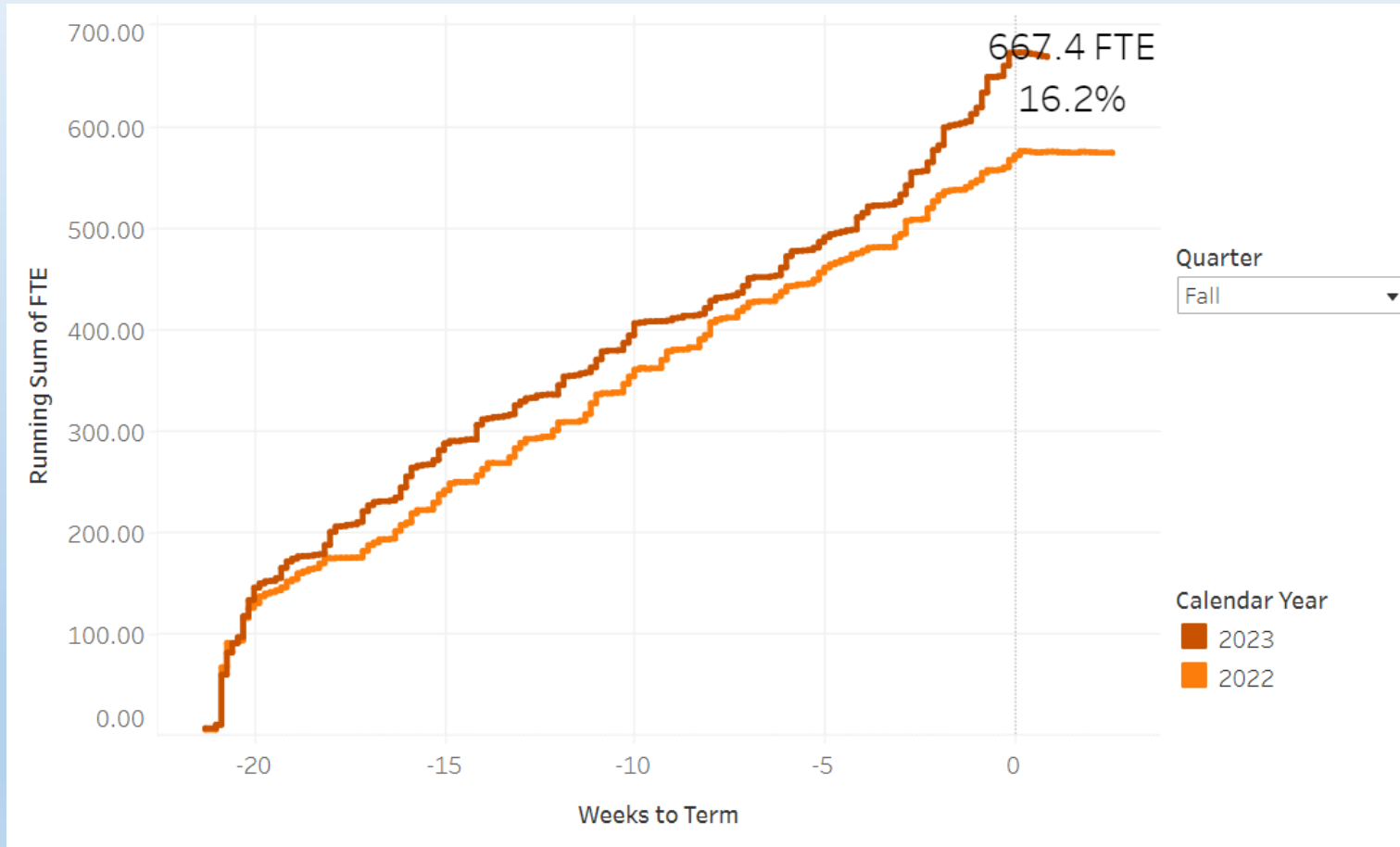
(Further updates provided on October 13th and 20th)

# Total Enrollment (FTE) by Week



Overall enrollment (FTE) is up 10.4% from last fall.

# Running Start Enrollment by Week

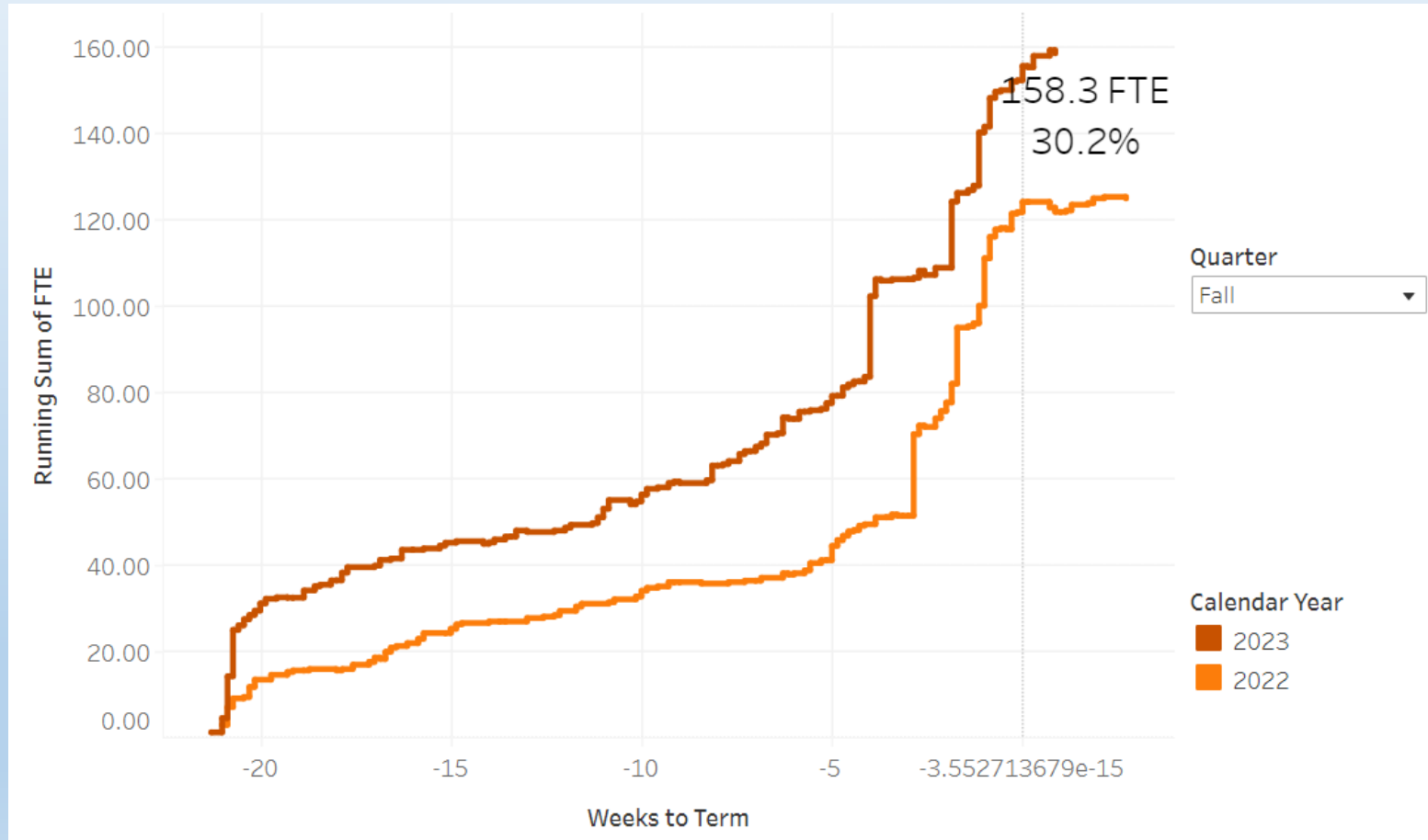


Overall Running Start enrollment is up 16.2% from last fall.

Continuing RS student enrollment increased by 9.7%.

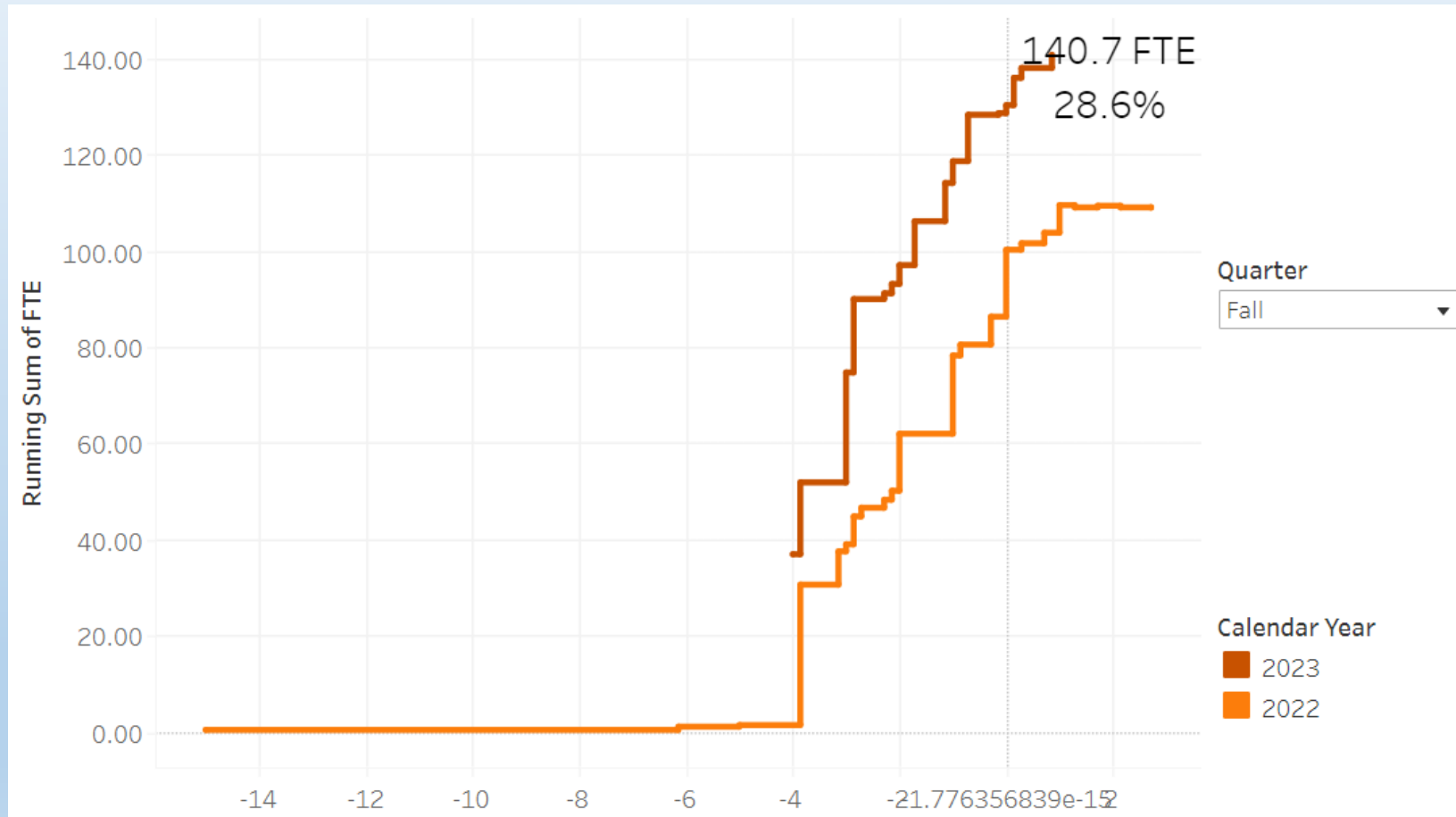
New RS student enrollment was up 19.4%.

# International Student Enrollment by Week



Overall International Student enrollment is up 30.2% from last fall.

# College and Career Foundations Student Enrollment by Week



Overall CCF enrollment is up 28.6% from last fall.

Continuing CCF student enrollment increased by 28.1%.

New CCF student enrollment was up 45.4%.

# Top Feeder **Districts**, Fall 2023

## **All Enrollment (includes RS)**

Districts Feeding at Least 50 Students

## **Running Start Only**

Districts Feeding More Than 10 Students

<b>District</b>	<b>Percent of Total Enrollment</b>	<b>Percent of RS Enrollment</b>
Northshore School District	31%	51%
Everett School District	7%	11%
Lake Washington School District	5%	8%
Snohomish School District	4%	6%
Monroe School District	3%	5%
Edmonds School District	2%	2%
Other	47%	16%

# Top 10 Feeder Schools (Any District), Fall 2023

## All Enrollment (includes RS)

School	Student Count
Bothell (Northshore)	200
North Creek (Northshore)	184
Inglemoor (Northshore)	152
Henry M Jackson (Everett)	134
Woodinville (Northshore)	130
Glacier Peak (Snohomish)	87
Juanita (Lake Washington)	72
Monroe (Monroe)	66
Cascade (Everett)	29
Lynnwood (Edmonds)	24

## Running Start Only

School	Student Count
Bothell (Northshore)	121
Inglemoor (Northshore)	83
North Creek (Northshore)	80
Woodinville (Northshore)	77
Henry M Jackson (Everett)	67
Glacier Peak (Snohomish)	41
Juanita (Lake Washington)	40
Monroe (Monroe)	29
Innovation Lab (Northshore)	18
Cascade (Everett)	14

# Enrollment From Northshore, Fall 2023

## All Enrollment (includes RS)

School	% of Northshore Enrollment
Bothell High School	28%
North Creek High School	26%
Inglemoor High School	21%
Woodinville High School	18%
Innovation Lab High School	3%
Secondary Academy For Success	1%
Other	2%

## Running Start Only

School	% of Northshore Enrollment
Bothell High School	31%
Inglemoor High School	21%
North Creek High School	21%
Woodinville High School	20%
Innovation Lab High School	5%
Secondary Academy For Success	<1%
Other	2%



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

**Subject:** Monthly Finance Report: FY23-24 October Update

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

**Background:** The finance report will include the following topics:

1. Key financial outcomes for the last fiscal year I.e., FY22-23.
2. FY23-24 student tuition revenue projections based on 10<sup>th</sup> day enrollment (Oct 9<sup>th</sup>) numbers from the Fall quarter.

CASCADIA  
COLLEGE

ADMINISTRATIVE SERVICES

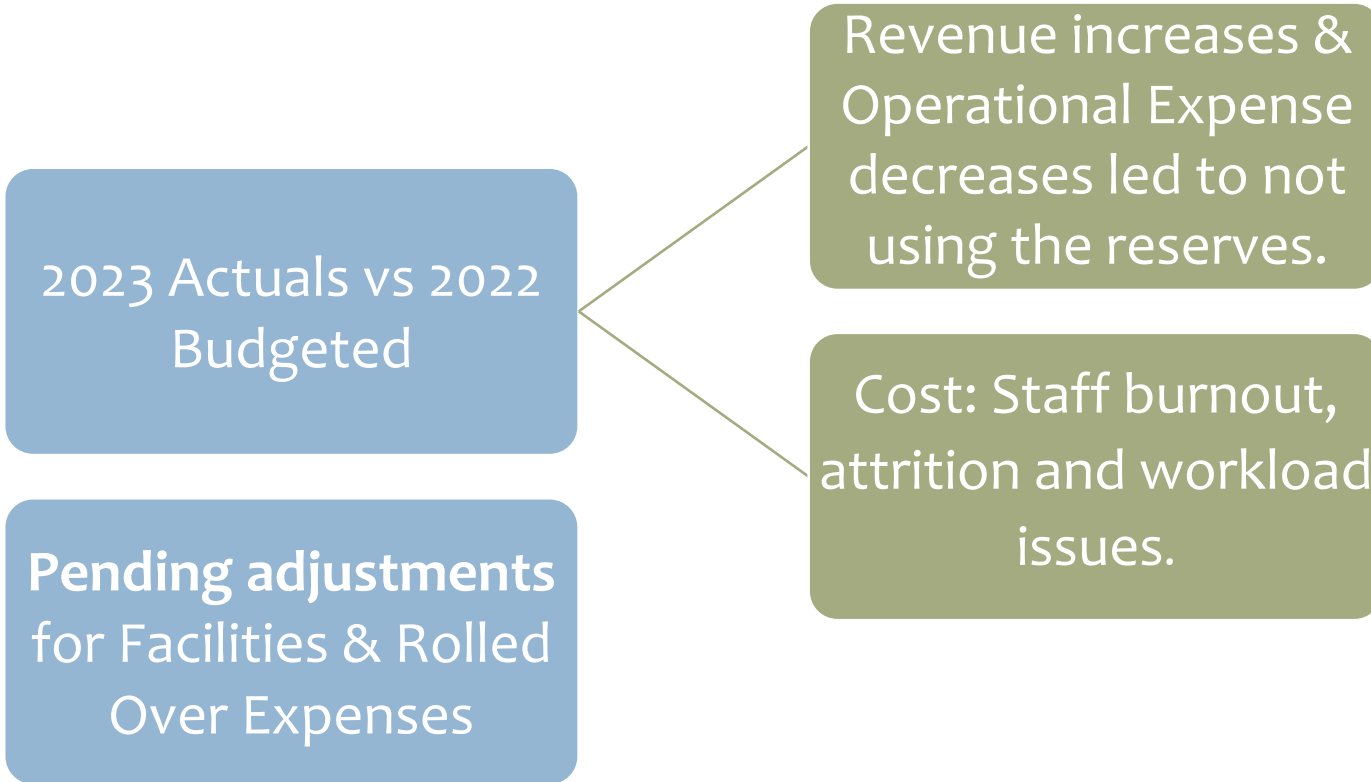
# October Finance Report

As of Oct 6, 2023

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

# Looking Back



## **FY22-23 Preliminary Financial Results**

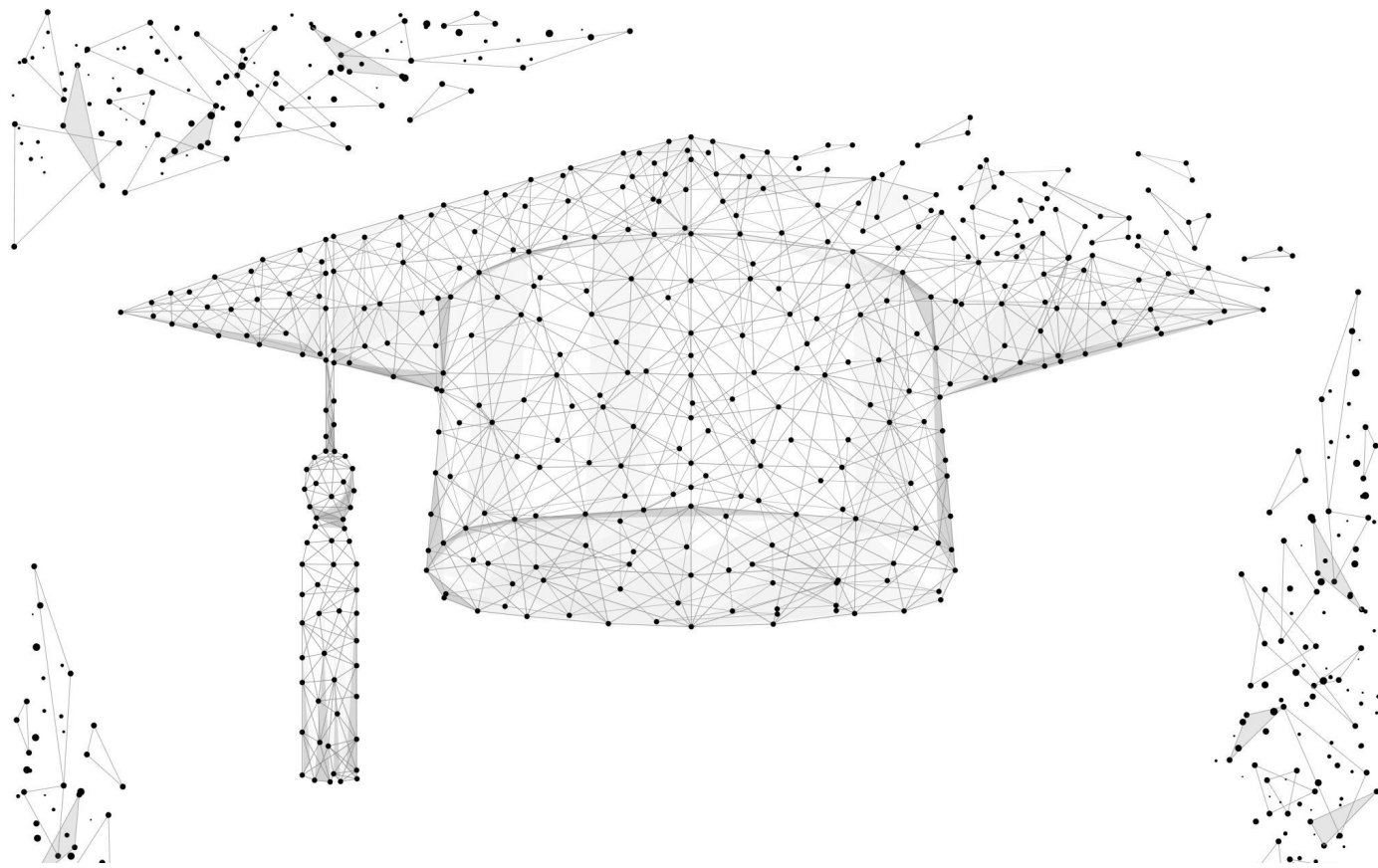


# Looking Ahead

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

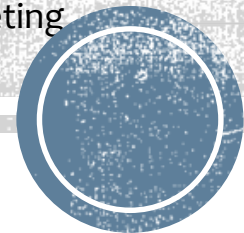
**FY23-24  
Approved  
Budget in  
June, 2023**

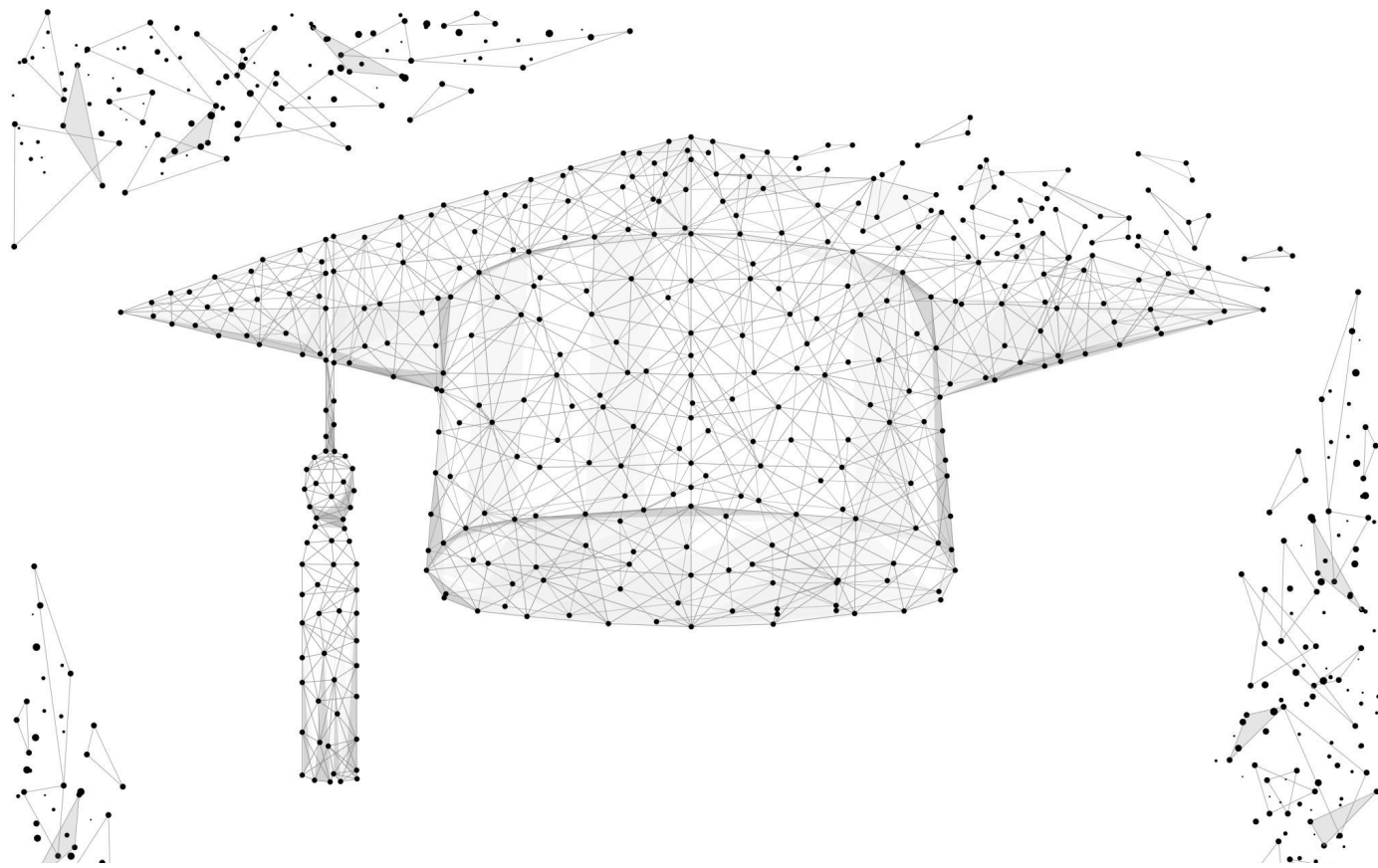




# FISCAL Reserves

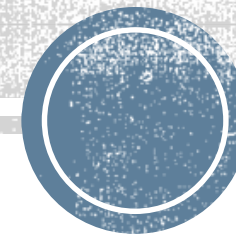
Current view of Local Reserve  
Balance will be ready to share in  
the Oct 18th Meeting





# 10th Day Tuition Revenue Projections

Data is finalized on Oct 9th and will  
be shared in the Oct 18th Meeting



## Cascadia College Board of Trustees

### Discussion/Presentation Items

**Subject:** Incremental Staffing Plan

**Justification:**

The college's stability is largely a function of steady enrollment (revenue) and a stable staffing model. Both of these have been on-going challenges. This topic discusses staffing stability and how it might affect college finances. The Board will need to determine if the investment requested is appropriate.

**Background:**

Last month, the recent history of our financial and enrollment stability was presented. As well, a proposal to increase staff across Fall 2023, Winter 2024, and Spring 2024 was proposed.

The following is repeat material from the September packet:

*Post-pandemic enrollment and staffing have been unpredictable. In the spring of 2023, the college reduced the operational and staffing budgets from an estimated \$4M deficit to a deficit of \$1.5 for FY24. This was accomplished by downsizing discretionary budgets (e.g., travel), not filling vacancies, and reducing the college's staff by four positions. At the time, this was seen as the most prudent path forward. We also believed that these cuts would not have major impacts.*

*Over the course of Summer 2023, we acknowledged that the vacancies on campus, the missing positions, and (in particular) the investment of staff resources in ctcLink were draining and overburdening the human resources on campus.*

*Staff are experiencing burnout, workloads for exempt are often greater than 50 hours/week, attrition is constant, vacancies can't be filled easily, and we don't have the workforce to keep the college running smoothly. We also have expertise on this campus that can't be replicated in any of the other community colleges; losing these people to other jobs outside of Cascadia would be catastrophic. Yet, these critical roles need staff support and balanced workloads if they are to remain.*

*This discussion ends with the recommendation that the college should invest in a staffing model that will allow us to continue to serve students successfully. It is contrary to the downsizing efforts last spring because, at that time, we thought the college could handle more streamlined operations. This is no longer true. We are experiencing some promising signs in terms of revenue, and the executive team would like to realize those gains sooner rather than waiting for the traditional budget cycle.*

**Discussion:**

The college administration proposes that, based on our projected enrollment and revenue numbers, the Trustees approve funding for Fall 2023 to increase staffing. This request is only a portion of the total intended investment that the executive team hopes to achieve, but the team feels it prudent to start with the most critical positions and see how the next few months play out. In addition, these folks must be hired and on-boarded with our new HR team and, getting

through this process even with a limited number of new hires, will take time. This means that the total expense for FY24 will be approximately HALF of what is being suggested.

The executive team will ultimately determine the type of employee needed to best suit our current needs, but many of the positions relate to ctclink stability. The overall salary and benefits costs is listed in the chart below with our draft “new staff” list. Note that the staff list might change, but college will not exceed the amount approved for the investment.

The total **ANNUAL** amount requested in salary is: \$500,000.

The executive recommends that this amount be funded because 1) we did not end last year in a deficit, 2) we do not anticipate a deficit this year, 3) we have reserves, and 4) without the investment, we will further deteriorate into a situation where the college will experience more catastrophic failure due to staffing shortage and the inability to navigate ctclink effectively.

**Action:**

“The Board moves to approve the incremental staffing request in a salary amount not to exceed \$500,000 beginning as of this date. Further requests this fiscal year must be brought before the Trustees.”

**Vote/Adoption:**

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

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

	Yes	No	Abstain
Hinojos			
Lee			
Ponto			
Quint			
Seabrooks			



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



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

### ❖ **Meetings**

CCCFT Coordinator David Shapiro continues to attend the monthly AFT-Washington CTC Council meetings to connect with fellow Faculty Union leaders from the 34 community and technical colleges in our state. The most recent meeting was 10/7/24, in which a variety of issues were explored, including statewide union solidarity, leadership building issues, and updates from AFT-WA locals.

The CCCFT Steering Committee met on Friday 10/13/24 to plan for the year ahead and work together on behalf of faculty interests and student needs at Cascadia.

CCCFT plans to hold a general membership meeting in fall quarter. More information to follow.

### ❖ **Gun Safety**

CCCFT members have been working the AFT-WA State Legislative Affairs committee to make gun safety a legislative priority. The aim to develop specific proposals to make campuses—and society at-large—safe places for everyone.

### ❖ **Shared Governance**

This is to re-affirm our shared commitment at Cascadia to shared governance. We recognize the ongoing challenges associated with doing so and so would like to encourage all members of our College community to step up to those challenges, especially as we confront together the many pressing issues before us today and in the future.

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



*By Miyuki Sandoval, Advocacy Chair*

Events:

The Events and Advocacy Board has been working hard these past two weeks to welcome back students and ensure they are feeling safe, happy, and ready to learn this coming school year.

- **Ice Cream Social:** We started off the first day of school strong with this new event. Through the collaboration of ice cream and game vendors, EAB was able to provide an open space where students could get to know one another and feel welcomed onto our campus. There were interactive games and tables with Student Life members so that students can become familiar with their new student leaders. A variety of advertising was used to promote Cascadia club information, campus resources, and upcoming events. We were happy to see 238 students at our one-day event, and it was evident that the students enjoyed this welcome back event.
- **Fall Involvement Fair:** This two-day event was an excellent way to bring together students and ensure they are equipped with the resources they need to be successful. This event allowed students to become more informed of club information, and a variety of campus resources. There was a total of 352 students at our Fair, and they seemed to love our Cascadia Passport method of incentivizing visiting tables with stamps and giveaways.
- **Spooktacular:** EAB is currently collaborating with UWB to bring this big event back to campus. We are looking forward to seeing how students will enjoy this event at the end of this month.

Advocacy:

- **Voter Registration and City Council Tabling:** We will be hosting a table on October 11<sup>th</sup> from 1:30-3:30 in the Lower Level Lobby. The goal of this tabling event is to provide students information and access to voting in Washington State. Additionally, we will be providing information about local City Council “Meet the Candidates” events being held this month. Students will be provided the opportunity of submitting questions that will be asked during the events, to the upcoming candidate members.
- **Committees:** Each EAB member is a part of a committee of interest, and are planning to attend the first meetings this month. We wish to prioritize having all facets of campus listened to, and committees are the first step in making sure the Students have an ear and say in how the campus functions.